Goal 1:
Expand and strengthen programs that improve the lives of the citizens of Missouri, the nation and the world

Combining its strengths as one of the nation’s major research universities, its historic role as a land-grant campus and its statewide delivery of services through Extension, MU will:

» Prepare citizens for meaningful lives and careers in the diverse, global environment of the 21st century

» Generate new knowledge in the arts, humanities, sciences and professions

» Develop and deliver practical solutions for Missourians’ vocational, civic and personal lives

» Generate the educated work force, intellectual capital and economic development strategies that help Missouri communities thrive

» Advance the health of Missourians by delivering exceptional community and patient-centered health care, educating tomorrow’s health-care workforce and conducting research that will improve the future quality and delivery of health care

» Connect Missouri to the world through international teaching, research, outreach and economic development programs

» Continually nurture and strengthen relations with alumni, a vital resource to the university’s missions
Educational Objectives & Actions:

1.1 Provide innovative undergraduate and graduate curricula that prepare people for meaningful and productive lives as citizens and leaders in their communities and the world

Action Needed:

» Complete current Task Force on General Education review of MU’s General Education Architecture and implement recommendations. Note that any significant changes to the general education requirements would require a vote of the general faculty.
   Responsible: Faculty Council

» Conduct campuswide review of graduate curricula and develop a white paper to address ways to accommodate changing future needs of graduate education.
   Responsible: Graduate School Dean, Graduate Faculty Senate

» Establish a committee of faculty, students, career advisers, and employers charged with seeking new connections between our curricula and career preparation so that students across campus are prepared for meaningful careers.
   Responsible: Graduate School Dean, Vice Provost for Undergraduate Studies

Recent Actions Taken:

» 89% of the 2012 graduates who were employed found jobs related to their majors and 67% stay and work in Missouri.

» MU’s six-year graduation rate was 70.8% for the class of 2006 (state average is 54.7%; national average is 53.6%).

» The TCoB execMBA offers a hybrid format of online and on-campus courses; 19 students started the program and are continuing.

» The TCoB Crosby MBA curriculum has been reviewed and updated.

» The TCoB undergraduate curriculum is currently under review.

» MU is one of 25 Research-1 universities that participate in CIRTL (Center for Integration of Research, Teaching and Learning), a program supported by NSF that seeks to train the next generation of STEM (Science, Technology, Engineering, Mathematics) faculty. MU has developed a unique course in Inclusive Design for Learning which is offered through the network, as well as on campus. A campus coordinator (Faculty Fellow) is supported for part of her effort by the Graduate School.

» A Career Issues Task Force released a preliminary report on career issues at MU that includes a survey of undergraduate and graduate students’ perspectives on career planning resources.

» Enhanced career development opportunities for students through CAFNR Career Services.

» Within six months of graduation 88% of CAFNR’s graduates were employed in a field directly related to their degree program.

» CAFNR faculty, with assistance from academic technology liaisons, developed and deliver 30 new online courses.

» The MU Art Department graphic design program--thirteen students enrolled in the course, Marketing and Branding Design to work with Lexington, MO as a client to market as an Arts Designation in Fall 2013.
1.2 Prepare graduates and faculty for the interconnected global environment by providing curricular and extra-curricular experiences with diverse cultures and languages

Action Needed:
» Appoint an umbrella group of interested parties and stakeholders to evaluate current campus activities, programs, and requirements for cultural and foreign language experiences and make recommendations for possible improvements, changes, or opportunities.
  
  Responsible: Faculty Council
» Charge the Vice Provost for International Programs to report to Faculty Council on ongoing efforts and future plans to increase faculty involvement in the global community.
  
  Responsible: Vice Provost for International Programs

Recent Actions Taken:
» TCoB Study Abroad -- 287 students participated in 2013.

1.3 Continue to increase the diversity of the campus community to reflect the changing demographics of the state, region and nation

Action Needed:
» Provide a status report annually and adjust goals as deemed appropriate by the campus administration.
  
  Responsible: Chief Diversity Officer, Vice Provost for Enrollment Management, Graduate School Dean
» Work with appropriate individuals to develop a community of scholars and to increase curricular choices to attract students in underrepresented areas.
  
