

Assurance Argument - Criterion 1
Missouri State University - MO
4/7/2015

1 - Mission

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

1.A - Core Component 1.A

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

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.
2. The institution's academic programs, student support services, and enrollment profile are consistent with its stated mission.
3. The institution's planning and budgeting priorities align with and support the mission. (This sub-component may be addressed by reference to the response to Criterion 5.C.1.)

Argument

Missouri State University student, faculty, staff, and administrators 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 full mission statement is comprehensive and broadly defined to encompass both academic and

co-curricular activities as they impact the educational process and contribute to engaging the broader community. While the entire statement provides meaningful guidance for the University, key elements of the mission are regularly emphasized.

The first two-sentence paragraph is that which 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 evolving 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 catalogs ([undergraduate](#) and [graduate](#)), 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 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. One 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. Based on the results of the survey, University officials began to communicate with the elements of the mission, rather than the mission itself: “Missouri State’s mission emphasizes ethical leadership, community engagement, and cultural competence, which together comprise the public affairs mission.” The expectation is that this approach will [resonate](#) with students.

The marketing project also researched students’ satisfaction with their experience at Missouri State; the level of school spirit and how it might be improved; and how they would rank the University and compare it to other institutions in a number of areas, from academics to athletics. The research [results](#) were reported both in total and by type of participant – prospective students (undergraduate and nontraditional), current students (undergraduate, graduate and nontraditional), and alumni – as well as demographic region (Springfield and area, Kansas City, St. Louis, etc.).

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

1.A.1.

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 [Citizenship 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 entailed 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. These events have developed over time as the mission has continued to mature. The seven [public affairs signature events](#) include:

- New Student Convocation (initiated in the mid-1990s)
- Public Affairs Week (initiated in late 1990s)
- [Community Engagement Project](#) (initiated in 2012)
- Public Affairs Convocation (initiated in early 2000s)
- [Statewide Collaborative Diversity Conference](#) (initiated in 2013)
- [Public Affairs Conference](#) (initiated in 2005)
- Missouri Public Affairs Hall of Fame Induction (initiated in 2014)

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 course](#), [revised General Education curriculum](#), and the [capstone experiences in every academic program](#). The Faculty Senate adopted learning goals for each of the three pillars of the public affairs mission that have guided recent changes.

1.A.2.

The public affairs mission is introduced to prospective students in admissions materials and recruitment-related websites. 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 was 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.

In 2011, through the [Quality Initiative Project \(QIP\)](#), faculty and staff developed a public affairs rubric to assess 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.

Providing appropriate support is paramount for those of the campus community to succeed and develop as leaders. Missouri State's Office of Student Development and Public Affairs and the Student Affairs Division have oversight responsibility for providing student support services. The Office of Human Resources has responsibility for employee orientation and training. These offices coordinate 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 plan](#) 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.

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. Guiding principles and goals are set in the long range plan and articulated by the executive budget committee each year.

Departments, colleges, vice president units, and members of Administrative Council develop proposals to be presented either to the Academic Affairs Budget Committee or the Administrative Budget Committee. The Academic Affairs Budget Committee is chaired by the Provost and the Administrative Budget Committee is 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. These steps usually occur between January and early April.

The Executive Budget Committee deliberates in April and makes its recommendations by May 1. The Board of Governors is briefed at its May meeting and formally approves the operating budget in June.

Once approved by the Board of Governors, the [fee schedule](#), [operating budget](#), and [related 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 2011, may be viewed at this web page. In addition, the President's regular electronic newsletter, [Clif's Notes](#), now called *Inside Missouri State*, 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. One [Key Performance Indicator](#) tracks [fiscal success](#), as well as demonstrate efforts to keep higher education affordable in Missouri.

Sources

- 2013Univ_Financial_Report_2013
- Audit Univ_Financial_Report_2013
- Bear Claw (Provost) 1A, 2E, 4C

