

Criterion One: Mission

The institution's mission is clear and articulated publicly;
it guides the institution's operations.

1.A. The Institution's mission is broadly understood within the institution and guides its operations.

Missouri State University faculty, staff, administrators and students believe in the University's mission. The mission is meaningful, distinctive, and can be communicated succinctly.

Missouri State's full mission statement found in the long-range plan is as follows:

Missouri State University is a public, comprehensive metropolitan system with a statewide mission in public affairs, whose purpose is to develop educated persons. The University's identity is distinguished by its public affairs mission, which entails a campus-wide commitment to foster expertise and responsibility in ethical leadership, cultural competence and community engagement.

The academic experience is grounded in a general education curriculum which draws heavily from the liberal arts and sciences. This foundation provides the basis for mastery of disciplinary and professional studies. It also provides essential forums in which students develop the capacity to make well-informed, independent critical judgments about the cultures, values and institutions in society.

The Missouri State University campuses are structured to address the special needs of the urban and rural populations they serve. Missouri State University-Springfield is a selective admissions, graduate level teaching and research institution. Missouri State University-West Plains is a separately accredited open admissions campus primarily serving seven counties in south central Missouri. Missouri State University-Mountain Grove serves Missouri's fruit industry through operation of the State Fruit Experiment Station. Missouri State Outreach provides anytime, anyplace learning opportunities through telecourses, Internet-based instruction, iTunes U and its interactive video network. The University also operates various other special facilities, such as

the Darr Agricultural Center in southwest Springfield, the Journagan Ranch in Douglas County, the Jordan Valley Innovation Center in downtown Springfield, the Bull Shoals Field Station near Forsyth, Baker's Acres and Observatory near Marshfield, the Missouri State University Graduate Center in Joplin, and a branch campus at Liaoning Normal University (LNU) in Dalian, China.

The mission statement is broadly defined to encompass both academic and co-curricular activities as they impact the educational process and contribute to engaging the broader community.

The first two-sentence paragraph comprises the mission that is most often printed and quoted by faculty, staff and administrators. The first sentence has remained essentially the same since 1994, while the second sentence has changed over time to reflect the mission's maturation and/or the emphasis of individual presidents.

The words in the first sentence, while few in number, are rich in meaning:

Missouri State University is a public, comprehensive metropolitan system with a statewide mission in public affairs, whose purpose is to develop educated persons.

The orientation for new Board of Governors members includes an in-depth explanation and discussion of the deeper meaning of the words in that first sentence.

- **“Public”** – Self-explanatory, but speaks to the responsibility the University has to the citizenry, the laws and policies by which it operates, and how the institution is funded
- **“Comprehensive”** – Describes the range of academic programs offered, from undergraduate through selected doctorates
- **“Metropolitan”** – References the University's long-time membership in the Coalition of Urban and Metropolitan Universities (CUMU), which has taken on added meaning since 2012 when performance funding was instituted in Missouri and Missouri State's comparison “peer institutions” consist of CUMU members
- **“System”** – Missouri State refers to itself as a system, with a graduate level campus in Springfield, a separately-accredited two-year open admission campus in West Plains, a research campus in Mountain Grove, and a China campus in Dalian. (*Missouri State understands that HLC would officially reference West Plains separately and identify all other sites as “locations,” but Missouri State employees will refer to all as “campuses.”*) Missouri State also is home to the state's only K-12 laboratory school, Greenwood Laboratory School, which is located on campus, has about 400 students, is fully accredited, and is self-funded through tuition and fees, as well as private gifts

- **“Statewide mission in public affairs”** – Missouri State is distinguished by its statewide mission in public affairs, which was approved by the Missouri General Assembly and signed into law by the Governor in 1995, and has been developing ever since
- **“Purpose is to develop educated persons”** – Operating within the public affairs mission, Missouri State’s over-riding purpose is to develop educated persons

As would be expected, the mission is included on the website, in official publications, and elsewhere. But that is not all. Missouri State is proud of its mission and how it is expressed, and therefore uses it often. For example:

- Since 1994, the mission statement has been on the cover of the University’s budget proposal book for the Missouri General Assembly and been recited as part of the Missouri State President’s budget presentation to legislators
- The mission statement is on inserts in the acrylic frames that can be found on desks and in offices around campus
- The mission and purpose are included on permanent markers in Keiser Plaza just east of Strong Hall
- The Citizen Scholar statue in Keiser Plaza is a symbol of the public affairs mission as described on the plaque. A silhouette of the statue is the graphic for the annual Public Affairs Conference and statuette versions are presented to those inducted into the Missouri Public Affairs Hall of Fame

This current second sentence speaks to the three pillars of the public affairs mission, which was included in the 2011-16 long-range plan:

The University's identity is distinguished by its public affairs mission, which entails a campus-wide commitment to foster expertise and responsibility in ethical leadership, cultural competence and community engagement.