  Responsible: Provost, Chief Diversity Officer

Recent Actions Taken:
» 6,194 first-time-college students raised MU’s total undergraduate class size to 26,965. 6,439 graduate students and 1,254 professional students combined with the undergraduate population to give MU a total of 34,658 students in fall 2013.
» The fall 2013 class of first-time-college students included 583 African American students (total African American enrollment is 2,467).
» The fall 2013 class of first-time-college students included 244 Hispanic students (total Hispanic student enrollment is 1,070).
» 828 undergraduate international students and 1,407 international graduate students.
» 2.2% of entering freshmen had ACT scores of 33 or higher while 25.5% had ACT scores between 28 and 32.
» Expanded study abroad opportunities for CAFNR students to include programs in China and Ireland/United Kingdom.
» Diversity and Inclusion course in the TCoB began in the Spring of 2013.
1.4 Increase curricular and extra-curricular experiences in entrepreneurship, to prepare students for the dynamic careers of the 21st century

Action Needed:
» Appoint a person/office to identify and coordinate all ongoing efforts to build entrepreneurship on campus and develop a plan to meet student needs.
   Responsible: Provost

Recent Actions Taken:
» The Entrepreneurship Minor in TCoB currently has 45 students enrolled and the Allen Angel Capital Education Program has 25 students (16 in Fall 2013).

1.5 Introduce creative new combinations of curricula that meet modern needs, such as combined BA/BS-Master’s programs, post-baccalaureate certificate programs, summer intensive workshops and others

Action Needed:
» Implement recommendations of the Entrepreneurial Revenue Committee and report annually on other efforts to meet this goal.
   Responsible: Graduate School Dean, Vice Provost for Undergraduate Studies

Recent Actions Taken:
» The graduate school approved new graduate degrees and certificates in Elementary Mathematics, Geospatial Intelligence, Energy Efficiency, Global Public Health, Human Resource Management, Life Sciences and Entrepreneurship.
» The graduate school approved emphasis areas in the Nuclear Engineering Program in Materials, Thermal Hydraulics, and Environmental and Regulatory Compliance Emphasis.

1.6 Strengthen MU’s collaborations with Missouri’s community colleges and K-12 programs to serve the varied and changing educational and training needs of citizens and to address the rapidly shifting, more diverse demographics in the state and the nation

Action Needed:
» Continue to strengthen collaborations with community colleges and report progress annually.
   Responsible: Assistant Provost for Community College Partnerships
» Design campus response to UM System P-20 task force report and ensure coordination of existing MU initiatives.
   Responsible: Deputy Chancellor

Recent Actions Taken:
» August 2012 Missouri Department of Economic Development community block development grant: “Innovation Campus Grant” provides $1 million in tuition subsidies for 125 SCCC RN graduates (over six
years), who then become admitted and complete an MU on-line BSN in Nursing Degree through the Sinclair School of Nursing.

» Informal agreements with St. Louis Community College and Metropolitan Community College to provide open computer lab space for their graduates to work on Mizzou On-line Courses.

» During this past year MU partnered with Missouri public community colleges to complete a very large number of new transfer agreements (273 completed; 156 in progress).

» The Occupational Therapy Assistant (OTA) distance education consortium with the four rural Missouri community colleges graduated 46 students from the third class in January, 2013. Results: a 95% pass rate on the licensure exam; $48,000+ average annual salary; 100% employment. Over 50 students are now enrolled in the fourth class.

1.7 Working with state leaders and with other educational institutions, build on efforts like the Caring for Missourians program to ease the critical shortage of health-care professionals in the state and region

Action Needed:
» Develop and implement a plan to increase the number of MU graduates in the health care professions and report progress annually to the Chancellor.
  Responsible: Vice Chancellor for Health Sciences

Recent Actions Taken:
» Ongoing “rate” funding has been secured for the SOM expansion to include clinical curriculum in Springfield.

