Criterion Two. Integrity: Ethical and Responsible Conduct

The institution acts with integrity; its conduct is ethical and responsible.

Core Components

2.A. The institution operates with integrity in its financial, academic, personnel, and auxiliary functions; it establishes and follows fair and ethical policies and processes for its governing board, administration, faculty, and staff.

Institutional policies provide a basis for ensuring that the institution operates with integrity. Missouri State University has effective procedures for the approval and promulgation of both governing and operating policies through a policy library approach (http://www.missouristate.edu/policy/). Governing policies must be submitted to and approved by the Board of Governors. Operating policies must be approved by the Administrative Council. The Office of the General Counsel is responsible for maintaining the policy library and the Office of Web and New Media is responsible for maintaining the policies on the web in a format that can be easily accessed by the University community and the public.

Included in the policy library are those that guide the Board of Governors (Board of Governors By-Laws), faculty (faculty handbook), and staff (employee handbook). Several of the policies specifically address financial integrity, including the fiscal responsibility policy. The open meetings and records policy requires transparency in the decision-making process. A review of the policy library reveals that there are many other policies designed to ensure that the institution operates with integrity and follows fair and ethical practices, including policies on conflict of interest, hiring, equal opportunity and affirmative action, prohibition of discrimination and harassment, faculty workload, research, and computer usage.

A specific policy also addresses the role of the Internal Auditor. From that policy: "To achieve the highest degree of independence, the Internal Auditing Department reports to the Board of Governors. In carrying out its duties and responsibilities, the Internal Auditing Department shall have unrestricted and timely access to all organizational activities, records, property, and personnel. All internal auditing endeavors are to be conducted in compliance with University policies as well as the Code of Ethics and the Standards for the Professional Practice of Internal Auditing which are promulgated by the Institute of Internal Auditors, Inc."

The Ethics Hotline ("Whistleblower") Policy provides an avenue for individuals to report perceived unethical practices, including violations of University policy, issues of integrity. Reports to the Ethnics Hotline are monitored by the Internal Audit Office, which ensures they are appropriately addressed. Since 2007, there have been 76 separate reports to the hotline. Each report is analyzed and distributed to the proper administrators for review. The individual who made the claim also receives a report. Yet another policy outlines the grievance procedure to address complaints and disputes between employees and the University over working relationships, working conditions, employment practices or differences in interpretation of policies.

As a test of the integrity of its financial proceedings, the University is audited annually by an independent external accounting firm. For the past several years, this audit has revealed no material findings. Another example of the integrity of the institution is the fact that it has had no NCAA violations that have resulted in sanctions.

Each auxiliary has established its own procedures to ensure integrity in its operations. For example, Taylor Health and Wellness Center's accreditation with the Accreditation Association for Ambulatory Health Care demonstrates the quality of the Center's operation with respect to the rights of patients, governance, administration, and the quality of care provided.

The University also has an information security policy within the policy library. That policy calls for the Information Security Unit of the Computer Services Department to provide guidance and oversight of all information-security related activities. A full-time Information Security Officer chairs an Information Security Executive Committee with campus-wide representation.

The MSU bookstore theft was undetected by the external auditors, but was identified by the MSU internal auditing staff. The incident was handled in a public manner. Once identified, the incident was immediately addressed and the public was notified of the misconduct. Since the occurrence, new procedures have been established and a cash collection audit is currently underway.

2.B. The institution presents itself clearly and completely to its students and to the public with regard to its programs, requirements, faculty and staff, costs to students, control, and accreditation relationships.

Websites containing specific documents are carefully crafted to present to the public, faculty, staff, and students clear and complete information with regard to MSU's programs and requirements. Evidence of this transparency is found in documents such as the graduate and undergraduate catalogs as well as the MSU homepage. The Long-Range Plan is the result of weaving together information from vested participants through a series of workshops and meetings.

MSU presents itself clearly as an institution whose goal is to develop educated persons. Everyone from the BOG on down is focused on students' commitment to lifelong learning, and our students are integral to everything we do. Because of this commitment, MSU provides open and transparent information, such as the policy library, BOG agendas and minutes, and how students may participate in MSU activities as alumni. Of course, information, however well presented, is useful only when all constituencies are informed through straightforward and uncomplicated dissemination.

While students may use the *net price calculator* to determine a total cost for their education, fee structures are increasingly complicated. Over the last few years, several colleges have instituted new course fees because of increased delivery costs. In addition, online courses incur a slightly higher fee. However, with the ever-increasing costs of traveling to and from campus, most students do not complain about this additional charge.

As programs and other requirements for graduation changes MSU realizes mission documents must be living documents, regularly reviewed, evaluated, and revised. Only then will students, faculty, staff, and the public be presented with clear documents.

2.C. The governing board of the institution is sufficiently autonomous to make decisions in the best interest of the institution and to assure its integrity.

2.C.1. The governing board's deliberations reflect priorities to preserve and enhance the institution.

The governing board's priorities to preserve and enhance the institution are articulated in MSU's Long Range Plan, the President's Highlights, and the Board of Governor's Official minutes: Access to Success, Public Affairs Integration, Engaged Inquiry, and Partners for Progress.