As part of its continuous effort to strengthen the public affairs mission, the University commissioned an 18-month marketing research project (fall 2012-spring 2014) that focused, in part, on the public affairs mission. The purpose was to determine how prospective students and current students view the public affairs mission, and how the mission might be better communicated, not only to students, but also the general public.

The public affairs mission remains dynamic, in large part because it a “live question,” fostering constant examination, debate, discussion, and, therefore, further development. That is expected to continue in the future.

1.A.1. The mission statement is developed through a process suited to the nature and culture of the institution and is adopted by the governing board.

In the late summer of 1994, the administration recommended to Missouri State's governing board that the University request a statewide mission in public affairs. That mission, included in Senate Bill 340, was approved during the 1995 session of the Missouri General Assembly, signed by the Governor in June 1995, and has been in state statute since.

Over the past two decades, the campus community has explored how this mission serves the educational mission of the University. As a result, the mission has matured and been woven into the fabric of campus life, from inclusion in General Education, to Community and Service Learning (CASL) courses, to the opportunity for student to graduate "with distinction in public affairs," to sponsoring major community events, to participation in volunteer service, to a common reader for entering freshmen, to updates and guest essays in the alumni magazine, and more. The goal is to always relate the mission to the region, the state of Missouri, the nation and the world.

In 2014, the University's three-fold understanding of public affairs entails a campus-wide commitment to foster expertise and responsibility in ethical leadership, cultural competence and community engagement.

- **Ethical Leadership** is demonstrated as students apply what is learned in the classroom to solve problems and bring about positive changes. Faculty and staff take seriously their responsibility to act as role models for ethical leadership
- **Cultural Competence** is encouraged through interactions with international students on campus and through Study Away programs, as well as opportunities to study foreign languages, histories, and religions, all of which facilitate the acquisition of cultural knowledge and prepare students to be competitive and successful citizens in the world. There also are dozens of special events during the year that highlight various cultures from around the world, all with significant student involvement
- **Community Engagement** encourages the development of leadership skills and the broadening of perspectives through projects, research, and critical thinking. Service learning and volunteerism also support this pillar of the mission

To further enhance the public affairs mission, beginning in 2013-14 Missouri State identified annual "signature events" for the public affairs mission. Related, Missouri State established the Missouri Public Affairs Hall of Fame, which had its inaugural induction in April of 2014. The public affairs signature events include: the New Student Convocation, the Public Affairs Week, the Community Engagement Project, the Public Affairs Convocation, the Statewide

Collaborative Diversity Conference, the Public Affairs Conference, and the Missouri Public Affairs Hall of Fame Induction.

A number of awards for outstanding efforts in public affairs have been established over the years to recognize deserving faculty, staff and students. The awards range from scholarships for students to privately-funded cash awards for faculty and staff who demonstrate extraordinary community service.

Since it was founded in 2000, the Missouri Campus Compact has been hosted by Missouri State University. It is yet another example of the University taking a statewide leadership role for public affairs-related activities among about three dozen higher education institutions in Missouri.

The expectation is that the University's understanding of the mission will continue to evolve and grow through its integration into the First-Year Experience and newly revised General Education curriculum that goes into effect in the fall of 2014.

1.A.2. The institution's academic programs, student support services, and enrollment profile are consistent with its stated mission.

The public affairs mission is introduced to prospective students in admissions materials and recruitment-related websites. And the mission resonates with students. They are attracted to the concept of "the greater good"; of not only being accomplished in a field of study, but also involved in the community and world – a Citizen-Chemist, Citizen-Teacher, Citizen-Accountant, etc. For that reason, it is not unusual to find students who say it was the public affairs mission that attracted them to the University.

The mission forms a significant part of the educational process, beginning with a student's first contact with the University at the Student Orientation, Advisement and Registration (SOAR) program, then continuing with the First Year experience course and multiple uses of a common reader to coincide with both academic and co-curricular activities.

