

Criterion Three: Teaching and Learning;
Quality, Resources, and Support

The institution provides high quality education,
wherever and however its offerings are delivered.

3.A. The institution's degree programs are appropriate to higher education.

Missouri State University was founded in 1905 as a “normal school” to help meet the need for trained teachers in the southwest region of the state. Almost since the day it was founded, the University has been developing and adapting to meet the changing needs of Springfield, the region, the State of Missouri, and the nation. That has included adding programs to meet demonstrated need and eliminating programs that have lost their relevance; eliminating associate degrees and becoming a graduate university; focusing on the needs of the citizenry and establishing partnerships of all kinds to succeed; and changing the name of the institution along the way to accurately reflect the University's progress.

Many of the changes have been responses to demographics and the changing economy. Southwest Missouri has been, and continues to be, the fastest-growing region of the state. Many describe the area as the “driver of Missouri's economic engine,” which is made possible with the region's diverse array of business, agriculture, health care, higher education, and recreation, as well as the quality of life. Long ago, the institution expanded its programs beyond teacher education. Today, the University is focused on advanced health programs and high-tech programs, many of which are offered at the master's or doctoral level and others lend themselves to cooperative programs with partner institutions.

In other cases, the responses have reflected changes in the higher education in the region and statewide. Two such changes are notable: 1) Coordinating Board for Higher Education (CBHE) designating Missouri State as the region's graduate education provider university in the mid-1990s; and 2) the opening of Ozarks Technical College (OTC) in 1991.

Finally, the University has served as a catalyst for change that has influenced academic programs. For example, the University has worked closely with the Springfield community on becoming more diverse and welcoming, as well as developing destination careers locally for Missouri State graduates.

The natural progression that began in 1905 continues today and will into the future.

The University has been continuously accredited by the Higher Learning Commission since 1915. Today, Missouri State is authorized to offer certificate, bachelor's, master's, specialist and selected doctoral degrees. Accreditation at the doctor's level is limited to the Doctor of Audiology, the Doctor of Physical Therapy, the Doctor of Nursing Practice, and the Doctor of Nurse Anesthesia Practice. International offerings are limited to the Bachelor of Science in General Business in Dalian, China. The M.S. in Defense and Strategic Studies is limited to delivery in Fairfax, Virginia (Washington, D.C., area).

Missouri State students have the option of 85+ undergraduate majors with a variety of minors; 185+ academic options; and 44 graduate degree programs. Each undergraduate major has as a core component of 45 to 49 hours from the General Education curriculum in addition to the specific courses relevant to the student's academic major of choice including upper division electives. The new General Education Program, effective in fall 2014, includes specific student learning outcomes (SLOs) for each course approved in the General Education Program. Each academic major has outlined specific objectives for each discipline identified in the catalog and program-specific websites. Learning objectives for baccalaureate programs may be found on departmental website as well as on the Office of Assessment. Graduate programs balance didactic program requirements with thesis research, clinical experience, practicum or independent study, depending upon the program.

3.A.1. Courses and programs are current and require levels of performance by students appropriate to the degree or certificate awarded.

It is the policy of the University to attain accreditation for all programs where accreditation is offered. Currently, 31 separate agencies have approved accreditation/certification for Missouri State programs. These agencies perform external reviews of accredited programs on regular cycles that vary from 2 to 10 years. The accreditation of specific programs provides evidence that the programs are committed to continuous improvement of their educational experience; incorporate best practices in pedagogy and course content; responsive to developments in their disciplines; and receptive to input from students, employers and other stakeholders in their pursuit of continuous quality improvement.

Programs not accredited by an accrediting/certifying agency are subject to periodic program review. The program review process is comprised of three integrated components: 1) strategic planning, 2) annual reviews, and 3) periodic extensive self-study and (external) reviews.

The strategic plan allows the program/unit to develop a long range view (5-7 years) of its mission, priorities and objectives. The plan represents a realistic view of the program/unit's aspirations, as well as a specific plan for how it intends to achieve those aspirations. The annual reviews allow the program/unit to note its accomplishments and, in the process, assess its progress toward accomplishing its goals and objectives.

The periodic external review asks the program/unit to engage in an in-depth self-analysis which is reviewed by an external consultant(s). As a result of this periodic review, the program/unit determines how its strategic plan should be revised to ensure that it responds to the resulting recommendations and thus, ensures that quality improvements continue.

3.A.2. The institution articulates and differentiates learning goals for its undergraduate, graduate, post-baccalaureate, post-graduate, and certificate programs.

Degree requirements for undergraduate students in General Education, General Baccalaureate Degree Requirements, and Scholastic Honors are clearly articulated in the catalog and are in effect upon first enrollment as a degree-seeking student at Missouri State. Student learning outcomes for Missouri State's undergraduate and graduate students are clearly articulated within degree programs. Academic departments assess learning outcomes in systematic ways, utilizing results for program improvement. The Office of Assessment assists departments in this process.

The aim of General Education at Missouri State University is to develop people capable of making thoughtful choices that lead to creative and productive lives and responsible participation in society. To assess achievement of this learning, all students admitted into a baccalaureate degree program since the fall 1993 semester have completed a nationally normed test designed to assess basic academic knowledge and skills. Students must take this University Exit Exam prior to graduation and upon the completion of 90 or more credit hours. Data from the University Exit Exam is collected by the Office of Assessment. The analysis of the data is shared with the Committee on General Education and Interdisciplinary Programs (CGEIP) and individual departments by request. Missouri State students have consistently scored above national mean on this exit exam.

Graduate education is designed to produce students who are motivated and educated to be independent leaders in their professions and communities. A major aim of graduate education is to develop the resourcefulness and responsibility of individuals by enhancing their ability to handle effectively the materials and affairs of life, and to judge critically the value and limitation of information. The graduate programs strive to develop student progress toward a maturity of

thought and discipline-related capabilities. Learning objectives for graduate study are largely controlled by the graduate faculty, who are committed to teaching, research, and service at the graduate level, as well as mentoring graduate students in the practice of their disciplines.

Certificate programs at the undergraduate and graduate levels are designed to provide students with specific, focused knowledge and skills that will allow entrance to or advancement in a career. Learning objectives may be linked to standards set by professions or external agencies.

3.A.3. The institution's program quality and learning goals are consistent across all locations (on the main campus, at additional locations, by distance delivery, as dual credit, through contractual or consortial agreements, or any other modality).

Missouri State University ensures consistent quality and learning goals wherever and however its academic programs are delivered, whether that be on-campus, off-campus, dual credit, or online across the country. Missouri State Outreach responds directly to the needs of the non-traditional students who would otherwise be unable to obtain their education from the University. Outreach works collaboratively with the academic departments to ensure that the quality and the learning outcomes are consistent at all locations and across all modalities.