Access to Success expands access to educational opportunities and prepares students for successful citizenship and careers in a globally competitive world. One key initiative includes increased enrollment in targeted fields of study such as science, technology, engineering and math (STEM) (http://www.missouristate.edu/longrangeplan/accesstosuccess.htm). Several programs support this initiative: a new Master's program in Occupational Therapy, a new Associate of Applied Science in Allied Health-Certified Nursing Assistant program on the West Plains campus, and the MSU Doctor of Nursing Practice. Three new facilities also reinforce Access to Success: Foster Recreation Center, McQueary Family Health

Sciences Hall, and the new Greenwood Science Scholars' Laboratory at Greenwood Lab School (http://www.missouristate.edu/president/highlights.asp).

Emphasis on increasing diversity has continued to be an important aspect of *Access to Success*. The Office of Vice President for Diversity & Inclusion was created and Dr. Ken Coopwood was hired (http://www.missouristate.edu/bog/minutes/March_7-8_2013.htm).   The office exists to promote, achieve, advance and sustain the Missouri State University commitment to diversity, equity and inclusion by enhancing employee capabilities and competencies through diversity research, professional development, collaboration, and integrative activities and practices. The inaugural Statewide Collaborative Diversity Conference was held on April 18-19, 2013, and was a resounding success (http://www.missouristate.edu/bog/minutes/May_16_2013.htm).

Integrating the Public Affairs Mission more deeply into the academic experience of the students, from the curriculum to research will equip and inspire graduates to engage in global policy issues and creatively apply their education to identify solutions to pressing worldwide challenges (http://www.missouristate.edu/longrangeplan/publicaffairsintegration.htm). The 9th annual Public Affairs Conference was successful, attracting over 3,100 participants with the theme *Inclusive Excellence* (http://www.missouristate.edu/bog/minutes/May_16_2013.htm).

Engaged Inquiry and the pursuit of research and scholarly activities that enrich the learning experience of students and are responsive to the needs of the region and state continue to develop (http://www.missouristate.edu/longrangeplan/engagedinquiry.htm). Researchers at the Center for Grapevine Biotechnology in the Darr School of Agriculture announced two major breakthroughs that will impact grape and wine industries in Missouri and the Midwest. The College of Humanities and Public Affairs (CHPA) was awarded a five-year, $2.5 million contract from the U. S. Department of Defense (DOD) (http://www.missouristate.edu/president/highlights.asp). Mind's Eye (http://blogs.missouristate.edu/mindseye/) highlights research, service and scholarly activities by faculty members who envision new ideas.

The initiatives of *Partners for Progress* serve as a catalyst for positive change in improving the quality of life for Missourians and enhancing the economic vitality of the region and state. IDEA Commons is a major element of Missouri State University's commitment to community development and the building of a social infrastructure necessary to support a high quality of life for Springfield residents. IDEA Commons brings together Innovation, Design, Entrepreneurship, and the Arts; and is an example of how the university continues to be engaged in promoting the community's livability and economics success (http://www.missouristate.edu/bog/minutes/May_16_2013_Joint.htm). Other partner initiatives include the Robert W. Plaster Center for Free Enterprise and Business Development, UMKC & MSU Doctor of Pharmacy, and Brick City.

2.C.2. The governing board reviews and considers the reasonable and relevant interests of the institution's internal and external constituencies during its decision-making deliberations.

The interests of the MSU community remain central and fundamental to the Board's decision-making deliberations. A positive relationship exists between the City Council of Springfield and MSU, which has helped to pave the way for several collaborative projects: Jordan Valley Innovation Center (celebrating its 5th year), Brick City, and the Robert W. Plaster Center for Free Enterprise and Business Development. Other entities located in IDEA Commons include the Missouri Crime Lab, Jordan Valley Community Health Center, the Taylor-Martin Companies, the Marlin Company, and several residential structures. MSU and City Utilities also worked together to revamp the intersection of National Avenue and Monroe, adding new traffic signals and lanes (http://www.missouristate.edu/bog/minutes/May_16_2013_Joint.htm). Additionally, MSU and OTC have signed articulation agreements for two degree programs(http://www.missouristate.edu/president/highlights.asp).

2.C.3. The governing board preserves its independence from undue influence on the part of donors, elected officials, ownership interests, or other external parties when such influence would not be in the best interest of the institution.

Missouri State University is governed by a nine-member Board of Governors. All members are appointed by the Governor of the State, with the advice and consent of the State Senate, to serve six-year terms. The Board of Governors Bylaws, first enacted in 1936, had gone through numerous amendments. The latest revision was done in 2009 (http://www.missouristate.edu/bog/bylawslinks.html). The Bylaws cover, among other policies, selection and removal of members, conflict of interests, board organization and committees, board authority and functioning. The Board of Governors' meetings are open to the public and taped. There is a well-established procedure regarding the maintenance of Board of Governors' meeting tapes (http://www.missouristate.edu/policy/G1_19_MeetingTapes.htm). All the meeting minutes are part of the public record. These policies and practices have promoted and safeguarded the Board of Governors to be an independent decision making body that serves in the best interest of the University and is immune from unwelcome influences of external parties.