Coming out of a Faculty Senate review that began in 2012, the General Education program has been revised for implementation beginning in the fall of 2014. The new General Education curriculum particularly addresses the three pillars present in the public affairs mission – ethical leadership, cultural competence and community engagement – through the stated areas of Foundations and Breadth of Knowledge, which includes the Natural World, Human Cultures and Public Affairs.

To further emphasize the importance of the mission, and to strengthen and define how the mission is integrated into the curriculum in general education, in the major and in co-curricular activities, the Faculty Senate took two actions. First, it adopted student learning outcomes for the

public affairs mission. Second, it mandated that every undergraduate program tailor for its majors a graduation requirement that focuses on public affairs.

An additional tool, a Quality Initiative Project (QIP), was developed as a non-intrusive system for assessing (not grading) student work related to the public affairs mission. In this project, student work is collected from across all disciplines in order to evaluate the level of students' understanding and integration of the three themes of the mission, as well as the University's diversity goals. A rubric was developed to map the assessment process.

Providing appropriate support is paramount for students to succeed in their academic programs and develop as leaders. Missouri State's office of Student Development and Public Affairs has oversight responsibility for providing these support services. That office coordinates a number of programs.

- **GEP 101** – GEP 101 is a first-year seminar for incoming students with fewer than 20 hours. In addition to providing support and easing the transition to university life for incoming students, GEP 101 utilizes peer leaders to provide authentic leadership development opportunities
- **Bear CLAW** – Students may take advantage of the Bear CLAW (Center for Learning and Writing), a dedicated space on the first floor of Meyer Library where students receive tutoring, renew scholarships, attend student success seminars, and find information on employment or volunteer opportunities
- **Living-Learning Communities** – An additional support for incoming students is found within the seven Living-Learning Communities present on campus: Bears Business Community, Fit and Well, Future Health Care Professionals, Physical Science, Math and Engineering, Deciding Students, First Year Experience, and Sophomore Year Experience. These communities offer living environments that build a sense of community among students with similar interests
- **SOAR** – To further empower students to succeed at Missouri State, Student Development and Public Affairs hosts 16-20 Student Orientation, Advisement and Registration (SOAR) sessions each summer. This program offers first-time freshmen and their family members the opportunity to interact with student leaders, peers, and academic advisors in a fun and informative manner while being introduced to the university's mission. (There are fewer but similar orientation sessions specifically for transfer students, nontraditional students, and graduate students.)
- **New Employee Orientation** – Information on the public affairs mission is also shared with new staff and faculty during new employee orientation sessions

The University's long-range plans has a section on enrollment management that includes a statement of "enduring commitment to student learning, inclusive excellence and institutional impact." Of particular importance to the University's mission is the commitment to inclusive excellence in recognition that an educational institution's success is dependent upon how well it values, engages and includes the rich diversity of faculty, staff and students, with all the valuable dimensions that brings. A comprehensive commitment to inclusive excellence is reflected by policy, planning and actions throughout the institution.

1.A.3. The institution's planning and budgeting priorities align with and support the mission. (see 5.C.1)

Over the past 25 years, Missouri State's budgeting process has become increasingly collegial and transparent, aided, in part, by the advent of the Internet, websites, and other electronic communication. Today, the process includes significant input at the college level and from college-elected faculty representatives at all levels. This has made an already good process even better.

The process begins well in advance of the approval by the Board of Governors and submission to the Governor and state legislature. Departments, colleges, vice president units, and members of Administrative Council develop proposals to be presented to either the Academic Affairs Budget Committee, chaired by the Provost, or the Administrative Budget Committee, chaired by the Vice President for Administrative and Information Services. From there, the recommendations are elevated to the Executive Budget Committee, which has a faculty majority; includes representation from students, staff, administrators and the West Plains campus; and is chaired by a senior faculty member. Some of the faculty members on the Executive Budget Committee also are members of the Faculty Senate's Budget and Priorities Committee. Minutes from all committee meetings are posted on Financial Outlook portion of the University's website.

Once recommended by the Executive Budget Committee and approved by the Board of Governors, the documents are posted to the Financial Services website. Any updates resulting from actions by the Missouri General Assembly and/or the Governor are made on the website as well. Annual budgets are archived and, beginning with 2005, may be viewed at this web page. In addition, the President's regular electronic newsletter, *Clif's Notes*, keeps the campus community informed about the budget process from start to finish.