Off-campus students and instructors are held to the same academic policies and standards established for the main campus. Students must meet the same admissions requirements and complete the same processes as main campus students, and they must make the same academic progress in order to complete the program. Faculty performance is evaluated the same way off-campus as the main campus. Student course evaluations are always distributed and collected, then examined by the department to monitor quality. The goal is to ensure that there is no distinction between outcomes due to location or instructional delivery. Toward that end, program assessments and evaluation techniques are established and implemented consistently for all students among all locations.

Whether courses are offered via ITV, online or iTunes from the main campus, the course is monitored by the home academic department, not from Missouri State Outreach. When local professors are used at an off-campus location, Missouri State ensures they are well qualified. They are approved by the respective academic departments on the main campus and are then recommended for employment by the department head. The academic departments provide faculty development for part-time faculty to ensure they understand department expectations, course outcomes, and assessments. These faculty members have the same course materials available as faculty at the main campus, including textbooks, supplemental materials, and technology. Another department that aids in ensuring the quality of instruction across all locations and modalities is the Faculty Center for Teaching and Learning (FCTL). The FCTL provides a wide ranges of resources and services to faculty members, including best practices for

teaching and learning, course design, classroom technology training, instructional design and consultation.

The academic departments use consistent assessments across programs at all locations and compare results on an annual basis. Programs in education use standardized assessments required by the State of Missouri. Up until August of 2014, those exams were called Praxis. Passing this exam was required for certification to teach in the State of Missouri. In September 2014, the certification exam was changed by the State of Missouri. This exam is now called the Missouri Educator Gateway Assessments (MEGA) and passing points have not been determined as of the writing of this report. In other cases, departments may use common faculty-constructed assessments, portfolio assessments, surveys, graduate placement data, and employer feedback. Any differences or concerns are addressed at the department level during faculty meetings and retreats.

Outreach also employs three on-site coordinators who meet regularly with the off-campus students and faculty. Their needs and concerns are communicated to the academic departments and to the Associate Provost of Access and Outreach. Occasionally, Missouri State Outreach utilizes student surveys to assess needs, delivery preferences, develop academic plans, and determine overall satisfaction. The results are analyzed and used as a basis for continuous improvement.

Lastly, Outreach holds monthly meetings to discuss areas for improvement utilizing brain storming sessions and round table discussions based on data sets. Information is shared among coordinators about what their best practices are, what their students' needs are, what initiatives are working. That information is acted upon using a team approach.

Dual Credit instructors are held to the same standards as the instructors who teach on campus – they are required to have master's degrees with 18 hours in the field, unless provisionally approved. Departments review transcripts and resumes when deciding whether an applicant qualifies. Requirements for the dual credit syllabi also are the same, including learning resources such as books and, where appropriate, online labs. Dual credit instructors are required to make on-site visits and attend meetings with department heads, faculty and staff, and they have access to teaching resources, such as computer labs, library, and tutoring services. Missouri State Dual Credit offers an annual banquet and meeting to connect instructors with department heads to review and discuss topics related to teaching dual credit classes.

3.B. The institution demonstrates that the exercise of intellectual inquiry and the acquisition, application, and integration of broad learning and skills are integral to its educational programs.

Missouri State University believes that the best teachers are active in scholarly activity and that scholarly activity is central to teaching students critical thinking skills. Toward that end, Missouri State encourages undergraduate students to pursue scholarly activities along side faculty and graduate students.

The University consistently competes for and secures an average of more than \$20 million annually in external funding for sponsored programs. The funding sources range from the National Science Foundation to the Missouri Department of Elementary and Secondary Education. In addition, the University provides a number of programs to fund research and other scholarly activity for faculty and students.

On campus, the Provost's Office and the academic colleges provide a number of grants and other support for research totaling more than \$200,000 annually (see chart in 2.E.1). Further, the University regularly publicly recognizes faculty for outstanding research and other scholarly activities. Faculty and graduate students are required to complete the research compliance training pertinent to their research programs. These training programs are housed in the Office of Research Compliance and include training in animal care and use, human subjects (IRB), and responsible conduct of research. Available to all faculty and students is the Rstats institute that provides research and statistical training assistance with data analysis and technical support.

3.B.1. The general education program is appropriate to the mission, educational offerings, and degree levels of the institution.

Missouri State's new General Education Program was implemented in fall 2014. A major change is that the overall goals and list of courses for General Education requirements now more appropriately align with Missouri State's statewide mission in public affairs. In addition, the General Education Program now includes a public affairs capstone experience as a degree requirement for all students in all undergraduate majors. The course choices for students within the General Education are tailored to the departments and consistent with their faculty expertise. The General Education Program has learning goals approved by the Faculty Senate that are appropriate to the mission, educational offerings, and degrees of Missouri State University.

3.B.2. The institution articulates the purposes, content, and intended learning outcomes of undergraduate general education requirements. The program of general education is grounded in philosophy or framework developed by the institution or adopted from an established framework. It imparts broad knowledge and intellectual concepts to students and develops skills and attitudes that the institution believes every college educated person should possess.

The Missouri State General Education Task Force was charged with updating this significant component of the curriculum for all students. The task force was guided by current literature, input from faculty and students, information from AAC&U workshops, and studying the structure of other general education programs. The new goals include: Intellectual and Practical Skills, Knowledge of Human Cultures, Knowledge of the Natural World, Public Affairs, and Integrative and Applied Learning. In addition, specific learning outcomes were identified for each goal. Students are introduced to the General Education component at the summer 2014 Student Orientation, Advisement and Registration program (SOAR) sessions since the program went into effect in fall 2014. Courses accepted into the program are subject to review and evaluation by the Committee on General Education and Interdisciplinary Programs which has representation from all academic colleges and the Offices of Assessment and the Provost.

3.B.3. Every degree program offered by the institution engages students in collecting, analyzing, and communicating information; in mastering modes of inquiry or creative work; and in developing skills adaptable to changing environments.

Without exception, every academic department at Missouri State requires faculty scholarly productivity via peer-reviewed publications and/or creative activity in order to receive tenure and/or promotion. Faculty members receive a salary stipend from their college during their first summer to allow focus on research agendas and start-up funds to equip research labs. Faculty members are encouraged to engage students in the research process; undergraduate research is considered a high impact practice and is monitored as one of Missouri State's Key Performance Indicators. In 2012, 10.82 percent of Missouri State students were engaged in student-faculty research/creative activity. Another 3.47 percent participated in focused field experiences. Engaged inquiry also is part of Missouri State's long-range plan. There are four primary goals of academic research/scholarly activity at Missouri State University:

- To develop the human potential of students
- To contribute to and extend the storehouse of knowledge
- To contribute to the public good and the progress of society
- To advance the development of faculty in all their roles

These goals are not envisioned as or intended to be isolated endeavors. In most cases the goals are achieved as integrated activities that have a positive impact on the students, faculty and the public. In fall 2014, the Center for Community Engagement was created with a mission of supporting and advancing the public affairs mission by increasing the University's involvement in local, regional, and statewide community engagement efforts. The center will facilitate

interdisciplinary approaches to solving community issues uniting research, service-learning, and volunteerism with community action, as well as provide additional research opportunities for faculty and students.