2.C.4. The governing board delegates day-to-day management of the institution to the administration and expects the faculty to oversee academic matters.

The Board of Governors Bylaws is an important part of MSU's administrative policies (http://www.missouristate.edu/policy/Ch1_AdministrativePolicies.htm). The Bylaws state in Article II, Section 3.a, that "Governors shall avoid involvements in the administration of the University except in an emergency or when exceptional circumstances occur", and in Article X, Section 2, that "the President of the University is delegated the general authority to act for and on behalf of the Board of Governors of the University, as its agent, to administer the University's affairs pursuant to policies established by the Board". It has been a tradition that the Board of Governors values the principle of shared faculty governance and fosters faculty's academic freedom. As a result, the University has been cherishing and witnessing active and enthusiastic faculty participation and involvement in academic matters. The University has a comprehensive and time-tested body of academic policies (http://www.missouristate.edu/policy/Ch3_AcademicPolicies.htm). The Provost is the chief academic officer of the University (http://www.missouristate.edu/provost/), and the Faculty Senate (http://www.missouristate.edu/FacultySenate/56721.htm) oversees all the curricular matters.

2.D. The institution is committed to freedom of expression and the pursuit of truth in teaching and learning.

As stated in the Faculty Handbook "A great university is first and foremost a human community. It is a place where people express their sense of commitment, their passion for learning and discovery, their dedication to service over self-interest, and do it all through the completion of those various daily tasks and challenges that mark the institution's steady heartbeat. A great university is a community of dedicated people bound together by shared responsibilities, mutual obligations, and a dependence on each other both to accomplish things of true value and to make a future." It is this statement that codifies the extent to which Missouri State University values freedom of expression and the pursuit of truth in teaching and learning. Over the years, the University has embraced these values as part of its mission. Indeed, the University is committed to not only producing educated persons, but also to its efforts to embrace ethical conduct in teaching and learning on a daily basis. Examples of such emphases include:

➢ Expressive Activity Policy - Missouri State University is committed to providing an environment where issues can be openly discussed and explored: http://www.missouristate.edu/StudentConduct/23804.htmMissouri State University is committed to providing an environment where issues can be openly discussed and explored. The freedom to exchange views is essential to the mission of the University. This policy is in place to provide a

community environment in which open discussion can occur without disrupting the academic mission or daily University functions, subject to constitutional time, place, and manner limitations and without unconstitutionally interfering with the rights of other members of the University community. All members of the Missouri State University community, which includes students, faculty, and staff, are encouraged to exercise the right of assembly, free speech and expression throughout the campus, when doing so does not disrupt the academic mission or daily University functions. Expressive activities will not be limited to any specific location on the University campus. However, the right of assembly and expression does not include unlawful activity that endangers the safety of the campus community or that destroys University property. Forums, rallies, demonstrations, and other similar expressive activities are also not to occur within academic or other University buildings including University residence halls and apartments, or Greenwood Laboratory School. Expressive activities are not to unduly disrupt traffic, either vehicular or pedestrian or violate other time, place and manner parameters specified in this policy.

➢ Prohibition of Discrimination and Harassment Policy: http://www.missouristate.edu/policy/Op1_02_8_Harassment.htm

➢ Student Policy Handbook for ELI: http://international.missouristate.edu/assets/eli/CURRENT_Student_Policy_Handbook_8_week.pdf

➢ Grade appeal and Academic Grievances Policy: http://www.missouristate.edu/policy/Op3_04_28_GradeAppealandAcademicGrievances.htm

Additionally, several programs have their own set of academic policies that govern freedom of expression and pursuit of truth.

The MSU Public Affairs Conference highlights freedom of expression. The conference features a series of keynote presentations, panel discussions, and special events throughout the week, which touch upon business, family, international issues, the arts and education. http://publicaffairs.missouristate.edu/conference/PastConferences/2007/

The campus has clearly articulated Community Principles http://www.missouristate.edu/about/declaration.htm. It is believed that educated persons will accept responsibility to act in accordance with the following principles: 1)Being open-minded to embrace the benefits and richness that diversity and inclusiveness bring to the community of scholars and to recognize them as catalysts for educational excellence. 2) Practicing personal and academic integrity. Being a full participant in the educational process, and respecting the right of all to contribute to the "Marketplace of Ideas." 3) Treating all persons with civility, while understanding that tolerating an idea is not the same as supporting it. Being a steward of the shared resources of the community of scholars.
Choosing to accept these principles suggests that each participant of the community refrains from and discourages behavior that threatens the freedom and respect each member deserves.