The University's long-range plan includes eight specific objectives supporting responsible stewardship and a commitment to "allocate resources, including debt, strategically to achieve MSU's mission and vision." The plan also includes a set of key tactics to achieve these objectives and to maintain the fiscal health of the University. The University recognizes that to achieve Missouri State's mission and vision it is essential to both maintain a sufficient fund

balance and spend current dollars wisely on priorities. The Key Performance Indicators track fiscal success, as well as demonstrate efforts to keep higher education affordable in Missouri.

1.B. The mission is articulated publicly.

1.B.1. The institution clearly articulates its mission through one or more public documents, such as statements of purpose, vision, values, goals, plans, or institutional priorities.

Missouri State clearly articulates its mission in public affairs in all of its public documents and websites, as well as in other public locations. Those include the University Catalog, the University Fact Book, the Faculty Handbook, the Employee Handbook, and the acrylic framed mission statements located in individual employee offices, conference rooms, and unit waiting rooms across campus.

The foundation of the University's long-range plan is its commitment to developing educated persons by emphasizing public affairs in public events and activities. The University has made a concerted effort to incorporate its three-fold vision into the curriculum, which includes the Faculty Senate's approval of student learning outcomes for public affairs across the curriculum.

Public affairs statements appear in course syllabi, are integrated into class discussions, and form the basis for related co-curricular events and activities, such as the student-led Public Affairs Week. In addition, internal grants support faculty and student research projects and presentations on public affairs, both at the undergraduate and graduate levels.

1.B.2. The mission document or documents are current and explain the extent of the institution's emphasis on the various aspects of its mission, such as instruction, scholarship, research, application of research, creative works, clinical service, public service, economic development, and religious or cultural purpose.

Prior to 1993, Missouri State University, like many other institutions, treated long-range plans like homework – do what was necessary to complete the assignment, get a passing grade, and then put them on the shelf never to be reviewed again. That all changed in 1993.

Since producing *Welcoming the 21st Century: A Long-Range Vision and Five-year Plan (1995-2000)*, Missouri State has taken planning seriously and used the long-range plans to chart the course for the University for the coming five or six years. In each case, about 85-90 percent of the goals outlined in the plan were accomplished during the period of the plan.

That first plan, and each of the three successive plans, have had increasingly broader campus participation; been developed over 12-15 months with open planning meetings and multiple campus forums; and had official approval by the governing board. Each long-range planning

cycle has included a review of the previous plan's goals, as well as a discussion and refreshing of the public affairs mission. In between plans, appropriate updates are made on websites and in annual documents.

The current long range plan, *Fulfilling Our Promise: 2011-16 Long-Range Plan*, provides a set of well-defined tactics to accomplish University goals. The intent is to develop public affairs competencies and to provide real-world experiences through Study Away, Service Learning, internships, and recognize those who have gained distinction as Citizen Scholars.

1.B.3. The mission document or documents identify the nature, scope, and intended constituents of the higher education programs and services the institution provides.

In every document that displays, defines or declares the mission in public affairs for Missouri State, it is made clear that the University's purpose is to "develop educated persons." As noted above, this is expressed in the General Education Program, the mission statement, and is prominently displayed on its websites, publications, through its seven signature public affairs activities/events, and through structures such as the Citizen Scholar statue and Keiser Plaza.

Because Missouri State University serves both urban and rural populations with its campuses in Springfield, West Plains, and Mountain Grove, as well as a wider public through its Outreach Office, its list of constituents has expanded over time. (*In HLC terms, West Plains would be a separately-accredited campus and the other sites would be identified as "locations," not campuses.*) However, the University continues to recognize how integral its work is to the economy, technological advancement, social and health care needs of Missouri.

As a public entity with a mission in public affairs, Missouri State University continues to direct its efforts to develop "citizens of enhanced character, more sensitive to the needs of the community, more competent and committed in their ability to contribute to society, and more civil in their habits of thought, speech, and action."

1.C. The institution understands the relationship between its mission and the diversity of society.

The commitment to diversity is inherent in the public affairs mission, and it is explicitly included in the pillar of "cultural competence." That commitment is clearly stated in the long-range plan as one of the four goals: "create a more diverse student body and workforce." While the University has made remarkable progress in achieving diversity in the student body, progress has been slower in coming among faculty and staff. To address this challenge, Missouri State has been proactive with a variety of initiatives, not only on campus, but also as a key partner with other entities in and around Springfield and southwest Missouri.