1.8 Create “One MU,” a seamless system of high-quality courses, certificate programs and degrees delivered through innovative and flexible delivery systems that serve the needs of all students, including full-time employees, veterans, older students and other non-traditional students

Action Needed:
» Implement earlier recommendations to eliminate distinctions between MU, MU Direct, Center for Distance and Independent Study, and Mizzou Online. All course work should be integrated under a single administrative structure. Efforts should be made to eliminate day/night and summer/non-summer distinctions; a single office should control the scheduling of classroom space for the entire day.
  Responsible: Provost

» Appoint an oversight committee to examine alternative funding structures to replace the fragmented system currently used to support online courses and identify new revenue streams and effective incentive programs.
  Responsible: Provost, Faculty Council

» Appoint a faculty task force to review existing policies for new course approvals and evaluate the impact of online delivery emphasis on existing courses and programs.
  Responsible: Faculty Council, Graduate Faculty Senate
Recent Actions Taken:
» execMBA is a new option for full-time employees (in 2nd cohort year).
» TCoB hired a full-time Instructional Designer to assist with online/hybridized courses.
» The eleven Integrating the MIZZOU Student Experience Workgroups produced and distributed comprehensive reports to identify specific recommendations for an innovative and flexible delivery system that integrates the MIZZOU student experience.
» MU in the Evening integrated with On-campus and Online offerings.
» The Honors College has developed a Strategic Plan to service the academic needs of honors students.
» The Chancellor's Committee on Military and Veterans Affairs has implemented a community centered educational "living" memorial concept that recognizes the supreme sacrifice of veterans from the MU community.
» The MU Veterans’ Center is developing a strong academic policy working relationship with the Governor's commission for Missouri Military Preparedness and Enhancement.
» The MU Veterans’ Center is engaging student veterans in STEM outreach programs throughout the State of Missouri.
» New Online/Distance Programs: 2 undergraduate degrees and 15 graduate degrees offered in AY14.
» 38 additional new online classes offered in AY14.
» Mizzou Online offered 912 courses in AY 2012-2013, 711 of which were fully online, enrolling 9,192 in-state and 2,978 out-of-state students and generating 71,206 credit hours.
» In AY 2013, 70 distance degree and graduate certificate programs were reported, 5 more than in AY 2012.

1.9 Provide well-prepared students opportunities for accelerated-degree programs

Action Needed:
» Appoint a task force of faculty and administrators to explore expanding summer programs and/or consider a tri-semester model. New delivery models need to consider faculty compensation issues, the impact on student housing, advising, work study and scholarship availability as well as the potential economic impact on the local community.

  Responsible: Vice Provost for Undergraduate Studies

Recent Actions Taken:

Research Objectives & Actions:

1.10 Stimulate scholarly activities that result in groundbreaking knowledge and creative activities in the arts, humanities, sciences and professions

Action Needed:
» Appoint a faculty-led committee to make recommendations for funding initiatives to stimulate scholarship with a particular emphasis on areas not covered by Goal 2.
Recent Actions Taken:
» The committee has been formed to carry out this work and produce a report by the end of the 2013-14 academic year.

1.11 Observe the highest standards in research practice, ensuring that research projects are conducted humanely and ethically

Action Needed:
» Report annually to Faculty Council and the Chancellor on compliance issues related to the Office of Animal Research, Environmental Health, Institutional Review and other regulatory stakeholders and describe steps toward resolution.
   Responsible: Faculty Council, Vice Chancellor for Research

Recent Actions Taken:

1.12 Use Extension’s ties to every county in Missouri to deliver the latest in research findings to citizens and to test them in real-world applications, providing researchers feedback that guides future studies

Action Needed:
» Develop a plan that increases the interaction between extension personnel and MU faculty members not holding extension appointments.
   Responsible: Vice Provost and Director of Cooperative Extension
» Work with the MU Office of Research to prioritize research topics best suited for delivery to citizens and testing in real-world situations.
   Responsible: Vice Provost and Director of Cooperative Extension

Recent Actions Taken:
» A team of Extension faculty (including county-based Regional Specialists) and administrators has inventoried research related to Extension’s Program Integration Thematic Areas.

1.13 Build on MU’s existing strengths in entrepreneurial, cross-disciplinary research to create a risk-taking culture that inspires faculty, staff and students to innovate

Action Needed:
» Deans and Provost should identify barriers within each college and make recommendations within existing resources to create a culture that inspires innovation and allows and encourages risk taking. Deans should provide annual reports on these activities and highlight learning opportunities from failed good ideas.
Responsible: Deans and Provost

Recent Actions Taken:

» A joint project between CAFNR and College of Engineering is ready for commercialization through a company called, EternoGen LLC. The core technology, a nanoparticle-based collagen regeneration therapy, was developed by Sheila Grant in the Department of Biological Engineering, and the establishment of EternoGen LLC was possible through startup capital from the University of Missouri System's Enterprise Investment Program.