The Faculty Center for Teaching and Learninghttp://www.missouristate.edu/fctl/ also supports efforts to facilitate the dissemination of truth in teaching and learning. The Center is dedicated to supporting faculty in their teaching, scholarship, and service. The FCTL strives to not only positively impact the work of faculty but more importantly the learning and success of students. Each fall the FCTL hosts the Showcase on Teaching and Learning conference http://www.missouristate.edu/fctl/98042.htmwhich provides a visiting professor keynote as well as opportunities for MSU faculty to present and share ideas and scholarship with each other. The FCTL is located on the second floor of Meyer Library and houses the Innovation Commons, a collaborative learning space for faculty. In this space faculty can participate in a workshop, work with other faculty or FCTL staff, or perhaps explore a variety of new technologies to

enhance student learning. The FCTL also provides a faculty resource library, a media production studio which includes lecture capture capabilities, as well as classroom technical services and equipment lending which is located in the lower level of the library. Services offered to the campus community include faculty workshops on a variety of topics, awards and funding opportunities for faculty, instructional design and course development services, and support for teaching with technology.

The campus also offers a publication outlet for scholarship expression: http://ejournal.missouristate.edu/The*Journal of Public Affairs* is a peer-reviewed, multidisciplinary, open-access journal published by Missouri State University and affiliated with the American Democracy Project. Its mission is to provide college and university faculty, students, staff, and community partners with a substantive forum for publishing their scholarship related to civic engagement. The eJournal's website is intended to be an opportunity for the exchange of ideas, resources, and activities related to civic-engagement scholarship, practice, and pedagogies. By providing an academic, nationally refereed venue for such work, the eJournal aims to advance the status of public scholarship.

Finally, a recent effort for research dissemination of MSU scholarly works is the publication entitled The Mind's Eye: http://blogs.missouristate.edu/mindseye/. At Missouri State University, our faculty members not only envision new ideas, they bring them to life through research, service and scholarly activities. Unique, interesting and ground-breaking research and scholarship at Missouri State takes many forms, in many settings. Instructors and students may be found in a high-tech lab facility, in cities across the globe or in the field (literally).In the most recent, "Mind's Eye," we look deeper into just a few of the hundreds of research projects taking place at Missouri State. This outlet shares the visions of some of the best and brightest at Missouri State University.

At MSU, we tell our students to "Follow Your Passion, Find Your Place." That idea resonates with faculty on campus, too, as they have a passion to discover more and to find a place as an innovator in their field of choice.

2.E. The institution ensures that faculty, students, and staff acquire, discover, and apply knowledge responsibly.

2.E.1 The institution provides effective oversight and support services to ensure the integrity of research and scholarly practice conducted by its faculty, staff, and students.

Missouri State University ensures – through appropriate support, training, and policies – that faculty, staff, and students acquire, discover, and apply knowledge responsibly. The Faculty Handbook (http://www.missouristate.edu/provost/facultyhandbook/) provides guidance for faculty regarding scholarship, research, and creative activity; responsibilities and ethics; academic freedom; regulatory guidelines for research; and conflict of interest. Responsible scholarship is specifically supported through the university's Office of Research Compliance (ORC; http://orc.missouristate.edu/). The ORC provides coordination, oversight, and education in the areas of animal care and use, biosafety, conflict of interest, export control, human subjects research, intellectual property, radiation safety, responsible conduct of research, and technology transfer. Appropriate policies and procedures are established related to academic freedom, intellectual property that emerges from scholarship, sponsored research (grants), misconduct in science, and whistleblower protections. The Office of Sponsored Research and Programs (OSRP; http://srp.missouristate.edu/) supports faculty and staff in the acquisition, performance and administration of projects and programs funded from sources outside the University.

The Graduate College provides resources to help graduate students acquire, discover, and apply knowledge responsibly (http://graduate.missouristate.edu/currentstudents/Requirements.htm). The annual Interdisciplinary Forum provides an outlet for student scholarship, practical experience in preparation for

professional research outlets, and an opportunity to honor excellence through research awards (http://graduate.missouristate.edu/currentstudents/IDF.htm).

The Provost's Office supports research through faculty research grants, summer research fellowships, and grant proposal assistance (http://www.missouristate.edu/provost/faculty_research_res.htm). Furthermore, faculty gain clear, updated guidance regarding scholarship expectations per the Provost's periodic review of department reappointment, tenure, and promotion plans (http://www.missouristate.edu/provost/rtp.htm). Even with strong support and clear guidance in place, the university recognizes that some measures of research productivity have slipped (https://mis.missouristate.edu/KeyPerformanceIndicators/kpi/index/10), and continuous improvement in scholarship remains a goal. Expansion of the professional staff in the OSRP (currently, below some of our benchmark peers) may, when possible, enhance externally funded research. The publication of Mind's Eye (MIND'S EYE BLOG: Highlighting Research and Scholarly Activity at Missouri State University) raises the profile of research and applauds creative efforts. Missouri State University's publication of the eJournal of Public Affairs is further evidence of the institution's robust efforts to support and promote research.

2.E.2 Students are offered guidance in the ethical use of information resources.