The University's goal is to intentionally instill in students a high degree of appreciation for, and understanding of, peoples of the world. General Goal 13 of the revised General Education

program states that students are to be provided with the opportunity to better “understand, critically examine, and articulate key similarities and differences between their own cultural practices and perspectives and those of other cultures, past and present.”

To emphasize its commitment to diversity, Missouri State created the Division of Diversity and Inclusion in the summer of 2011 and hired the first Vice President for Diversity and Inclusion in October of 2011. This office provides a focal point for the diversity effort and also provides leadership to the campus for programs and services.

The division also has helped explore and develop partnerships to advance the University’s diversity agenda, including a three-year agreement with the University of Arkansas-Pine Bluff, a Historically Black Colleges and Universities (HBCU) institution. The joint activities include co-teaching of an advanced level diversity class and a timeline for faculty exchange.

In addition, incorporating diversity in the curriculum is represented in the Professional Education Unit (PEU), which achieved full accreditation without any qualifications from the Council for the Accreditation of Educator Preparation (CAEP) and also met or exceeded all standards as part of the Missouri Standards for Teacher Education Programs (MoSTEP).

A comprehensive list of initiatives of the Division of Diversity and Inclusion may be found in that unit’s annual report.

Several other initiatives across the campus represent the University’s connection to societal components. For example, the Student Tracking Electronic Portfolio System (STEPS) is being used to help assess progress of students in the Bachelor of Science in Education and Master of Science in Education degree programs.

1.C.1. The institution addresses its role in a multicultural society.

Missouri State’s commitment to outreach and education about multiculturalism is a fundamental aspect of its diversity and inclusion initiatives. Initiatives such as the Faculty Mentoring Program, Staff Mentoring Program, various heritage month activities, the Statewide Collaborative Diversity Conference, campus-wide sensitivity to scheduling events on major religious holidays, and a variety of “warming activities” have had a positive impact on campus and on enrollment of a more diverse student body. The University’s long-range plan includes a specific continuing commitment to inclusive excellence, including the creation of a more diverse workplace.

Co-curricular initiatives, such as the robust and growing Study Away program, the expanding Multicultural Leadership Scholarship program, and the popular English Language Institute also have added value to the diversity efforts by giving students contact with other cultures.

1.C.2. The institution’s processes and activities reflect attention to human diversity as appropriate within its mission and for the constituencies it serves.

The University has been proactive in enhancing its policies and practices that impact human diversity. In January of 2012, for example, a diversity component was added to the Appraisal and Development Plan (ADP) for all non-academic employees. Related, training modules were added to emphasize that diversity in the workforce should be sought and then monitored for compliance with laws, policies, and expectations of equity. A strategic hiring policy was implemented to assist the campus-wide effort to achieve greater diversity among faculty and staff.

Based on data, the Key Performance Indicator on diversity indicates that the University’s efforts are “trending toward sustained excellence.”

1.D. The institution’s mission demonstrates commitment to the public good.

1.D.1. Actions and decisions reflect an understanding that in its educational role the institution serves the public, not solely the institution, and thus entails a public obligation.

Missouri State serves as a catalyst for positive changes and to promote the public good in the local, regional, statewide, and international community. It is an essential responsibility of the public affairs mission.

Focus areas promote the quality of life and the environment and enhancement of economic vitality. The Ozarks Environmental and Water Resources Institute (OEWRI), for example, supports efforts to protect and restore water quality and supply in the Ozarks Region of southern Missouri and northern Arkansas. The Center for Resource Planning and Management (CRPM) plans projects for area communities is the organization behind the Southwest Missouri Council of Governments.

Another major initiative included in the long-range plan is the “Partners for Progress” that links Missouri State with the Springfield metropolitan area. Among the successes for this initiative has been the IDEA Commons – Innovation, Design, Entrepreneurship and the Arts – an urban innovation park that has helped revitalize Springfield’s center city area and stimulated economic development in the region.

Service Learning has become an integral part of course work and student engagement at Missouri State. Service Learning brings problem-based learning and addressing social justice issues to the forefront of discussions in courses and then expands the classroom into the community to with students engaging in making a difference through hard work. Experiences range from education to audiology to food safety to historical geography.