All graduate programs have a research requirement along with course requirements. In addition all graduate students must pass a comprehensive exam and all doctoral students are required to present their research results.

3.B.4. The education offered by the institution recognizes the human and cultural diversity of the world in which students live and work.

Missouri State University has a mission in public affairs with three pillars, one of which is “cultural competence.” The Faculty Senate has developed learning goals related to each of the three pillars of the public affairs mission which students may accomplish in several ways. The General Education Program has public affairs embedded into the coursework. First-year students are introduced to the mission at Freshman Convocation the Sunday before fall classes begin. Then they take GEP 101, First-Year Foundations (Honors College students take UHC 110), which extensively covers all three pillars. A major class activity that focuses on the mission is the common reader, which is selected by a committee consisting of faculty, staff, students, and community members. The committee’s goal is to select a book that relates to Missouri State’s yearly public affairs theme and ties into each of the three pillars. During the semester, the author is invited to campus to interact with students and community members and Missouri State faculty conduct book reads throughout the community as Missouri State utilizes the common reader as a means of engaging the larger Springfield community with our public affairs mission.

Also embedded in General Education are public affairs courses, many of which focus on cultural competence, such as:

- World Cultures
- International Culture and Study Abroad
- Global Perspectives, Language and Culture in Society
- Multicultural Views of History and Mathematics
- Introduction to Religion
- Paths to World Religion
- Human Diversity
- Literature, Culture, and Conflict

Students must take three credit hours in the cultural competence area of General Education.

In addition to General Education courses, other curricular opportunities exist, including the public affairs capstone experience which every student must complete as a graduation requirement beginning in fall 2014. These capstones vary by program and include such experiences as study away, service-learning, internships, and student-teaching. Additional curricular opportunities include the disabilities and diversity studies minors.

The curriculum is supplemented by the Division for Diversity and Inclusion's initiatives to enhance diversity on the Missouri State campus and build a more inclusive community in Springfield and southwest Missouri. The goal is to prepare Missouri State graduates to compete and succeed in a global workplace. The division demonstrates the value of diversity in four key areas:

- Institutional leadership and commitment through the clarity of expectations, investment of resources and accountability by all levels of campus leadership
- Curricular and co-curricular transformation by incorporating principles of multiculturalism, inclusion, equity and diversity into classroom curriculum and co-curricular activities
- Campus climate by making campus a welcoming and inclusive environment for all through events, messages, symbols, and values
- Representational/compositional diversity by attracting, retaining and developing students, faculty and staff of color, corresponding with the campus mission and service area

Within the Division of Diversity and Inclusion are a number of support programs including TRiO, the Office of Multicultural Programs, Disability Services, and the Multicultural Leadership Scholarship.

At Missouri State, the goal of TRiO is to assist qualified students in attending and eventually graduating from college. TRiO helps students overcome significant barriers to their education and provides a supportive environment with services such as tutoring, intensive academic advising, and study skills assistance.

The Office of Multicultural Programs, a unit within the Division for Diversity and Inclusion, helps multicultural students acclimate to the University and the Springfield community by providing resources for educational and occupational partnerships. The office is comprised of the following components:

- Recruitment resources and initiatives
- Retention programs and services
- Heritage education and showcases

- Community outreach and relations

The Office of Multicultural Programs coordinates a number of student programs established to promote the development of educated persons by enhancing their academic performance, ethical leadership, community engagement, cultural competence and social awareness. This office is instrumental in achieving the University's goal of creating a more diverse campus.

In conjunction with the Community Principles and overall mission of Missouri State University, the Disability Resource Center provides equal access and opportunity to all campus programs and services for persons with disabilities. Through collaboration and support of the entire campus community, the Disability Resource Center promotes disability pride, self-determination of the student, and universally accessible design principles.

Each year, 50 students are selected for the Multicultural Leadership Scholarship program. In addition to receiving the scholarship, recipients participate in the Missouri State Inclusive Excellence program. To receive the scholarship, students must rank in the upper one-half of their class (or achieve a 3.00 grade point average on a 4.00 scale) at the end of the sixth semester and have demonstrated leadership in multicultural school or community activities or organizations.

Many co-curricular activities support cultural competence as well. Each year, Missouri State University has a Public Affairs week in the fall. One of the many activities that week is the Hunger Banquet which demonstrates the inequities of food distribution around the world. The Public Affairs Conference is held every spring. Although the conference is based on the yearly public affairs theme, all three pillars of the mission are covered in sessions which are delivered by nationally known speakers.

The Student Affairs Division also provides activities that support cultural competence. The Office of Student Engagement provides Safe Zone Training for students, faculty, and staff. Safe Zone is a program developed to educate, support, and create a safe campus community that accepts gender and sexual diversity. The training provides the tools, resources, and information required to establish a safe and welcoming campus community for lesbian, gay, bisexual, transgender populations.

Student Affairs also provides the Distinction in Public Affairs Program, which targets sophomores and juniors at Missouri State who want to enhance their co-curricular experiences to the public affairs mission. Participants are placed into small teams of 8-10 students led by one faculty and one staff member to meet periodically throughout the semester to learn and engage together in the three pillars of the public affairs mission. The spring semester includes implementing a hands-on project and sharing what the participants have learned at the Public Affairs Conference.

3.B.5. The faculty and students contribute to scholarship, creative work, and the discovery of knowledge to the extent appropriate to their programs and the institution's mission.