Missouri State University provides students with timely, effective guidance regarding the ethical use of information resources. The first pillar of the university's Public Affairs Mission is Ethical Leadership – a shared commitment permeating the university's learning community (http://publicaffairs.missouristate.edu/) and the annual Public Affairs Conference features campus events that educate and inspire (http://publicaffairs.missouristate.edu/conference/). Through the Code of Student Rights and Responsibilities (http://www.missouristate.edu/StudentConduct/12331.htm) and the Student Academic Integrity Policies and Procedures (http://www.missouristate.edu/assets/policy/AcademicIntegrityPolicyRev-1-08.pdf), clear expectations and guidance are established for students – but the institution proactively seeks to *deliver* the guidance in a variety of settings. Through orientation (http://www.missouristate.edu/soar/), new students encounter information regarding their rights and responsibilities. In every course, standards of academic integrity are expected to be salient on the syllabus (http://www.missouristate.edu/provost/syllabi.htm). The first required course for first-time, first-year students is GEP101, and its first goal is (http://www.missouristate.edu/FirstYearPrograms/11514.htm) includes objectives tied to information literacy, academic integrity, and ethical behavior. The university avails faculty of plagiarism-detection/integrity-promoting software (Turnitin, Safeassign), and the Writing Center at the Bear Center for Learning and Writing (BearCLAW; http://bearclaw.missouristate.edu/) provides individualized assistance for students at all stages of information use and project development. Technology creates opportunity along with special challenges, and Missouri State University arms the entire learning community with firm principles and recommendations for Responsible, Ethical and Safe Computer Usage (RESCU; http://www.missouristate.edu/ais/RESCU.htm). Students at Missouri State University are active partners in promoting ethical use of information resources. Students organized the campus Society of Academic Integrity Leaders (SAIL) which has now evolved into a campus Academic Integrity Matters Student Organization (AIMSO). Each year, Academic Integrity Days features presentations and workshops for students, student organizations, and faculty (http://www.missouristate.edu/academicintegrity/74170.htm).

The Academic Integrity Tutorial is available online to enrich students' understanding and guide their choices (http://www.missouristate.edu/academicintegrity/148011.htm). Still, Missouri State University joins other universities in seeking the best approach to promoting academic integrity in online courses. The Provost's Outreach Office provides guidance for faculty through the university's innovative training program, Digital Professor Academy (http://www.missouristate.edu/fctl/DPA.htm), but the institution is vigilant for opportunities to advance the pervasiveness of integrity in distance education (http://www.missouristate.edu/provost/DistanceEducation/).

2.E.3 The institution has and enforces policies on academic honesty and integrity.

Missouri State University firmly and fairly enforces policies on academic honesty and integrity, guided by the Student Academic Integrity Policies and Procedures (http://www.missouristate.edu/assets/policy/AcademicIntegrityPolicyRev-1-08.pdf) – which is presently being revised, partly to enhance readability (i.e., maximize student access to this guidance). By administering an Academic Integrity Survey to faculty and students (http://www.missouristate.edu/academicintegrity/71651.htm), the Academic Integrity Council maintains awareness of the scope and nature of challenges to integrity. As noted in describing compliance with 2.E.2, standards of academic integrity are expected to be salient on the syllabus of every Missouri State University course (http://www.missouristate.edu/provost/syllabi.htm). The university's Test Proctoring Center (http://outreach.missouristate.edu/testproctoringcenter.htm) is augmented by an agreement with Ozarks Technical College that avails online students of even more options for taking tests in secure environments. Expectations, policies, and resources are made salient for members of the learning community, and the Academic Integrity Council (AIC) – which includes student members and faculty members in equal measure – adjudicates concerns in a manner consistent with those expectations and policies.