Service Learning, particularly, helps students experience, in life-changing ways, the intersection of their academic pursuits and community services, just as the fashion design student did when she worked at a Springfield senior center. While working there, she observed that meals were messy, resulting in distress and chaos. To address the issue, she used her academic training to design smocks that the seniors use at meal time. The wrap-around smocks were colorful and fastened with Velcro. They protected the seniors' regular clothes while maintaining the residents' dignity.

Equally important to students' involvement in courses is the addition of a public affairs component individualized to each degree program. The community engagement pillar of the public affairs mission calls for each program to identify and implement a designated component to fulfill the challenge to become engaged in the greater community. Programs have creatively embraced the challenge to provide experiences and real-world connections to their learning.

Missouri State is proud to be a long-time member of the American Democracy Project, a multi-campus initiative sponsored by the American Association of State Colleges and Universities (AASCU) to prepare the next generation to be informed, engaged citizens. The project involves both campus and national activities with the explicit intention of promoting civic engagement among undergraduates. Issues dealing with critical national hot topics call for students to examine and resolve conflicts or dilemmas.

Additionally, Missouri State students and faculty observe and participate in special action days with other campuses, including, but not limited to, Martin Luther King, Jr. Day of Service, Meals-A-Million, Into the Streets, Voter Registration Drives, and Stomp Out Hunger All-Collegiate Shoe Drive.

Beginning in 1998, the University has consistently received annual national recognition for its public affairs-related activities. The recognition has included being listed in the John Templeton Foundation's "Templeton Guide: Colleges that Encourage Character Development"; being named to the Corporation for National and Community Service's President's Higher Education Community Service Honor Roll for exemplary service efforts and service to America's communities; and being listed in the Community Engagement Classification by the Carnegie Foundation for the Advancement of Teaching.

1.D.2. The institution's education responsibilities take primacy over other purposes, such as generating financial returns for investors, contributing to a related or parent organization, or supporting external interest.

One of the three pillars of the public affairs mission is "ethical leadership." Acting ethically is at the heart of the Declaration of University Community Principles, which was formally adopted by

the Faculty Senate, Staff Senate, and Student Government Association, and is included in the long-range plan.

The emphasis on ethical behavior and ethical leadership exists throughout the curriculum as a core principle and they are commitments supported by faculty to help develop active citizens of enhanced character, who are sensitive to others' needs and social justice for all. Leadership programs offer opportunities to strengthen skills and competencies in working with others, including retreats, challenges, leadership distinction awards, and community projects. For example, many staff have benefitted from the University's year-long University Staff Ambassadors (USA) program. The University regularly has faculty and staff in the Leadership Springfield, Leadership Missouri, and the Greater Ozarks Leadership Development (GOLD) program.

Volunteer opportunities are widely available to students and faculty, often working side by side. "Finding your place" at Missouri State includes becoming actively involved, and volunteerism is the perfect way to achieve that goal. Students may be involved with Bear Service Days, designed to work on service projects in Springfield. Immersion programs involve a semester-long commitment to a project in a new community. Students may select a project in a homeless shelter in Springfield or Chicago or work in a local business. Alternatively, students can be matched with a local Springfield club, business or agency and help create social change in our community.

1.D.3. The institution engages with its identified external constituencies and communities of interest and responds to their needs as its mission and capacity allow.

Missouri State takes seriously its responsibility to the community and citizenry. Over the years, the University has earned a reputation as a strong, dependable partner in a number of ventures, both academic and co-curricular.

The University has partnerships with the City of Springfield, Greene County, Springfield R-12 Public Schools, the Springfield Area Chamber of Commerce, Urban Districts Alliance, and many other organizations. Included are regular meetings and multiple special events and joint projects.

IDEA Commons – Innovation, Design, Entrepreneurship and the Arts – is the University's vision of an urban innovation park: a blend of residential, retail, commercial and entertainment facilities all supporting multidisciplinary programs. Since 2007 the university has been involved in the revitalization of the downtown area which include the Roy Blunt Jordan Valley Innovation Center (JVIC), the centerpiece of IDEA Commons, along with Brick City, and the Robert W. Plaster Center for Free Enterprise and Business Development.

JVIC provides an interdisciplinary experience for Missouri State students by research with industrial, government, and academic partners while fulfilling its mission to create an educated workforce that is necessary to attract and retain science companies in Missouri.

Brick City is located in a four-building renovated warehouse complex that now is home to the Art and Design department and in the fall of 2014 will also be the site of the cooperative Doctor of Pharmacy degree program offered by the University of Missouri-Kansas City (UMKC) at Missouri State.