Missouri State University's faculty and students participate in engaged inquiry by contributing to the development of scholarship, creative work, and knowledge discovery in a variety of ways. Engaged inquiry is supported through the long-range plan and is a Key Performance Indicator for the University. Some of the specific ways in which engaged inquiry by faculty is supported and encouraged include:

- **Summer Faculty Fellowships** – awarded to provide income for faculty engaged in special projects during the summer months
- **Faculty Research Grants** – provided as seed money to fund costs associated with conducting studies that ultimately may lead to external funding
- **Sabbatical** – semester or year-long leaves are provided for faculty to focus on research activities
- **Course Release for Proposal Development** – provides faculty release from a course in order to devote time to preparation of a proposal for external funding
- **Travel to Funding Agencies** – funds faculty who wish to meet with program officers in agencies such as National Institutes of Health or Department of Defense to discuss funding opportunities and/or proposal development
- **CASL Research Stipends** – fund community-based research projects involving students. Annual pool for awards is \$8,000
- **Travel** – funding from departments and colleges, which is used to present at professional conferences
- **International Travel**--The purpose of international travel must be to “advance the University mission, in a manner related to the research of the faculty member.” The emphasis of this funding is for the sharing of research. Presentation at a conference or other invited event has a higher priority than just attending a conference. All full-time faculty actively involved in research are eligible to apply
- **College Financial Incentives** – provided by the deans for submission of grants and manuscripts for publication. Typical range is from \$200 to \$750, which can be used to support research projects or travel
- **University Foundation Award for Research** – provides an honorarium to selected recipients each year
- **Major Equipment Requests** – provided to departments each year to support faculty research

- **Grant Preparation** – training and support in proposal development, including identification of potential funding agencies, budget, etc. The Office of Sponsored Research also coordinates submission of proposals
- **Provost Series for Faculty Development** – organized by the Provost Fellow for Faculty Affairs and includes presentations on topics such as establishing a focused research agenda and directing student research
- **Writing Retreats** – day-long sessions coordinated by the Provost Fellow for Writing that allow focused time for writing without interruption. Morning coffee and lunch are provided, and colleagues provide valuable feedback for ongoing work
- **Compliance Training and monitoring** – IACUC, IRB and more provide training and support for faculty engaged in research

Students, most undergraduate and graduate, participate in research and other scholarly activities. Some of the specific support for student intellectual discovery includes:

- **Student Engagement in High Impact Educational Experiences, including Research** – identified as one of the university’s Key Performance Indicators and tracked yearly
- **Graduate Student Research Support** – provided by the Graduate College to graduate students to support the implementation of their thesis research
- **Graduate Student Travel Support** – provided by the Graduate College to graduate students to travel to conferences to present their findings

In addition, many of the colleges including the Graduate College host research presentations days near the end of the academic year in order for students to present their research to the academic community.

LOGOS: A Journal of Undergraduate Research is dedicated to the publication of outstanding work by all undergraduates in every academic discipline (this includes original research studies, essays, creative writing, and artwork). Led by the Faculty Advisory Board and Honors College student editors, *LOGOS* conforms to the highest standards of scholastic integrity in a blind, peer review process conducted by distinguished faculty and undergraduate students.

Two other publications are supported by Missouri State University. The *eJournal of Public Affairs* is a peer-reviewed, multidisciplinary, open-access journal published by Missouri State University and affiliated with the American Democracy Project. By providing an academic, nationally refereed venue for such work, the *eJournal* aims to advance the status of public scholarship. *OzarksWatch* has been covering the Ozarks since 1987. The purpose of the magazine is to provide authoritative and readable articles about the Ozarks and its people from pre-Columbian to the present.

3.C. The institution has the faculty and staff needed for effective, high-quality programs and student services.

Missouri State University's faculty and staff strive to support the goals of the University by providing effective and high quality programs. Missouri State University employs more than 3,000 faculty and staff members. The University had 2,014 full-time employees and another 1,328 employees working part-time in fall 2014. Of the full-time ranked faculty, more than 90 percent hold the terminal degree in their field. Many non-instructional employees also hold advanced degrees. As of fall 2014, 41 percent of the full-time professional staff held at least a master's degree if not higher.

3.C.1. The institution has sufficient numbers and continuity of faculty members to carry out both the classroom and the non-classroom roles of faculty, including oversight of the curriculum and expectations for student performance; establishment of academic credentials for instructional staff; involvement in assessment of student learning.

In fall 2014 the Springfield campus had 697 full-time instructional faculty members. Of the faculty, 63 percent were tenured: 258 of 733 (37 percent) at the rank of distinguished or full professor; 165 of 695 (24 percent) at the rank of associate professor; and 116 of 695 (17 percent) at the rank of assistant professor. The remaining 155 (22 percent) are at the rank of instructor. In the past 10 years instructors were given the opportunity to apply for a promotion to the rank of senior instructor. As of fall 2014, 43/155 instructors have earned the rank of senior instructor. Both tenured and non-tenured faculty from each academic department serve as voting members of the Missouri State University Faculty Senate, which oversees curricular issues and provides the administration and Board of Governors with faculty perspectives and recommendations on matters of concern to faculty.

Faculty are responsible for curriculum and assessment first and foremost in their academic units. They have written and adopted program specific student learning outcomes. Annually the academic departments collect assessment data, analyze outcomes and make curricular decisions based on the outcomes. This is reflected in departmental annual reports and curricular actions by College Councils. Faculty representatives from all seven colleges and schools are actively involved with the Assessment Council, which supports the Director of Assessment in administering a comprehensive program assessing student learning outcomes and evaluating academic programs, collaborating with units to integrate assessment and evaluative efforts, and integrating assessment activities and results with accreditation purposes. The Committee on

General Education and Interdisciplinary Programs, along with the Director of Assessment, are responsible for the assessment of General Education.

Over the past five years, the University-wide student faculty ratio has consistently been 20:1 or 21:1. This is monitored by departments, colleges and the provost's office annually, and the Faculty Senate Budget and Priorities Committee also reviews this data on a regular basis. Faculty workload data is compared to Delaware Data and reported in AIM Dashboard.

3.C.2. All instructors are appropriately credentialed, including those in dual credit, contractual, and consortial programs.

Of the 733 full-time instructional faculty members employed at Missouri State in fall 2014, more than 90 percent held terminal degree. Of the 361 per course faculty, 90 percent held a master's degree or higher, with approximately one-fourth having a terminal degree. The University outlines qualification requirements for instructional employees in the Faculty Handbook and also has an All But Dissertation (ABD) hiring policy.

The criteria for initial faculty appointment consist of training evidenced by academic degrees, experience, and achievement. For tenure and promotion, faculty members must meet the requirements for teaching, research, and service established by their department, college, and the University. Advancement to each higher rank carries with it the expectation of a greater contribution to the University's mission in Teaching, Research, and Service. Advancement also carries with it the expectation that the individual will accept leadership roles.

- **Instructor** – normally appointed to teach full-time and to provide appropriate service, plus may participate in research. An Instructor may be appointed to an annual or to a multi-year term of up to five years. Contingent upon satisfactory performance reviews, educational needs and continued funding, the Instructor appointment is renewable without any term limits. Instructors shall have an earned terminal degree or possess the degree required for teaching in specific disciplines; potential or demonstrated teaching ability; and a willingness to serve the academic unit, College and University. If an Instructor applies for and is appointed to a tenure-track position, the time spent as Instructor at Missouri State University does not count toward the probationary period for tenure and promotion.
- **Senior Instructor** – an Instructor who has demonstrated excellence in Teaching and Service at Missouri State for at least five years (not necessarily consecutively) may be appointed a Senior Instructor. Senior Instructors are expected to provide leadership in teaching, contribute to course and curriculum development, and provide appropriate university service. Senior Instructors also may participate in research. A Senior Instructor shall be appointed to a specific term not to exceed five years and may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs and continued

funding. A Senior Instructor who is reappointed will be reappointed at that rank. If a Senior Instructor applies for and is appointed to a tenure-track faculty position, the time spent as Senior Instructor at Missouri State University does not count toward the probationary period for tenure and promotion.