» The Gathering Place Bed and Breakfast, operated by CAFNR, has received a TripAdvisor Certificate of Excellence award for the second year in a row. The certificate honors hospitality excellence, and is given only to establishments that consistently achieve outstanding traveler reviews on TripAdvisor.

» CAFNR operates business enterprises to provide learning laboratories where students get firsthand experience in management, financial planning, client relations and marketing planning and analysis. The businesses are the Gathering Place Bed and Breakfast, Tiger Garden, Mizzou Meat Market, Buck’s Ice Cream Place, and the Culinary Café.

» The Law School faculty continued to be involved in six funded Mizzou Advantage projects.

» The interdisciplinary undergraduate Entrepreneurship Minor was launched in Fall 2012.

» The Department of Architectural Studies’ immersive visualization (iLab) is involved in the following cross disciplinary research projects: Behavioral simulations for mental health resilience during disaster with the Department of Communication, CARES, Journalism, and the State Emergency Management Agency (SEMA); Developing virtual prototypes of healthcare environments (Sinclair School of Nursing SimLab); Retail clothing environments (Textile Apparel Management); Metabolic Kitchen (Nutrition and Exercise Physiology); Impact of digitally mediated collaboration on creativity by the interdisciplinary Creative Convergence Network (Instructional Technology, Theatre, Psychology, Art Education, Art, and Archeology).


» The Department of Architectural Studies provides the online and resident courses in building energy efficiency and green building design, in collaboration with Engineering and Biomedical Engineering, through leadership on the High Performance Buildings in the Midwest Energy Efficiency Research Consortium (MEERC).

» The Department of Architectural Studies collaborated with other cross-disciplinary housing and environmental design colleagues at Louisiana State, Florida, Mississippi, Kentucky, Georgia, and Tennessee for the Southern Region Resilient Housing Project, in order to create curriculum and outreach for home builders and real estate professionals on the topic of resilient housing and to research home construction methods appropriate for the Southern US to reduce home hazards such as mold, radon, and other toxins.

» The Department of Human Development and Family Studies created an interdisciplinary Center for Children and Families Across Cultures, with partnerships with the Schools of Medicine, Health Professions, and Journalism, College of Education, and Department of Psychology.

» Kathy Thornburg, former Director of the Child Development Lab and the Center for Family Policy and Research in the Department of Human Development and Family Studies, is selected to be on the national Board of Advisors for the newly created Buffet Early Childhood Institute, a four campus, university-wide, multidisciplinary research, education, outreach, and policy institute of the University of Nebraska committed to helping transform early childhood care, education, and practice in Nebraska and across the nation.
» HDFS faculty members involved with the Great Plains providing a master’s program in Family and Community Services and a baccalaureate degree in Early Childhood. These programs will increase the accessibility of military personnel and their dependents to higher education.

» HDFS faculty members are members of an interdisciplinary research team (with Journalism and Psychological Sciences) that has been awarded funding from Mizzou Advantage for a project on Predicting Latino Youths’ Sexual Health.

» The Department of Nutrition and Exercise Physiology (NEP) collaborates with Biomedical Sciences, via a Mizzou Advantage grant, to develop a swine model for childhood obesity studies.

» The Department of Textile and Apparel Management (TAM) faculty members collaborate with agriculture and food management faculty members at University of Arkansas and Arizona State University and submitted a $500,000 grant proposal to USDA AFRI Competitive Grant Program to study global consumer perceptions toward various U.S. raw material based consumer products.

» TAM participates in the newly established Entrepreneurship Minor and the Digital Globe Certificate.

» Social Work faculty members participate in an interdisciplinary $14 million, 4-year grant funded by the Centers for Medicare and Medicaid. The study goals are to reduce the frequency of avoidable hospital admissions and readmissions, to improve resident health outcomes, to improve the process of transitioning between inpatient hospitals and nursing facilities and to reduce overall healthcare spending without restricting access to care or choice of providers.