Criterion Two. Integrity: Ethical and Responsible Conduct

The institution acts with integrity; its conduct is ethical and responsible

	Evidence	Accomplishments	Concerns
2.A The institution operates with integrity in its financial, academic, personnel, and auxiliary functions; it establishes and follows fair and ethical policies and processes for its governing board, administration, faculty, and staff.	**Selected examples of relevant polices from the Policy Library** (http://www.missouristate.edu/policy/): Administrative policies: http://www.missouristate.edu/policy/Ch1_AdministrativePolicies.htm ○ Board of Governors By-Laws: ○ http://www.missouristate.edu/policy/G1_01_BOGBylaws.htm ○ Conflict of interest and financial disclosure policy: http://www.missouristate.edu/policy/G1_02_ConflictOfInterest.htm ○ Fiscal responsibility: http://www.missouristate.edu/policy/G1_13_FiscalResponsibility.htm ○ Internal audit charter: http://www.missouristate.edu/policy/G1_15_InternalAuditCharter.htm ○ Open meetings and records policy: http://www.missouristate.edu/policy/G1_17_OpenMeetingsRecords.htm ○ Ethics hotline:http://www.missouristate.edu/policy/G1_25_EthicsHotline.htm ○ Code of conduct: http://www.missouristate.edu/policy/G1_29_Code_of_Conduct.htm ○ Faculty handbook: http://www.missouristate.edu/policy/G3_03_FacultyHandbook.htm	The Policy Library has been created in recent years. Procedures are in place to ensure that all policies have gone through appropriate review and approval and are easily accessible. The General Counsel's office is the gatekeeper for the policy library. The Internal Audit Office is an independent function that reports directly to the Board of Governors and is committed to the highest degree of ethical conduct in the performance of its work. Evidence of internal audit procedures functioning properly includes the discovery in 2012 of the theft of cash by a Bookstore employee. Reports to the Ethnics Hotline (referred to as the "Whistleblower policy) are monitored by the Internal Audit Office and ensures they are appropriately addressed. Since 2007, there have been 76 separate reports to the hotline. Each report has been analyzed and distributed to the proper administrators and reported back to the reporting party The result of our annual financial audit regularly results in minimal to no findings. We have had no NCAA violations that resulted in sanctions. Recent changes to policy and reporting regarding part-time and student employees (1,000 hour limit) are an example of our response to an identified concern.	Possible issue with discrepancies between colleges in compensation for adjunct/part-time faculty. There have been examples of faculty "volunteering" to teach overloads without being paid. Possible concerns with violations of the 1,000 hour rule for per course instructors who do not document their time. Some apparent examples of per course faculty working for more than one public institution (and thus cumulatively more than 1,000 hours). Possible issues (inconsistencies) with time reporting and the reporting of sick and vacation leave. Examples: Non-exempt staff not reporting time correctly for weekend travel; exempt staff not taking vacation or sick leave when they are away from the office. Although the policy complies with IRS regulations, gift policy reporting requirements are cumbersome.

| | | | Bookstore theft was handled in a public manner. External auditors missed it, but our internal auditor found the discrepancies. |

Academic policies:
http://www.missouristate.edu/policy/Ch3_AcademicPolicies.htm
- o Faculty handbook:
  http://www.missouristate.edu/policy/G3_03_FacultyHandbook.htm
- o Academic integrity:
  http://www.missouristate.edu/policy/Op3_01_AcademicIntegrityStudents.htm

Human Resources policies:
http://www.missouristate.edu/policy/Ch7_HRPolicies.htm
- o Employee handbook:
  http://www.missouristate.edu/policy/G7_02_EmployeeHandbook.htm

Business policies:
http://www.missouristate.edu/policy/Ch8_BusinessPolicies.htm

The University's internal auditor reports directly to the Board of Governors. From Policy G1.03: "The Director of Internal Audit is responsible to the Board of Governors for directing the advisory functions on internal auditing and system accounts, which serves as an independent appraisal review regarding the administrative operations and fiscal control systems of the University."

Taylor Health and Wellness Center's current and ongoing accreditation process with the Accreditation Association for Ambulatory Health Care serves as a comprehensive documentation of HLC Criterion Two. Core Standard Chapters which are prepared, presented, and passed every three years include:

	o Rights of Patients o Governance o Administration o Quality of Care Provided (Quality Management and Improvement (Peer Review, Continuous Quality Improvement, Risk Management Other auxiliaries have established detailed cash handling and billing procedures.		
2.B The institution presents itself clearly and completely to its students and to the public with regard to its programs, requirements, faculty and staff, costs to students, control, and accreditation relationships.	Graduate and Undergraduate Catalogs: http://graduate.missouristate.edu/catalog/ and http://www.missouristate.edu/registrar/catalog/ MSU website: http://www.missouristate.edu BOG: http://www.missouristate.edu/BOG/ Policy Library: http://www.missouristate.edu/BOG/ Office of Publications: http://www.missouristate.edu/publications/ Community Connections: https://ws.missouristate.edu/communityconnections/ Long-Range Plan: http://www.missouristate.edu/LongRangePlan/ Faculty Handbook: http://www.missouristate.edu/assets/policy/FacultyHandbook_09-11-12.pdf Alumni Association: http://alumni.missouristate.edu/	Legislative Consultant: http://apps.missouristate.edu/bog/executive/assets/III.A.%20Burch%20Jerry%20-%20Resolution%20for%20contract%202013%20-%202014.pdf Net Price Calculator: http://www.missouristate.edu/costs/ Four major goals of the LRP: http://www.missouristate.edu/LongRangePlan/ Key Performance Indicators: https://mis.missouristate.edu/KeyPerformanceIndicators/ Costs are transparent University Publications: oversight provided about who can and cannot send mass e-mails to faculty or staff or students. Broadcasting information is guarded through this office. MSU Website updated as needed	Fee structure is increasingly complicated because of varying fees from program to program Identify fees upfront, which should be upfront and identified as a supplemental course fee. The supplemental course fee goes through a fee resolution committee reporting to the BOG