- **Assistant Professor** – an academic rank of one who has demonstrated achievement or potential in the areas of teaching, research and service appropriate to the discipline. A terminal degree or equivalent is required as determined by appropriate department faculty with the approval of the Provost. In exceptional cases, individuals with doctoral course work complete and dissertation in progress (ABD) may be appointed with the stipulation in the contract letter that the degree must be completed within the first year of appointment. In addition to meeting years of service requirements, those seeking tenure and/or promotion must have demonstrated sustained effectiveness in teaching, research, and service as defined in the Assistant Professor rank. It is assumed that a faculty member hired as an assistant professor will concurrently seek tenure and promotion. Assistant Professors normally apply for tenure in their sixth year of probationary status at Missouri State.
- **Associate Professor** – an academic rank of one who has demonstrated a sustained record of achievement and effectiveness in teaching, research and service appropriate to the discipline. Individuals may achieve the rank of Associate Professor in with one of two appointments: 1) promotion from the rank of Assistant Professor at Missouri State, or 2) new faculty member hired with terminal degree and a minimum of four years of experience equivalent to academic service to Missouri State in the rank of Assistant Professor. Individuals who are promoted to the Associate Professor rank retain the same tenure eligibility which they had as Assistant Professors. Individuals whose initial appointment is to the Associate Professor rank must apply for tenure by their fourth year of probationary status, except in those circumstances in which the Provost has granted a temporary stopping of the tenure clock. Individuals with exceptional records of accomplishment may be granted tenure earlier than their fourth year. Associate Professors are eligible to apply for promotion during their fifth year of academic service to Missouri State in the rank of Associate Professor.
- **Professor** – recognized leaders who have a cumulative record of teaching, research, and service appropriate to the discipline. Individuals may achieve the rank of Professor in one of two ways: 1) promotion from the Associate Professor rank at Missouri State, or 2) new faculty member hired with a terminal degree and a minimum of five years of experience equivalent to academic service to Missouri State in the rank of Associate Professor. Professors normally are hired with tenure. A Professor who is hired without tenure is minimally eligible to hold tenure following one year of academic service to Missouri State; the tenure decision will occur at the latest during the second year of probationary status. Professors with extraordinary accomplishments may apply for promotion to Distinguished Professor.

- **Distinguished Professor** – a rank beyond Professor which recognizes extraordinary accomplishment in research. The year of appointment to the rank of Distinguished Professor includes an addition to base salary greater than the amount given for promotion to Professor. To be eligible for Distinguished Professor rank, an individual must have held Professor rank for a minimum of five years, with at least three years in the rank at Missouri State; have a record of extraordinary performance in research with a national or international reputation; and have a sustained record of excellence in both teaching and service.

3.C.3. Instructors are evaluated regularly in accordance with established institutional policies and procedures.

Tenure-track faculty members are expected to be actively engaged in teaching, research and service throughout their careers, but the University recognizes that, at different times, faculty members may shift emphasis from one category to another. It is generally expected that during the probationary period the emphasis should be on teaching and research. At any time during their careers at Missouri State, faculty members must negotiate their individual workload with the Department Head (within broad University parameters approved by the Provost), with the conditions of employment laid out clearly at the time of employment, and adjusted thereafter through negotiation with the Department Head and Dean as approved by the Provost. The obligations of the academic unit should not fall disproportionately on one segment of the faculty. The faculty are also expected to adhere to standards of ethical conduct in all areas of performance. Expectations for Instructors are similar to those for tenure-track faculty except that there is an increased emphasis on teaching and normally no expectation for research. The University's Faculty Performance Evaluation Process is outlined in section 4 of the Faculty Handbook.

Performance reviews are mission-related and should be consistent with tenure and/or promotion decisions. The criteria used for evaluation in each category are based on specific elements in the university's mission. Faculty must utilize multiple means (e.g., self-reflection, peer and/or supervisor review, assessment of student learning outcomes) to evaluate their teaching, research and service. Student evaluations are an important source of feedback; however, they should account for no more than 50 percent of the total evaluation of teaching effectiveness. Faculty are typically evaluated on an annual basis.

3.C.4. The institution has processes and resources for assuring that instructors are current in their disciplines and adept in their teaching roles; it supports their professional development.

The Missouri State University Faculty Handbook includes a section on documenting teaching effectiveness (see pages 42-43). To assist faculty, the University utilizes a software package, “Activity Insight” from Digital Measures, to allow information related to their instructional and professional roles at the University to be easily maintained and updated. The information stored in the system includes current research, publications, presentations, credentials, teaching loads, and other details generally reflected in faculty vitae. The system enables faculty leaders, program coordinators, those in charge of accreditation within departments, and key administrators to produce a variety of different reports. Faculty typically submit annual reports to their personnel committees and/or departments heads documenting all aspects of faculty life: teaching, research and service. The University also provides numerous opportunities for professional development in teaching, service and research, which are outlined on the Faculty Development and Faculty Center for Teaching and Learning web pages. Each fall, the Faculty Center for Teaching and Learning provides a Showcase on Teaching and Learning that gives faculty a chance to share best practices and learn from national speakers.

3.C.5. Instructors are accessible for student inquiry.

According to the Missouri State University Faculty Handbook, every instructional employee (tenured and non-tenured) is required to be available to students by holding a specified number of office hours (see page 50). Each faculty member is expected to hold office hours for five hours per week and times should be noted on course syllabi. Evidence of student perceptions of instructor availability can be found in the 2012 National Survey of Student Engagement (NSSE) data collected at Missouri State (see 2012 NSSE Means and Frequencies for items 1.n-q and 1.s). Missouri State will administer the NSSE Survey again in spring 2015.

Many faculty members utilize technology to connect to students. Missouri State is currently engaged in a pilot project to determine if Blackboard Collaborate will provide the real-time connection that faculty desire for blended and online teaching modalities. Transfer advisors are utilizing tools like Skype to connect with transfer students before they arrive on campus.

3.C.6. Staff members providing student support services, such as tutoring, financial aid advising, academic advising, and co-curricular activities, are appropriately qualified, trained, and supported in their professional development.