1.14 Further integrate undergraduate and graduate students in the intellectual and creative efforts of faculty

Action Needed:

» Provide an annual report of scholarly activities, publications and/or projects that include undergraduate and/or graduate students.

  Responsible: Faculty, Graduate School Dean, Director of Undergraduate Research, Directors of Undergraduate Studies

» Evaluate the feasibility of creating a reward/recognition mechanism for inclusion of undergraduate/graduate students in faculty scholarly activity. Responsible: Provost

Recent Actions Taken:

» A survey on faculty participation in research with undergraduate students was conducted during the 2012 Fall Semester. 564 faculty responded to the survey: 174 faculty indicated that they had mentored 453 undergraduates engaged in independent research/scholarly projects. 116 faculty indicated that they had supervised 290 undergraduates working to support faculty research/scholarship. 89 faculty reported teaching an undergraduate course during the Fall 2012 designed to prepare students or engage students directly in original scholarly work.


» The Office of Undergraduate Research provided travel support to 16 undergraduates to present their work at state, national, or international professional conferences and for 25 undergraduates to participate in the regional Kennedy Center American College Theater Festival. 8 additional students presented their work at the
national Annual Undergraduate Research Conference for Minority Students (travel funded by an NIH grant to MU).

1.15 Foster creative partnerships with businesses, other educational institutions, nonprofits and individuals to stoke innovations that will create new businesses

Action Needed:
» Establish benchmarks with 1, 3 and 5-year outlooks and report annually on progress to the Provost and the campus community.

Recent Actions Taken:
» College of Business continues to seek partnerships developing entrepreneurial alliances and new ideas, such as Entrepreneurship Alliance, Student Angel Capital program, Sales Certificate.
» The Economic Development Council was established and is currently seeking a way to adopt APLU – CICEP, ATUM, and other national organizational benchmarks for economic development by end of academic year 2014-15.
» Examples of recently founded knowledge-intensive companies based upon MU IP are:
  » NEAT Healthcare LLC
  » DiNeu Technologies
  » ImpeDx Diagnostics LLC
  » Medsocket LLC
  » CardiOptimus LLC
  » Nanopore Diagnostics LLC
  » Adsorbed Natural Gas Products (ANGP)

» The following five projects have been funded this year through the Coulter Translational Partnership:
  » A microRNA-based Molecular diagnostics platform, focused initially on monitoring lung cancer therapy
  » A gold nano-rod based EGFR detection kit as a companion diagnostic to qualify patients for individualized chemotherapy
  » Technology for producing superior ACL grafts by conjugating nanomaterials with acellular biologically derived tissue
  » A photoacoustic instrument for depth profiling and imaging of a burn to aid wound management decisions and debridement
  » Technology for capturing parameters of the pupillary light reflex in infants and toddlers and determining its utility for earlier detection of neurodevelopmental disorders than is currently possible.

» EMCI is a premier medical device developer that creates human health-advancing, market-dominating products. To date, Joint Venture was signed and established between MU and Cardioptimus as well as between MU and Nanos.
» A total of 211 Non-Disclosure Agreements were signed in 2013 to facilitate company-MU inventor discussions leading to research collaborations.
A total of 258 Material Transfer Agreements were signed in 2013 to facilitate use of technical and biological materials in a technical collaboration with MU that protects the ownership of the IP associated with the materials.

Partnerships identified by the School of Medicine include:
- MU Bariatric doctors are discussing collaborations and expansion of Bariatric programs to greater KC area.
- Medical Collaborations: Greater KC area hospital representatives from St. Mary’s Medical Center, St. Luke’s hospital, Centerpoint Medical Center, and KU-Med have met with MU Hospital administration to discuss regional programs and collaborations.
- MU has partnered with Quintiles, the largest CRO (Clinical Research Organization) in the world, to help advance drug development to fight hemophilia, macular degeneration, hypogonadism and various other diseases & disorders, through clinical trial work at the MUCRC (University of Missouri Clinical Research Center).

1.16 Generate an increased number of patents, licenses and start-up companies through aggressive and entrepreneurial research programs that make MU competitive with the best of publicly supported universities

Action Needed:
- Establish benchmarks with 1, 3, and 5-year outlooks and report annually on progress to the campus community.
  