- Budget Proposal Book for Fiscal Year 2015 Budget Request - mission 1A
- Budget Proposal Book for Fiscal Year 2015 Budget Request - mission 1A (page number 2)
- Citizen Scholar Award Recipients 1A, 1B
- Citizenship and Service Learning (CASL) (will add most recent report and TOC) 1A, 1D
- Clif's Notes 1A
- Common Reader 1A
- Community Involvement and Service - Action Days 1A and 1D
- Declaration of University Community Principles 1A, 2A
- FeeSchedule_13_14Final_approved_with_resolution_number
- First Year Programs (does not include UHC 110) 1A 4C
- FY14_Detailed_Budget_Book
- General Education 1A, 3B
- Graduate College 2014-2015 1B, 2B, 3A
- Keizer Plaza - Mission on Campus
- Key Performance Indicators 1A
- Key Performance Indicators 1A (page number 51)
- Living Learning Communities 1A, 4C
- Long Range Plan 2011-2016 1A, 1B, 1C, 1D, 2A, 2C, 4C
- Long Range Plan 2011-2016 1A, 1B, 1C, 1D, 2A, 2C, 4C (page number 2)
- Long Range Plan 2011-2016 1A, 1B, 1C, 1D, 2A, 2C, 4C (page number 15)
- Long Range Plan 2011-2016 1A, 1B, 1C, 1D, 2A, 2C, 4C (page number 62)
- Marketing Research BOG approved and outcomes 1A
- Marketing Research BOG approved and outcomes 1A (page number 38)
- Mission Statement online 1A
- Missouri Campus Compact 1A
- Missouri State Magazine Fall 2011 1A
- Missouri State Magazine Winter 2011 1A
- MissouriStatePolicyLibrary_2014-01-29 2A, 2C, 2D, 2E, 5B
- New Employee Orientations 1A
- Public Affairs - Evolution of the Mission 1B, 2C
- Public Affairs - Evolution of the Mission 1B, 2C (page number 23)
- Public Affairs #1 reason to attend MSU 1A
- Public Affairs Awards 1A
- Public Affairs Conferences (add panelists in 2015) 1D
- Public Affairs Signature Events 2014-2015 1A
- QIP (coming in Spring 2015) 1A, 1C
- Senate Bill 340 Chapter 174 State Colleges and Universities 1A
- Senate Bill 340 Chapter 174 State Colleges and Universities 1A (page number 14)
- Senate Bill 340 Chapter 174 State Colleges and Universities 1A (page number 22)
- SOAR Student Orientation 1A
- Statewide Collaborative Diversity Conference 1D
- Undergraduate catalog 2014-2015 1B, 2B, 3A

1.B - Core Component 1.B

The mission is articulated publicly.

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

Argument

Missouri State clearly articulates its mission in public affairs in all of its public documents and [website](#), as well as in other public locations. Those include the University Catalogs, 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.

1.B.2.

Prior to 1993, Missouri State University treated long-range plans casually. 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 ([2000-2006](#) and [2006-2011](#)) 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.

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 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.”

Sources

- 1995-2000 Welcoming-the-21st-Century
- 2000-2006 Countdown-to-the-SMSU-Centennial
- 2006-2011 Imagining and Making Missouri's Future
- Employee Handbook Feb 2014 1B
- Fact_Book_FINAL_DRAFT_2012-2013 for 1B
- Fact_Book_FINAL_DRAFT_2012-2013 for 1B (page number 13)
- FacultyHandbook_2014-06-20 1B, 2D, 2E, 3C
- FacultyHandbook_2014-06-20 1B, 2D, 2E, 3C (page number 18)
- Keizer Plaza - Mission on Campus
- Mission Statement online 1A
- Public Affairs Signature Events 2014-2015 1A

1.C - Core Component 1.C

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

1. The institution addresses its role in a multicultural society.
2. The institution's processes and activities reflect attention to human diversity as appropriate within its mission and for the constituencies it serves.

Argument

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 instill intentionally in students a high degree of appreciation for, and understanding of, peoples of the world. [General Goals of the revised General Education program](#) state 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." The University Libraries emphasizes the three pillars of public affairs in its new library acquisitions and emphasizes exhibits that reflect diversity in general and the three pillars in particular.

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.

Incorporating diversity in the curriculum is represented in the Educator Preparation Provider (EPP), 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). The curriculum also requires [diverse placements](#) of student teachers.

In addition, the University meets all of the [requirements](#) to partner with Minority Business Enterprises (MBE) and Women Business Enterprises (WBE) when it comes to procurement of goods and services.

A comprehensive list of initiatives of the Division of Diversity and Inclusion may be found in that unit's [inaugural](#) and [annual](#) report. That list includes initiating a diversity education series, creating

student research programs, developing student transitional programs, creating a diversity library, establishing a faculty mentoring program, and evaluating the “climate” both on campus and in the community to identify positive changes that can be made. That comprehensive Climate Survey was initiated in the fall of 2013 and the report from the 18 months of research was expected to be presented and made public early in 2015.

1.C.1.

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 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. 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.

Achieving greater diversity among the [student body](#), faculty and staff is one of the University’s Key Performance Indicators (KPSs). Based on the data, the Key Performance Indicator on diversity indicates that the University’s efforts are “trending toward sustained excellence.”

Below is just a sampling of [committees](#) that have diversity issues in their charge.

- African American Heritage Month Committee
- Asian American/Pacific Islander Heritage Month Committee
- Diversity and Inclusion Advisory Council
- Diversity Modes
- Equal Opportunity Advisory Committee
- Hispanic Heritage Month Committee
- Lesbian, Gay, Bi-Sexual, Transgender (LBGT) History Month Committee
- Native American Heritage Month Committee
- African American Studies Committee
- Gender Studies Committee
- Global Studies/Area Studies Committee
- Native American Studies Committee
- EPP Diversity Committee
- College of Natural and Applied Sciences Diversity Committee

In recognition of its program, in September 2014 Missouri State was awarded the 2014 Higher

Education Excellence in Diversity (HEED) Award by *INSIGHT into Diversity* magazine, the oldest and largest diversity-focused publication in higher education. The annual HEED Award is a national honor recognizing U.S. colleges and universities that demonstrate an outstanding commitment to diversity and inclusion. Missouri State, along with 82 other recipients, was featured in the November 2014 issue of the magazine. Missouri State was selected based on its “exemplary diversity and inclusion initiatives, and its ability to embrace a broad definition of diversity on campus, including gender, race, ethnicity, veterans, people with disabilities, members of the LGBT community and other diverse groups.”

