



Missouri State
UNIVERSITY

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ADDRESS

Dear Dr. XX,

On behalf of the Office of the Provost at Missouri State University, I thank you for your willingness to participate as an external reviewer of our XXX Department. I was pleased to hear that you have spoken to Dr. XX to confirm your visit to Missouri State on DATES.

As part of our strategic planning and program review process, we ask each department in the University to prepare an annual report of program outcomes in the areas of (a) teaching and learning, (b) research and discovery, and (c) service and engagement. Departments then prepare a self-study every five years in which they review the accomplishments of the preceding years and prepare to revise the strategic plan in light of new and continuing challenges and opportunities. We ask experts in the field to review the self-study and visit our campus for an on-site evaluation of the program/department.

Missouri State University is a public, comprehensive university system with a mission in public affairs, whose purpose is to develop educated persons. The university just completed the development of a new Long Range Plan, which can be accessed at <http://www.missouristate.edu/developingplan>. The plan focuses on six key areas: academic profile, student experience, diversity, globalization, infrastructure, and funding. Hence, the insights you provide in our review of the XX program will come at a pivotal time for the university.

Your visit to Missouri State University will include an entrance meeting with Provost Frank Einhellig. You will meet with program faculty and students and university leadership in research and outreach activities. If you desire to meet with other groups, please discuss them with Dr. DH or me. At the conclusion of your site visit, an exit interviews will be scheduled during which you will be asked to present your preliminary findings and recommendations to Provost Einhellig, Dr. Chris Craig (Associate Provost), Dean XX, and me.

We would like a final written report within approximately 30 days of your visit. In this report we want you to address the strengths and weaknesses of the XX programs and to provide suggested actions and recommendations for enhancing the quality, effectiveness and efficiency of the unit and its degree offerings. The outline below contains issues to be addressed and may be helpful as you prepare for your visit and the resulting report.

GRADUATE COLLEGE

901 South National Avenue, Springfield, MO 65897

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www.missouristate.edu

An Equal Opportunity/Affirmative Action Institution

Curriculum

- Sufficiency of the undergraduate curriculum to meet the demands in occupations filled by our graduates? Does it include adequate preparation for students who will enter graduate education?
- Sufficiency of the graduate curriculum in sufficient to meet employment demands or future academic pursuits of our graduates? What are the relative contributions of research (i.e., thesis) versus non-research options for today's graduate students in the field? Would the use of interdisciplinary coursework contribute to this degree in a meaningful way?

Student Access and Success

- Adequacy of student access to both undergraduate and graduate programs, including part-time, online, and evening opportunities;
- The department's assessment of student learning at both the undergraduate and graduate levels;
- Adequacy of the department's effort to support student retention and completion;

Diversity and Inclusion

- The department's efforts to integrate diversity into the curriculum;
- The distribution of faculty expertise for the spectrum of courses in the department and priority areas for new hires;

Staffing and Faculty Productivity

- Appropriateness of the department's workload policy for a department of this size and mission.
- The level of scholarly productivity, including the submission of grants and the external income from grants and contracts, given the scope of faculty work and responsibilities.
- Appropriateness of the current credit hour production given the requirements for research and service.
- The use of per course (adjuncts), TA's, and RA's for an institution of this size and mission;
- Approaches that the department can take to increase its presence both in the state and nationally;

Departmental Resources

- Sufficiency of space, equipment, funding, etc. to support instruction and research (both faculty and student).
- Strategies for developing partnerships with industry to provide opportunities for students (internships);
- How the department more effectively tap into a group of graduates with high earning potential for advisory groups, foundation donations, etc. to help current students?

I am attaching the department's self-study. You also may find it useful to review the information we have prepared to guide the preparation of the program review and annual report, which can be seen at <http://www.missouristate.edu/provost/ProgramReview/process.htm>. A list of our benchmark universities is available at <http://www.missouristate.edu/president/benchmark.htm>. For your information, once you have concluded your site visit and we have received your report, the **XX Department** will be expected to respond to your observations and recommendations by developing an 'Action Plan.'

I look forward to meeting you when you are on campus. In the meantime, if you have any questions about this process, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Julie J. Masterson". The signature is written in a cursive style with a large initial "J" and "M".

Julie J. Masterson, Ph.D.
Associate Provost and Dean of the Graduate College

XC: Dr. XXX, Department Head
Dr. XXX, Dean
Dr. Frank Einhellig, Provost