	Internal Audit Charter: http://www.missouristate.edu/policy/G1-_15_InternalSuditCharter.htm Tuition, Costs, and Fees: http://www.missouristate.edu/costs/		
2C The governing board of the institution is sufficiently autonomous to make decisions in the best interest of the institution and to assure its integrity. 1. The governing board's deliberations reflect priorities to preserve and enhance the institution.	Missouri State's Long Range Plan o Access to Success o Public Affairs Integration o Engaged Inquiry o Partners for Progress Board of Governor's Official Minutes o Feb. 8, 2013 o March 7-8, 2013 o May 16, 2013 o June 21, 2013	IDEA Commons New Masters program in Occupational Therapy – main campus New Associate of Applied Science in Allied Health-Certified Nursing Assistant program – West Plains campus Foster Recreation Center McQueary Family Health Science Hall Greenwood Science Scholars' Laboratory MSU Doctor of Nursing Practice approved First class of graduates of Cooperative Engineering Program 9th Annual Public Affairs conference UMKC/MSU PharmD Program	
2. The governing board reviews and considers the reasonable and relevant interests of the institution's internal and external constituencies during	Board of Governor's Official Minutes o May 16, 2013	Joint meetings with City Council of Springfield & BOG Jordan Valley Innovation Center Brick City Robert W. Plaster Center for Free Enterprise and Business Development	

its decision-making deliberations.		IDEA Commons Revamped National & Monroe intersection; new traffic signals & lane additions Monroe Street renamed Bear Boulevard between National & Kimbrough	
3. The governing board preserves its independence from undue influence on the part of donors, elected officials, ownership interests, or other external parties when such influence would not be in the best interest of the institution.	Missouri State University Policy Library, Chapter 7: Human Resources Policies; Chapter 8: Business Policies; Chapter 11: Campus Planning, Building and Grounds Policies. The Board of Governor's Bylaw.	Implementation of broad plan to increase diversity. Creation of Office of Vice President for Diversity & Inclusion, and the appointment of Dr. Ken Coopwood (an African American) for this position. Inaugural Statewide Collaborative Diversity Conference The new entrance at National Avenue and Bear Boulevard, and a plan to build a new Visitor Center there. A new record in total student enrollment in the fall semester 2013. Student enrollment increased in most categories including minority students and international students.	The Board of Governors' Bylaw was adopted on May 14, 2009. Maybe a revision is in order. The record enrollment in fall semester 2013 has caused some slight over-crowdedness in the Plaster Student Union.
4. The governing board delegates day-to-day management of the institution to the administration and expects the faculty to oversee academic matters.	o Missouri State University Policy Library, Chapter 1: Administrative Policies. Chapter 3: Academic Policies. o The Board of Governor's Bylaw.	o The appointment of Clif Smart III as the University President. President Smart has been well liked by faculty and students. o The appointment of Dr. Frank Einhellig as University Provost, the Chief Academic Officer. Dr. Einhellig is an accomplished biologist, and has established an excellent track record in running University academic affairs. o Endowed professorship established in William & Virginia Darr Honors Program o Start implementing the Professors' Salary Incentive Program.	
2D The institution is committed to freedom	o Faculty handbook: http://www.missouristate.edu/assets/policy/FacultyHandboo	Several programs have their own set of academic policies that govern freedom of expression and pursuit of truth. Some examples:	

| of expression and the pursuit of truth in teaching and learning. | k_09-11-12.pdf
o Turnitin plagiarism prevention program: http://www.missouristate.edu/provost/54081.htm
o The last item was not on the website but is similar to 2.A.
o Expressive Activity Policy - Missouri State University is committed to providing an environment where issues can be openly discussed and explored: http://www.missouristate.edu/StudentConduct/23804.htm
o Academic Integrity policy: http://www.missouristate.edu/assets/policy/AcademicIntegrityPolicyRev-1-08.pdf
o Code of Students Rights and Responsibilities: http://www.missouristate.edu/studentconduct/12331.htm
o Prohibition of Discrimination and Harassment Policy: http://www.missouristate.edu/policy/Op1_02_8_Harassment.htm
o Student Policy Handbook for ELI: http://international.missouristate.edu/assets/eli/CURRENT_Student_Policy_Handbook_8_week.pdf
o Declaration of University Community Principles: http://www.missouristate.edu/longrangeplan/principles.htm
o Faculty Center for Teaching and Learning: http://www.missouristate.edu/fctl/
o Showcase on Teaching and Learning: http://www.missouristate.edu/fctl/98042.htm | http://sportsmed.missouristate.edu/126235.htm

http://www.missouristate.edu/assets/Nursing/BSN_Handbook_2013-2014.pdf

http://www.missouristate.edu/nursing/graduate/msnhandbook.htm

http://www.missouristate.edu/assets/Nursing/DNP_HANDBOOK_2013_2014.pdf

http://education.missouristate.edu/assets/greenwood/Handbook_13-14.pdf

http://www.missouristate.edu/assets/dietetics/StudentHandbook.pdf

http://www.missouristate.edu/assets/mfaa/MFAA2013_StudentHandbook.pdf

http://education.missouristate.edu/assets/Certification/College_of_Education_Student_Handbook_Fall_2013.pdf

MSU Public Affairs Conference highlights freedom of expression: http://publicaffairs.missouristate.edu/conference/PastConferences/2007/

Clearly articulated Community Principles: http://www.missouristate.edu/about/declaration.htm

The establishment of the Faculty Center for Teaching and Learning: http://www.missouristate.edu/fctl/

Showcase on Teaching and Learning: http://www.missouristate.edu/fctl/98042.htm

Publication outlet for scholarship expression: | |

	o Campus research outlet "Mind's Eye": http://blogs.missouristate.edu/mindseye/ o Grade appeal and Academic Grievances Policy: http://www.missouristate.edu/policy/Op3_04_28_GradeAppealandAcademicGrievances.htm o Conflict of interest in Research Policy: http://orc.missouristate.edu/89845.htm	http://ejournal.missouristate.edu/ Research dissemination of MSU scholarly works: http://blogs.missouristate.edu/mindseye/	

2E The institution ensures that <u>faculty</u>, students, and staff acquire, discover, and apply knowledge responsibly.
 	