  Responsible: Vice Chancellor for Research

Recent Actions Taken:
- In FY2013, executed and furthered MU intellectual property with 82 Invention Disclosures; 96 US patent applications; 22 issued patents; 28 licenses and options.
- 7 Start-up businesses in FY2013 licensed technology from MU.
  - NEAT Healthcare LLC
  - DiNeu Technologies
  - ImpeDx Diagnostics LLC
  - Medsocket LLC
  - CardiOptimus LLC
  - Nanopore Diagnostics LLC
  - Adsorbed Natural Gas Products

- In FY2013, MU held 202 active Licenses and Options with 72 licenses generating revenue.
Outreach Objectives & Actions:

1.17 Use the broad and deep resources of MU’s programs in the arts, humanities, sciences, professions, and intercollegiate athletics to partner with schools, community organizations and citizens to enrich the intellectual and cultural lives of all Missourians

Action Needed:

» Develop a plan to increase the showcasing of existing work by students and faculty (e.g. Saturday Morning Science) and develop a plan to expand or create novel programs that showcase other disciplines and programs to constituents across the state.

Responsible: **Vice Provost and Director of Cooperative Extension, Assistant to the Chancellor for University Affairs, Associate Vice Chancellor for Alumni Relations, Provost, Deans, Director of Intercollegiate Athletics**

Recent Actions Taken:

» Each of the three academic journals housed at the Law School sponsors symposia on topics of relevance to the citizens of Missouri. Participants included eminent academics and practitioners from around the country.

» The Law School faculty is actively involved in serving the various bar associations within the state and the state’s legal community. For example, faculty members presented at conferences sponsored by the Missouri Public Defender Association, the Missouri Association of Social Welfare, and the international Bullying Prevention Association.

» The School of Law is host to several clinical and externship opportunities in which students take an active role in representing or assisting in the representation of individuals in the broader community. Students enrolled in the Criminal Prosecution Clinic represent the State of Missouri in the prosecution of felony preliminary hearings and misdemeanor trials. Students enrolled in the Domestic Violence Clinic serve indigent abuse victims in 33 rural Missouri counties.

» During the 2012-2013 academic year, Architectural Studies students worked with two community groups on design projects.

» A student-designed memorial was installed in the Memorial Union to honor past, present, and future MU Veterans.

» Students worked with community leaders to redesign the Arrow Rock Lyceum Theater lobby area.

» Practical solutions are developed by the Department of Architectural Studies in collaboration with statewide Community Action Agencies, City Councils, and County Commissions, and delivered throughout Missouri in the Housing and Environmental Design (Extension) program for:

» HOME: Home Ownership Made Easier

» Home Works: Maintaining your Housing Investment

» Healthy Indoor Air for America’s Homes

» Community Revitalization and Sustainability

» Energy Efficiency in Homes
The Department of Architectural Studies collaborated with Agricultural Engineering, through the Missouri Agricultural Energy Savings Team Revolutionary Opportunity (MAESTRO) program, to provide farm and farmhouse energy audits and retrofit opportunities to Missouri farmers.

The Department of Architectural Studies partner with St. Louis Community College, Washington University, and the University of Kansas to provide greater educational access for Missourians. Students from St. Louis Community College can complete a four-year accredited interior design program upon transfer to MU. Students continue their education to achieve the M.Arch degree upon transferring to KU or Washington University after their undergraduate degree in Architectural Studies to receive the M.Arch degree.

Architectural studies faculty members are working with the Sinclair School of Nursing to evaluate their SimLab and propose recommendations for space efficiency. Students in Human factors Programming courses were partnered with students in the nursing school to conduct this cross-disciplinary inquiry.

Architectural Studies faculty members are conducting research on the learning spaces at MU to examine the ways in which informal learning environments here support the 21st century learning skills of students. Informal learning environments are those spaces where students go to learn when not attending a regularly scheduled class and to advance the University’s academic mission.

Dr. Kathy Thornburg, Professor Emerita of HDFS and Project Leader for multiple projects in the Center for Family Policy and Research, has been selected to serve on the inaugural Boone County Children’s Services Board of Directors.

Social Work students contribute to Missouri’s economic development through their field practica placements in community agencies throughout the state of Missouri. The average number of hours that MU Social Work students spend in field work settings each year is 89,520. This is equal to the workload of 44 full-time employees.