Sources

- Committees Handbook 2014-2015 - Students on Committees 2B
- Diverse Field Experience Placements 1C
- Diversity - AR Pine Bluff Collaboration 1C, 2C
- Diversity - Provost Diversity initiatives and activities (adding updates) 1C
- Diversity - Standard 4 Focused Visit combined 1C
- Diversity - Vision and Mission for the office 1C, 3B
- Diversity and Inclusion Annual Report 2013-2014 1C
- Diversity Inaugural Report 2013 1C
- Diversity Landmarks 1C
- Diversity Program Guidelines for DBE MBE WBE 1C
- General Education 1A, 3B
- General Education 1A, 3B (page number 15)
- General Education 1A, 3B (page number 23)
- Intl Programs Missouri State University Partnership Information 1C, 2C
- Intl Programs Missouri State University Partnership Information 1C, 2C (page number 27)
- Long Range Plan 2011-2016 1A, 1B, 1C, 1D, 2A, 2C, 4C
- Long Range Plan 2011-2016 1A, 1B, 1C, 1D, 2A, 2C, 4C (page number 15)
- Multicultural Programs 1C, 3B
- Statewide Collaborative Diversity Conference 1D
- Study Away (all but current year report) 1C

1.D - Core Component 1.D

The institution's mission demonstrates commitment to the public good.

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.
2. The institution's educational responsibilities take primacy over other purposes, such as generating financial returns for investors, contributing to a related or parent organization, or supporting external interests.
3. The institution engages with its identified external constituencies and communities of interest and responds to their needs as its mission and capacity allow.

Argument

1.D.1.

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 and 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.

The Foreign Languages Institute was established at Missouri State in 2013. It is a collaboration with four other area institutions: Drury, Evangel and Southwest Baptist universities and Ozarks Technical College. Through the Institute, students have the ability to study a wide range of languages that no single institution could afford to offer.

Service Learning has become an integral part of course work and student engagement at Missouri State. Organized through the University's Community Engagement Center, 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 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 one 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.

One of the newest initiatives, launched in the fall of 2014, is the Center for Community Engagement. The Center's mission is to support and advance Missouri State's public affairs mission by increasing the University's involvement in local, regional, and statewide efforts at community engagement. The CCE will work to increase the visibility and effectiveness of the University's community engagement efforts with a variety of programs.

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.

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.

There is particular attention to handling financial issues in an open and ethical manner. For example, Missouri State has had a [Director of Internal Audit](#) since the 1970s and has always received had a history of "unqualified opinion" [external audits](#). Of course, as a state-supported institution, the University is required to have regular audits. In recent years when additional funding has been available, the vast majority has been allocated to pay increases for faculty and staff, and to add faculty lines to colleges that are increasing enrollment. Plus, colleges have been allowed to carry forward their reserves from one fiscal year to the next.

The emphases 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. A high percentage of faculty and staff also take advantage of the University's fee waiver program to take courses and/or complete degree programs.

Volunteer opportunities are widely available to students and faculty, often working side by side. "Finding your place" at Missouri State includes becoming actively involved, which usually is achieved through volunteerism. Students may be involved with Bear Service Days, designed to work on service projects in Springfield. Immersion programs involve a short-term commitment to a project in a new community typically during spring break or intersessions. 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.

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 houses the Art and Design department and in the fall of 2014 also became the location 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 new Center for Community Engagement, created in the fall of 2014, will support and advance the public affairs mission in a number of ways.

Missouri State partners with other institutions in the state, including: cooperative Doctor of Education Leadership with the University of Missouri-Columbia (established in the mid-1990s); cooperative Engineering program with the Missouri University of Science and Technology (since 2009); and cooperative Doctor of Pharmacy degree with the University of Missouri-Kansas City (since 2014).

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.

Sources

- Audit - external financial audit 2A
- Audit Reports - internal audit 2A
- Budget Committees
- Constitution Day 1D
- CRPM 1D
- GOLD 1D
- IDEA Commons 1D, 2C, 3D
- Missouri Fine Arts Academy 1D
- MSU and the American Democracy Project 1D
- OEWRI 1D
- Public Affairs Conferences (add panelists in 2015) 1D
- SOAR Student Orientation 1A
- Statewide Collaborative Diversity Conference 1D
- University Staff Ambassadors 1D

1.S - Criterion 1 - Summary

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

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.

Strengths

1. The purpose of developing educated persons and the public affairs mission are strong, clear and have staying power.
2. The University's budget process is a model of campus-wide participation and transparency.
3. The mission has provided a strong foundation for the University's progress in diversity and inclusion.
4. Missouri State remains an honest broker and strong partner with many institutions, organizations and other entities.

Strategic Opportunities

1. Although the public affairs mission is deeply incorporated into General Education, the University will 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 progress has been made on diversity goals, the University continues to strive for excellence. A recently completed climate study that involved the campus and external community will lead to new specific goals in the next strategic plan.

Sources

There are no sources.