All staff openings posted at Missouri State University include minimum acceptable qualifications which all candidates must meet to be considered. For example, the Academic Advisement Center requires that all academic advisors have at least a master’s degree and at least two years of advising experience. Most of the director positions in Student Affairs and Student Development and Public Affairs also require a master’s degree. Beyond these

minimums, many staff employees seek to advance their qualifications through a variety of educational and professional development opportunities provided by the University. For instance, since the late 1990s, Missouri State has collaborated in a cooperative program with the University of Missouri-Columbia leading to an Ed.D. in Educational Leadership. This is an advanced study for administrators, program leaders, teachers and researchers desiring a variety of leadership positions in education, government and industry. Many of the professional staff at Missouri State continue their educations through this program or choose to pursue one of the numerous master's degrees offered at Missouri State. One such master's program is the Student Affairs in Higher Education Program. This program serves as a resource for staff in the Division of Student Affairs.

To support staff in these educational endeavors, the University annually provides 15 hours of undergraduate or graduate credit free of charge for all full-time staff. The hours may be used by the employee, the employee's spouse, or the employee's children. In the 2012-13 academic year, 41 percent of the full-time professional staff held a master's or specialist degree or higher (see [MSU 2012-2013 Fact Book](#), page 37).

In addition to qualifications for initial hire, all new employees are required to attend an orientation session provided by Human Resources and complete the Appraisal and Development Plan (ADP), the University's formal evaluation process for all full time staff employees, with their supervisors. New employees also complete online training provided by the Office for Institutional Equity and Compliance. Details about Staff Orientation, Compliance, and Professional Development may be found online. There also are several opportunities for ongoing professional development provided through the University's web-based learning management system, My Learning Connection. Faculty and staff who have advising roles have additional development opportunities through advising workshops and the Master Advisor Program provided through the Academic Advisement Center.

3.D. The institution provides support for student learning and effective teaching.

The University's Faculty Center for Teaching and Learning (FCTL) fosters teaching and learning excellence at Missouri State University. Initiatives such as the Digital Professor Academy (DPA) are developed for the instructional community in order to provide support across different teaching modalities.

In addition to the DPA, the FCTL provides the following:

- Instructional design and consultation

- Instructional technology blogs
- Academic media production services
- Instructional technology consultations and training
- Annual “Showcase on Teaching and Learning”

Through the Office of the Provost, new faculty are provided a year-long orientation program. All faculty have access to Blackboard, classroom management software training through Computer Services. Computer Services also provides extensive online Blackboard training materials.

3.D.1. The institution provides student support services suited to the needs of its student populations.

Missouri State’s commitment to student success is illustrated by its wealth of student support services. These services continue to evolve and expand as new needs are identified among the student population. Examples include Veteran Student Services, Division for Diversity and Inclusion, and the Bear CLAW (Center for Learning and Writing). Bear CLAW services include subject-area tutoring, writing tutoring, study skills training, and Peer Assisted Study Sessions for high-risk courses (those with high D-F-W rates).

With transfer enrollment continually on the rise, Missouri State has multiple support services to aid these students. From the beginning, the University provides two options for new transfer students to get a better understanding of the resources and opportunities the campus has to offer: 1) required Online Student Transfer Orientation, and 2) optional TRANSFERmation, an on-campus program to introduce students to campus services, to which all transfer students are invited.

Returning adults also are encouraged to visit the Office of Adult Student Services and Evening College for more assistance.

ITV and Off-campus Students are provided a variety of support services. They are allowed computer lab and internet access at the University’s satellite locations. They also have access to the Meyer Library’s licensed database of electronic journals at a distance. Students can also use the SWAN Library Catalog to request copies of magazine or journal articles.

Off-campus students now have the option of receiving photo BearPass ID cards. Advisors from multiple colleges often travel to many of the satellite campuses to meet face-to-face several times each year with Outreach students. Adult Student Services provides advising, registration, and financial aid guidance for many of our off-campus students.

The Student Affairs Division also provides an array of services, including:

- Career Center
- Counseling and Testing Services
- Dean of Students Office
- Financial Aid
- Office of Student Engagement
- Residence Life
- Taylor Health and Wellness
- Foster Recreation Center

The Office of the Provost through the Student Development and Public Affairs unit provides:

- Academic Advisement Center
- Bear CLAW (Center for Learning and Writing)
- Citizenship and Service-Learning
- Community involvement and service
- First year programs
- Mary Jo Wynn Academic Success Center (for student-athletes)
- Peer assisted study sessions (supplemental instruction)
- Public affairs support
- Student ombudsman

3.D.2. The institution provides for learning support and preparatory instruction to address the academic needs of its students. It has a process for directing entering students to course and programs for which the students are adequately prepared.

The Student Orientation, Advisement and Registration (SOAR) program assists first-time freshmen in the transition to Missouri State. First-year programs continue the University's initiative for student success through the GEP 101 first-year seminar designed to further prepare students for academic success and integrate them into University life. Further examples include programs such as TRiO, which provides additional support to low-income and other traditionally underrepresented populations in post-secondary education.

In addition, the Academic Advisement Center houses the Jump START (Summer Transition and Academic Readiness) Program for conditionally admitted students. This program allows at-risk students to begin college in the summer in a supportive, yet challenging, environment. The Academic Advisement Center also works with undecided students to help them transition into the University and select majors that will help them to achieve their academic goals.

The Bear CLAW provides tutoring and study skills assistance for all students, as well as the PASS program which serves as Missouri State's supplemental instruction program focusing on high-risk courses. PASS provides student leaders who attend class and hold study sessions outside class.

3.D.3. The institution provides academic advising suited to its programs and needs of its students.

Missouri State University's nationally-recognized Academic Advisement Center supports and help students make informed decisions about their educational futures. To contribute to the overall success of academic advising on campus, the Academic Advisement Center provides services, programs (Master Advisor Program), and publications to assist academic departments in providing quality advising to all Missouri State students.

Missouri State has a mixed model of advising with some professional staff advisors and some faculty advisors. All advisors are encouraged to complete the Master Advisor Program. In addition to the Academic Advising Center, there are other professional advisement centers on campus, including the Business Advising Center. Students are required to meet with an advisor each semester until they complete 75 hours. Often, an advising syllabus aids the process.

3.D.4. The institution provides to students and instructors the infrastructure and resources necessary to support effective teaching and learning (technological infrastructure, scientific laboratories, libraries, performance spaces, clinical practice sites, museum collections, as appropriate to the institution's offerings).

The University provides adequate resources and infrastructure to support student success and long-range goals of the university.