Social Work faculty worked with a project evaluation consortium that includes the United Way, Columbia Public Schools, and the Boone County Library to evaluate the separate and combined efforts of two early childhood programs: the Parents as Teachers and the Imagination Library.

The Midwest Regional Fetal Alcohol Syndrome (FAS) Training Center (MRFASTC) project focuses on interprofessional education across multiple disciplines in the diagnosis, care, and management of those with Fetal Alcohol Spectrum Disorders. The MRFASTC program involves satellite teams within each of 18 states in the Midwest and East Coast and Puerto Rico.

Social Work faculty members worked with a coalition of over 20 human services providers to propose a county-wide ballot initiative to fund children’s mental health services, known as Putting Kids First. The initiative will generate approximately $5 million annually.

Social Work faculty members are working with the Boone County Veterans Treatment Court to develop evaluation strategies and effectiveness measures of reasons for Veterans’ arrests.

The Department of Social Work established the Center for Education and Research for Veterans and Military Families.

Social Work faculty members are engaged in a partnership with the Children’s Division, Missouri Department of Social Services, so CD employees obtain their MSW degrees.

Social Work faculty members mentor MSW students who volunteer at MedZou, the student-run free clinic for Columbia’s uninsured population. There are approximately 20 students who volunteer at the clinic.

Personal Financial Planning, through the Office for Financial Success and the Missouri Council on Economic Education, engaged in continuing education workshops in the summer, as well as sending the Financial Tip of the Week, to support the teachers of the required high school personal finance course.
» Personal Financial Planning, in conjunction with Extension’s MoTax program, completed 1,696 federal tax returns for low and moderate income households from their our Office for Financial Success. These returns netted $1,910,560 to these taxpayers. Statewide, 4,583 returns were filed for total refunds of $5,229,730.

» Personal Financial Planning, in conjunction with MU Extension Family Financial Education Specialists, served over 500 dislocated workers through 54 Take Control of Your Finances workshops across the state. Take Control of Your Finances is a basic personal finance class for the newly unemployed and is often held at Career Centers and in response to large layoffs.

» TAM and the Missouri Historic Costume and Textile Collection collaborated with the State Historical Society for Women’s History Month with an exhibit called, “Self-Made, Ready-Made”. This exhibit featured artifacts from Nelly Don, a Missouri-based company and largest dress manufacturer of the 20th century.

» MU Agricultural Lenders School & Emerging Issues in Agricultural Lending Symposiums, developed by MU Extension, Commercial Agricultural Program was held June 2013 to focus on practical applications critical to an agricultural lending operation.

» Crop Management Conference, December 2013, sponsored by the Division of Plant Sciences, CAFNR, discussed Crop, Nutrient, Pest and Soil and Water Management.

» Commercial Pesticide Applicator Training was held across the State with over 2000 participants enrolled in training on environmentally sound uses of pesticides.

» NanoFrontiers Symposium, held on MU campus in June provided a platform to discuss advances in nanoscience and nanotechnology.

» Nursing Outreach Education hosted the annual Evidence Based Practice (EBP) conference providing opportunities for 100 frontline nurses to share outcomes of their evidence based projects.

» Eleven youth attended Through Artist’s Eyes: A Studio Experience as part of 2013 4-H Summers @ Mizzou in collaboration with the MU Extension’s Community Arts Project and MU Art Department.

» Columbia SBTDC assisted in establishment of Beyond Meat, commercialization of a food product developed from MU intellectual property.

» Environmental Assistance Center teaches about 50 engineering students each semester to complete energy and environmental assessments to identify options for energy use improvements in Missouri businesses.

» MU Extension Community Arts Program partnerships and projects included:

  » the MU School of Music, the first Mizzou New Music Initiative Residency was created as the core of Lexington’s Community Arts Pilot Project—an audio history and architectural tour.

  » with the MU Theatre Department, Breast Cancer Dialogues, an interactive theatre performance was presented in 2012 to over 50 citizens of Camden and Warren counties.

  » Extension hosted StoryCorps Military Voices Initiative on the MU campus to record and preserve stories of post 9/11 veterans and military families.

» The Trulaske College of Business recently sponsored and hosted the first ever SEC MBA Case Competition which brought in teams from SEC schools to Mizzou and received national press.