The Plaster Center for Free Enterprise and Business Development serves small businesses with a variety of programs and services, including The eFactory business incubator which provides resources, guidance, and assistance to small businesses to bring their new technologies to the marketplace.

Missouri State hosts a number of statewide, regional and national conferences, highlighted by the Statewide Collaborative Diversity Conference and the Public Affairs Conference.

The University also hosts summer experiences for highly motivated high school students. Missouri Fine Arts Academy provides a three-week summer program to challenge, motivate, and grow high school juniors and seniors to become future leaders. The Missouri Public Affairs Academy is a week-long experience for high school juniors and seniors who want leadership training within a public affairs framework.

Summary

For 20 years, Missouri State has benefitted from a strong and consistent mission statement. The public affairs mission is distinctive, meaningful and memorable. The concept of educating students for their role as “global citizens” sets a high standard and is attractive to today’s youth. It was compelling enough to be approved by the Missouri General Assembly and the Governor, and has been included in state statute since 1995.

One of the strengths of the mission is its potential for ongoing development. Since it was established, the mission has been continuously incorporated into all aspects of campus life, from on-campus living units to academic programs. The University’s Board of Governors, faculty, staff and administrators have successfully found the intersections of the mission with curricular and co-curricular activities. This enables each generation of employees and students to explore and build on the mission.

With its three pillars of ethical leadership, cultural competence and community engagement, the public affairs mission provides the foundation for diversity and inclusion. Likewise, it provides the philosophy for the University’s commitment to partnerships to improve the community, the

region and the state. It also provides the foundation for the open and transparent style of management at all levels of the University, including the budget.

The public affairs mission has served the University well and will continue to do so in coming years.

Accomplishments

1. The purpose of developing educated persons and the public affairs mission are strong, clear and have staying power.
2. Over time, the mission has been developed so it takes on an increasingly richer meaning in curriculum, co-curricular activities and relationships/partnerships with the community.
3. The University's budget process is a model for campus-wide participation and transparency.
4. The mission has provided a strong foundation for the University's progress in diversity and inclusion.

Areas of Concern

1. Even with the public affairs mission further incorporated into General Education, the University will need to continue to find fresh ways in which to incorporate the mission into the curriculum at all levels, as well as all aspects of campus life.
2. While much progress has been made on diversity, with exemplary increases in the student body, the University will need to continue to explore opportunities to achieve more diversity in its workforce.

Criterion 1 Evidence File

1A 1-3

- ✓ 2011-2016 long range plan.
- ✓ Previous long range plans.
- ✓ Where is mission statement?
 - 2013-2014 Budget Proposal Book includes mission statement.
 - Declaration of University Community Principles.
 - Pictures of Keiser Plaza and Citizen Scholar.
- ✓ Marketing study approved by BOG in August of 2012.
 - <http://www.missouristate.edu/marcom/marketing.htm>
- ✓ Senate Bill 340
 - <http://www.moga.mo.gov/statutes/chapters/chap174.htm> (link directly to section 174.450.1)
- ✓ Seven signature public affairs events – publications brochure.
- ✓ Each of the following issues of the Missouri State Magazine – we will link to the specific articles
 - <http://magazine.missouristate.edu/2011/02/09/10-things-alumni-can-do-to-support-missouri-state%E2%80%99s-public-affairs-mission/>
 - <http://magazine.missouristate.edu/2011/09/26/public-affairs-essay-alumnus-shares-%E2%80%98a-few-things-i-know-for-certain%E2%80%99-about-ethical-leaders/>
- ✓ Awards – Faculty/staff awards and Citizen scholar awards.
- ✓ Evidence file with 15-20 most recent Clif notes.
- ✓ Requirements for distinction in public affairs.
 - <http://www.missouristate.edu/studentengagement/leadership/DPA.htm>
 - Examples of projects from 2014 (maybe we can add them from 2015 if time)
- ✓ Community Involvement and Service and CASL
 - Use CASL annual reports.
- ✓ Missouri Campus Compact - <http://missouricompact.missouristate.edu/>
- ✓ <https://twitter.com/classenchandler/status/478690952500871168>
- ✓ First Year Programs <http://www.missouristate.edu/firstyearprograms/>
- ✓ SOAR – <http://www.missouristate.edu/soar/>
- ✓ Common Reader – <http://publicaffairs.missouristate.edu/commonreader/>
- ✓ Bear Claw – <http://bearclaw.missouristate.edu/>
- ✓ General Education – <http://www.missouristate.edu/generaleducation/>
- ✓ QIP – <http://www.missouristate.edu/assessment/activities.htm>
- ✓ Living Learning communities – <http://reslife.missouristate.edu/LivingLearning/>
- ✓ New employee orientation and public affairs –
 - <http://www.missouristate.edu/provost/orientation/gettingstarted.htm>
 - <http://www.missouristate.edu/human/training/68617.htm>
 - <http://www.missouristate.edu/human/training/70536.htm>
- ✓ Financial Services budget reports (collected for 10 years) along with the external audit report from each of those years.
- ✓ KPI in one document.
- ✓ Board orientation power point.
- ✓ Document the university budget process.