- **Technological infrastructure** – emphasizes support of academic programs and the learning community through the application of established and emerging technologies
- **Scientific Laboratories** – recent improvements include the 5,000-square-foot Vivarium addition to Temple Hall

- **University libraries** – provides access to more than 610,000 books, 958,000 government documents, 30,000 full-text online journals, and an extensive digital collection archive
- **Performance spaces** – range from the 2,264 seat state-of-the-art theatre in Juanita K. Hammons Hall for the Performing Arts, to the popular and long-running outdoor summer Tent Theatre
- **Clinical practice sites** – sites provided by departments include Nursing, Physical Therapy, Audiology, Sports Medicine, and the College of Education
- **The Ozarks Regional Herbarium** – an active resource of Missouri State for the community, region, state, and federal agencies. There are more than 100,000 specimens catalogued and housed in the herbarium, currently located in the Kings Street Annex, Room 313, on the Springfield campus. In the collection are more than 48,000 moss collections from the world and more than 66,000 vascular plant representatives from throughout the United States, with the oldest collections dating from 1936
- **Student Exhibition Center** – the purpose is to benefit students by providing space for student exhibits displays of interest to their respective departments and organizations. The main goal is to make the Student Exhibition Center a place of interest to both the Missouri State campus and the Springfield community
- **Brick City Gallery** – the gallery houses exhibitions that change monthly during the academic year, featuring individual and group shows by distinguished artists and designers known regionally, nationally, and internationally. The gallery also hosts the BFA exhibitions of Missouri State Art and Design graduating seniors, and biennial shows featuring work from members of the faculty

The University Facilities Analyst has a database of every room, lab, and facility on campus. To ensure appropriate infrastructure and resources, these facilities are monitored by various campus constituents.

As for technology classrooms, there are currently 389 total classrooms on the Springfield campus. Of those:

- 41 have no technology/technology infrastructure
- 34 have technology infrastructure to support portable solutions provided by Classroom Instructional Technologies (CIT)
- 314 have standard classroom technology (ceiling mounted projector, PC or Mac, amplified audio and video systems). Additionally, some of these have advanced AV and control systems (Crestron)

A \$225,000 yearly allocation from the Student Computer Usage Fee (SCUF) was approved by the Student Government Association (SGA) for use for classroom instructor technology to further enrich the learning experience in classrooms on the Springfield campus. These funds have been used to install instructional technology in classrooms which had none, upgrade rooms with antiquated technology, and to maintain the systems which have been installed under these funds previously. Currently, the funds are being allocated based on the following:

- \$50,000 – repair, maintenance, unscheduled replacement
- \$75,000 – annual carry forward (five-year cycle, to pay to replace all classroom instructor computers at end-of-life)
- \$100,000 – new installations or to fund campus initiatives (for the current and previous two fiscal years this initiative has been to upgrade classrooms to be compliant with the analog sunset)

3.D.5. The institution provides to students guidance in the effective use of research and information resources.

The Missouri State University library provides student support through faculty-librarian customized information literacy instructional services and online support services. Services range include classroom instruction, online tutorials, discipline and course specific subject guides, and distance education support.

3.E. The institution fulfills the claims it makes for an enriched educational environment.

Missouri State University fulfills its purpose of “developing educated persons” by creating a rich environment that initiates and sustains lifetime learning. 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.

3.E.1. Co-curricular programs are suited to the institution’s mission and contribute to the educational experience of its students.

Co-curricular programs play a significant role in this culture and are highlighted via the University's co-curricular transcript which showcases a student's "out of classroom" experiences. Examples of co-curricular experiences have appeared in other areas of the Criterion Three Report. For example, each year the Public Affairs Conference attracts more than 3,000 students who engage with national speakers who appear on panels related to that year's theme. Public Affairs Week in the fall has many opportunities for students, such as the Hunger Banquet, national speaker events, and voter registration. The Office of Student Engagement connects students to more than 300 student organizations. Student Activities Council (SAC) is the student programming board on campus responsible for planning social, cultural and diverse events open to the entire student body; activities are funded through the student involvement fee. The Foster Recreation Center provides space for the entire campus community to exercise, play and learn about healthy living. The Athletics Department fulfills the University's mission through its many athletic programs, which provide an enriching environment for students and alumni. The 17 sports include football, baseball, men's and women's basketball, men's and women's golf, men's and women's soccer, women's tennis, women's volleyball, softball, field hockey, men's and women's swimming and diving teams, women's track and field (indoor and outdoor), and women's cross country.

3.E.2. The institution demonstrates any claims it makes about contributions to its students' educational experience by virtue of aspects of its mission, such as research, community engagement, service learning, religious or spiritual purpose, and economic development.

Missouri State's Citizenship and Service-Learning program provides opportunities for students to engage in the local, national, and global community by bridging material covered inside with experiences outside of the classroom. This program has experienced continued growth, including an 18 percent increase in 2013.

IDEA Commons is the University's urban innovation park that focuses on innovation, design, entrepreneurship and the arts (IDEA) in partnership with the private sector and other governmental units. Additional attributes of the University that help to uphold this claim are its hosting of an annual sustainability conference for the community; the Foreign Language Institute, a collaborative effort to offer a greater array of courses to students at several local/area colleges/universities, as well as the community at-large; and the Study Away Programs, which facilitate high quality academic programs to increase the cultural competence of Missouri State students.

The University also contributes to its students' experiences in economic development. The Office of Research and Economic Development manages programs that directly serve this cause, including the Roy Blunt Jordan Valley Innovation Center, a research and development facility located in IDEA Commons that provides hands-on experiences for students and support for

corporate partners; and the Community and Social Issues Institute, which conducts meaningful research to serve the community

The Public Affairs Conference is a four-day event held annually in April. Each year, a theme is chosen and guest speakers and panelists from across the country participate. For example, the 2014 conference, the 10th annual, was April 8-11 with the theme of “Global Perspective: Why it Matters.” In conjunction with the conference and theme, General Colin Powell was the keynote speaker for the Spring Convocation March 20. In addition, the inaugural induction for the Missouri Public Affairs Hall of Fame was the evening of April 11.

The University’s Department of Music provides a wide array of programs designed to enhance a student’s educational experience through an interdisciplinary approach which allows students to study the art of music from every aspect.

The various instrumental groups have achieved national and international acclaim through their many performances. Over the past several years, for example, the Jazz Band appeared at the prestigious Midwest International Band Clinic in Chicago; the Wind Ensemble performed for the College Band Director’s National Association in Waco, Texas; and the Pride Marching Band marched in the London New Year’s Day Parade. The Orchestra performed with the nationally renowned rock band Kansas in the fall of 2013, and the Jazz Studies group returned from a tour in New York.

The vocal music department also continues its pursuit of excellence with an International Tour to London in the spring of 2014, the Chamber Singers completed their annual performance of Elizabethan Dinner Theater, and the Missouri State Opera carries on its acclaimed performances of major works.