1. The institution provides effective oversight and support services to ensure the integrity of research and scholarly practice conducted by its faculty, staff, and students.
	• Op4.01-4 Responsible Conduct of Research
	• G1.25 Whistleblower Policy (Ethics Hotline)
	• Faculty Handbook
	• Op4.01-5 Misconduct in Science Procedures
	• Periodic Review of Department Reappointment, Tenure and Promotion Plans
	• G3.04 Intellectual Property Policy
	• Op3.19-5 Research Requirement for Graduate Students
	• Article X of Code of Student Rights and Responsibilities
	• Office of Research Compliance(Op4.01-4)
	    o Op4.02-1Guidance regarding Conflicts of Interest
	    o Institutional Animal Care and Use Committee
	    o Animal Care and Use Training
	    o Op4.01-1Animal Care and Use Policy
	    o Op4.01-6Institutional Review Board
	    o CITI Training and Op7.07-
		eJournal of Public Affairs is published with a focus on "scholarship related to engagement in the public arena"
		
		MIND'S EYE BLOG: Highlighting Research and Scholarly Activity at Missouri State University
			Do we need to update the specificity of radiation training (yes, occurring prior to HLC visit)

	o 7HIPAA Training o IRB Policy Manual o Op4.01-2Institutional Biosafety Committee o Biosafety Training o Biosafety Policy Manual o Radiation Safety Committee o Radiation Training* o Radiation Safety Manual o Op4.01-3 Export Controls Policy • Graduate College Interdisciplinary Forum • Graduate College Thesis Resources • Office of Sponsored Research and Programs o Sponsored Research Policies (Op4.02) • Provost's Support for Research		
2. Students are offered guidance in the ethical use of information resources.	• S.A.I.L. (Society of Academic Integrity Leaders)& now AIMSO (Academic Integrity Matters Student Organization) • Syllabus guidance provided by Provost's Office • Turnitin and SafeAssign (Blackboard) • All first-time students take GEP101: See Goal 1 • BearClaw: The Writing Center • Responsible, Ethical and Safe Computer Usage Policy • Public Affairs Mission	Academic Integrity Days Academic Integrity Survey	Some online courses use the proctoring center, but most do not. We are monitoring the DOE's work and will act in accordance with the best current guidance regarding identity authentication and cheating prevention.

3. The institution has and enforces policies on academic honesty and integrity.	• G5.01Code of Student Rights and Responsibilities • Academic Integrity Council • OP3.01Student Academic Integrity Policies and Procedures (being updated now for even greater accessibility) • Outreach Office • Proctoring Center and Proctoring Agreement with OTC • Office of Student Conduct		

Criterion Two Subcommittee MSU Accomplishments and Concerns

List of 3-5 outstanding accomplishments:

1. *MSU Public Affairs Conference and the eJournal of Public Affairs*— Highlights freedom of expression and ethical issues. Employs a national editorial board.
2. *"The Mind's Eye"*—A recent effort for research dissemination of MSU scholarly works is the publication entitled "The Mind's Eye". This outlet shares the visions of some of the best and brightest at MSU.
3. *Policy Library*—process of policy making and policies themselves are designed to ensure we have integrity in the standards we employ as an institution.
4. *Expanding diversity on campus*—creating the Office of Diversity and Inclusion shows great commitment to multiplicity in thought. Office's charge is to create inclusive excellence.
5. *Internal/external review*—MSU employs an outside accounting firm to provide an external audit of the University. The internal audit position reports directly to the BOG to ensure authenticity of the financial processes at MSU.
6. *Information Security Officer position*—provides oversight to ensure that critical information is disseminated to University stakeholders and privacy issues are protected.

List of 3-5 concerns and how they are being addressed:

1. *The fee structure is complicated and concerns about confusion have been expressed*—MSU website is reviewed each year to ensure that course fees are clearly articulated and fully disclosed.
2. *Proctoring services and the infrastructure for online courses is lacking*—There has been discussion in the Distance Education Committee regarding expanded proctoring services provided by the University.
3. *Course overloads*--Possible issue with discrepancies between colleges in compensation for adjunct/part-time faculty. There have been examples of faculty "volunteering" to teach overloads without being paid. The current workload policy addresses this issue.
4. *Bookstore theft*—Was handled in a public manner. External auditors missed it, but our internal auditor found the discrepancies. New procedures have been instituted and a cash collection audit is currently underway.