- ✓ Student costs - <http://www.missouristate.edu/costs/>

Criterion 1B 1-3

- ✓ Fact Books.
- ✓ Student learning outcomes of public affairs mission adopted by faculty senate.
- ✓ Catalogs, faculty handbook, staff handbook.
- ✓ Public Affairs Grant program.
- ✓ syllabi with public affairs mentioned in them.
- ✓ Long range plan.
- ✓ Board minutes that show that they approved the long range plans.
- ✓ Might use citizen scholar evidence again.
- ✓ Outreach evidence file.

Criterion 1C 1-2

- ✓ General Education document.
- ✓ Diversity – provost initiatives and activities 2011-2012 (needs updating – requested provost)
- ✓ Diversity – Standard 4 report.
- ✓ Diversity – AR Pine Bluff collaboration.
- ✓ Diversity office goals - <http://diversity.missouristate.edu/Vision.htm>
- ✓ VP of Diversity annual report –
http://diversity.missouristate.edu/assets/diversity/DDI_Annual_Report_v1_web.pdf
- ✓ http://apps.missouristate.edu/provost/restricted/standard4/exhibit_PEU_curricular_and_field_experiences.pdf.
- ✓ QIP
- ✓ Document that describes all of our multicultural programs -
<http://www.missouristate.edu/multiculturalprograms/>
- ✓ Diversity landmarks - <http://diversity.missouristate.edu/Landmarks.htm>
- ✓ Long range plan links.
- ✓ Study Away Annual Reports.
- ✓ Multicultural scholarship <http://multicultural.missouristate.edu/Scholarship.htm> . We will also need some data on how many were funded each of the last five years.
- ✓ International power point.
- ✓ ADP training – human resources
- ✓ ADP's from a few sources on campus to show diversity goals.
- ✓ Diversity hiring and recruitment programs -
http://www.missouristate.edu/policy/Op1_02_3_DiversityHiringPrograms.htm (in the policy manual so we just need to link to the right page in the manual)

Criterion 1D 1-3

- ✓ OEWRI
- ✓ CRPM
- ✓ IDEA Commons

- ✓ Service learning annual reports
- ✓ Evidence to show how public affairs is integrated into each degree program.
- ✓ Evidence file labeled "Missouri State University and the American Democracy Project"
- ✓ Action Days:
 - American Democracy Project
 - MLK Service Challenge
 - Meals-A-Million Pack-A-Thon
 - Into the Streets
 - Bear Service Days
 - Immersion Programs during breaks
 - Public Affairs Volunteer Opportunities
- ✓ Awards:
 - Named to America's Top Colleges list by Forbes magazine
 - Received Best in the Midwest distinction from The Princeton Review
 - Ranked among Best Colleges: Regional Universities (Midwest) by U.S. News & World Report
 - Named Military Friendly School by G.I. Jobs magazine
 - Selected as a Carnegie Foundation Community Engaged University
 - Listed on the President's Roll for Higher Education Community Service
 - <http://news.missouristate.edu/2012/08/29/missouri-state-receives-best-in-the-midwest-designation/>
 - <http://news.missouristate.edu/2012/09/18/military-friendly-school-2013/>
- ✓ Long Range Plan
- ✓ Community Involvement and Service file
- ✓ USA program
- ✓ GOLD
- ✓ IDEA Commons (from above) which includes JVIC, Brick City, Plaster Center for Free Enterprise and eFactor
- ✓ Statewide Collaborative Diversity Conference
- ✓ Public Affairs Conference
- ✓ Fine Arts Academy