The University’s Department of Theatre and Dance is the only program in the region to be accredited by the National Association of Schools of Theater and houses an Equity Membership Candidate program. This national accreditation, which recognizes excellence in performance and instruction, is one of less than 200 awarded nationwide. Faculty are working professionals and have connections in the industry, which provide students with additional networking and audition opportunities. From six main stage productions to community and regional theatre, the University and surrounding Springfield community are rich in opportunities for students to perform and practice skills as well as enjoy productions.

The Juanita K. Hammons Hall for the Performing Arts continues to provide the best in a diverse selection of entertainment. This year, the Hall will hold 21 in-house productions, including a Broadway series with comedies and musicals; three concerts in the Emerging Artist Series; and the Springfield Symphony performances. The Hall also presents nearly 50 University-sponsored events, including performances by many sections of the Music Department and hosts various community events such as the Multi-Cultural Opportunity Festival. The Hall also rents space for promoter events such as Disney Live.

Summary

Missouri State University's "brand" is largely based on its academic programs, its faculty and its ability to prepare students to succeed. This is the reason the University has focused on adding relevant programs, eliminating outdated programs; attracting and retaining outstanding faculty, both full-time and part-time; and providing a wide range of services and support to help students succeed.

Over the years, the University has focused its academic program growth at the graduate level with particular focus on health-related programs. In all cases, decisions on academic programs are based on demonstrated need and sufficient funding support. Quality is assured through Missouri State's philosophy of accrediting as many programs as possible and regularly reviewing all programs. In addition, the University has taken many steps to ensure that the quality of the programs is consistent across all platforms and delivery methods.

Missouri State recruits faculty from across the country and internationally. Policies regarding faculty promotion, compensation, and recognition are clearly identified in the Faculty Handbook and other documents. The Office of the Provost ensures that faculty have the resources and support they need to succeed in teaching, research and service.

In order to help students succeed, there is a comprehensive set of programs and services that begin with new student orientation and continue through placement in first careers. Along the way, the University ensures students have access to strong advising, academic assistance, and other resources that help lead to success. That success is measured based on student learning outcomes and results of exit examinations of graduates.

Strengths

1. Faculty are highly qualified, as evidenced by more than 90 percent of the full-time ranked faculty holding the terminal degree in their field.
2. The University has a strong philosophy of evaluating both its academic programs (accreditation and program review) and its students (learning objectives and exit exams).
3. Missouri State has a nationally recognized Academic Advisement Center which provides faculty and staff advisors with the Master Advisor Program to help ensure quality advising.
4. The General Education Program recently underwent a thorough review, resulting in changes so that courses more closely aligned with the University's mission in public affairs.

Areas of Concern

1. Need to ensure that policies and syllabi differentiate between graduate and undergraduate learning outcomes.
2. Need to ensure that policies and practices adequately review and provide resources for per course faculty.
3. Need to continue to increase the number of students who participate in high impact experiences such as service-learning, study away, and internships.

Criterion 3 evidence file

3A

- ✓ CBHE designating us the regions graduate university in mid- 90's
- ✓ Campus/community climate study - timeline and scope (results will not be released until spring of 2015)
- ✓ Catalogs
- ✓ SLO's
- ✓ Accredited programs list with examples
Program review with examples
- ✓ Examples of syllabi for off campus, online, dual credit and on campus.
- ✓ Assessment results from all groups to show equivalency of learning – dual credit, online, ITV and other locations.
- ✓ DESE new exit exams for teacher ed - MEGA - I have this for Sherry
- ✓ Praxis results for last 10 years
- ✓ Outreach evidence file

3B

- ✓ Research funding summaries (from ORA)
- ✓ Research support from grad school - have it
- ✓ Copies of booklets from 2-4 years of AA Faculty Reception held each April/May
- ✓ Evidence of training for research compliance - from Erin Parrish
- ✓ General education evidence file (will need to add assessment plan after this year)
- ✓ KPI (faculty research, undergraduate research)
- ✓ Graduate College IDF
- ✓ Graduate College – Thesis list
- ✓ Graduate Catalog – General Degree Requirements
- ✓ Diversity goals (should have from criterion 1)
- ✓ TRiO
- ✓ Office of Multicultural Programs
- ✓ Disability Services
- ✓ Summer Faculty Fellowships
- ✓ Faculty Research Grants
- ✓ Sabbaticals
- ✓ Course Release for Proposal Development (policy)
- ✓ Travel to Funding Agencies (policy and use)
- ✓ CASL Research Stipends (policy and use)
- ✓ International Travel (policy and allocation in fall of 2014)
- ✓ College financial incentives (research – I'll get 2-3 examples)
- ✓ University Foundation Award for Research
- ✓ Major Equipment Funding from Provost (have this data from Greg)
- ✓ Grant Preparation Support (OSR)
- ✓ Provost Series for Faculty Development (need evidence from Julie Masterson and Rachelle)
- ✓ Writing Retreats (need the schedule and # of participants)
- ✓ Compliance committees and monitoring (We have this from Erin Parrish)
- ✓ KPI

- ✓ Report from Graduate College (already have this summary of support for grad students)
- ✓ LOGOS
- ✓ eJournal for Public Affairs (already have this evidence file)
- ✓ Ozarks Watch

3C

- ✓ Faculty Handbook
- ✓ Fact Books
- ✓ Faculty Senate Budget and Priority Committee Annual Reports
- ✓ AIM Dashboard/Bear Intelligence list of data available
- ✓ Faculty Development Website
- ✓ FCTL website and offerings
- ✓ http://www.missouristate.edu/assets/assessment/NSSE12_Mean_and_Frequency_Reports_Missouri_State_.pdf
- ✓ <http://education.missouristate.edu/edadmin/doctorate/>

3D

- ✓ <http://www.missouristate.edu/advising/jumpstart.htm>.
- ✓ Advisement Center
- ✓ Business Advisement Center
- ✓ FCTL
- ✓ Division of Student Affairs
- ✓ <http://www.missouristate.edu/provost/97863.htm>
- ✓ http://www.missouristate.edu/assets/ITCouncil/IT_Council_-_ITAC_Report.pdf.
- ✓ <http://design.missouristate.edu/Projects/UnderConstruction/TempleVivarium.htm>.
- ✓ Libraries at MSU - <http://digitalcollections.missouristate.edu/> and http://www.missouristate.edu/assets/oir/2011-12_Fact_Book.pdf
- ✓ <http://theatreanddance.missouristate.edu/Facilities.htm>
- ✓ <http://www.missouristate.edu/csd/clinic/>.
- ✓ Herbarium
- ✓ Brick City and Student Exhibition spaces
- ✓ SCUF guidelines may be found at: <http://www.missouristate.edu/itcouncil/scuf/162092.htm>
- ✓

3E

- ✓ <http://fli.missouristate.edu>
- ✓ <http://www.missouristate.edu/music/>
- ✓ <http://theatreanddance.missouristate.edu/>
- ✓ <http://www.hammonshall.com/>