» CAFNR researchers hosted the first International Elderberry Symposium.
1.18 Deliver the high-quality outreach programs that only a major research university can provide

Action Needed:
» Promote greater integration of Extension and the traditional on-campus units in their overlapping interactions with legislators, business leaders and the citizens of Missouri. Identify barriers that need to be removed as well as best practices that can be expanded or used to integrate and leverage our outreach efforts from all sectors. Report annually to Faculty Council and the campus community.

*Responsible: Provost*

Recent Actions Taken:
» CAFNR is the anchor of a newly established statewide alliance in grape and wine research.
» The Department of Human Development and Family Studies houses the Healthy Relationship and Marriage Education Project, a $1.2 million 5-year cooperative agreement with the Children’s Bureau, providing relationship and marriage education training to more than 1,400 child welfare professionals and 40 graduate students.
» The Strong Couples, Stable Children Project in the Department of Human Development and Family Studies has provided relationship education training to 38 Family and Consumer Science teachers, who have provided this training to more than 1,200 students in Missouri.
» Since June, 2012 nearly 600 parents have taken an online course for divorcing parents offered by Human Development and Family Studies.
» Health Insurance Education Initiative has been implemented by Personal Financial Planning Extension to educate Missouri citizens with regard to their choices within the Affordable Care Act.
» Nutrition & Exercise Physiology Extension faculty coordinate the Missouri Council on Activity and Nutrition (MOCAN). The Council is made up of over 48 state agencies, corporations, foundations, hospitals, school districts, and commodity groups as well as university faculty. This organization oversees the implementation of Missouri’s Nutrition and Physical Activity Plan.
» The University of Missouri’s Family Nutrition Education Programs (FNEP) provides education in cooperation with over 1,200 agencies statewide, including 800 schools. FNEP collaboration with these agencies encourages long term interaction with program participants who receive an average of six lessons each.
» The University of Missouri Extension’s Healthy Lifestyle Initiative is active within twenty-five communities statewide in an effort to develop communities with policies and environments that support access to healthy food and opportunities for physical activity. These communities have leveraged over $3 Million in grants, contracts and tax credits in the past six years.

1.19 Building on MU’s existing strengths in policy analysis, provide the state’s political and business leaders with the research and consulting services that will help them build stronger communities

Action Needed:
» Develop a plan for how MU can better respond to the needs of the business and political community.

*Responsible: Provost*
Recent Actions Taken:
» Members of the School of Law faculty frequently serve as consultants on major policy analysis initiatives. For example, two faculty members recently participated as members of the member of the Missouri Death Penalty Assessment Team, sponsored by the American Bar Association.
» In the Trulaske College of Business Crosby MBA program students engage in faculty-supervised consultancy that allows them to obtain applied experience while also engaging in deep research on behalf of clients locally, statewide, and nationally. Even though the number of projects is constrained by the number of students enrolled, our students recently completed 35 consulting projects.
» Faculty members from Personal Financial Planning have been working with Richard Cordray, Director of the Consumer Finance Protection Bureau, with regard to low and moderate income financial issues.
» The School of Social Work conducted focus groups and analyzed the data to enhance the understanding of the Children’s Division regarding supervisor needs and potential training and employment improvements.

1.20 Using the unique international resources of a major research university, act as Missouri’s bridge to the world — bringing international experts and resources to the state and taking MU’s and Missouri’s intellectual resources out to the world

Responsible: Chancellor
Recent Actions Taken:
» The Trulaske College of Business partners with Maastricht University and is a member of the Consortium in International Management and Business Analysis (CIMBA).

1.21 Expand links between communities and the campus through student service-learning internships at schools, hospitals, social service agencies and businesses

Action Needed:
» Establish benchmarks with 1, 3 and 5-year outlooks and report annually to the Chancellor and Faculty Council on student service-learning internships.

Responsible: Director of the Office of Service Learning
Recent Actions Taken:
» Between 2006 and 2013, the MU Serves Project has increased community collaboration from 160 to 250 community partners as well as 113 government offices.
» Over the last seven years, student participation in service-learning projects has increased 76%, from 2,429 students in 2006 to 4,265 students in 2013.
» Service to the community has increased by 81%, from 97,200 hours in 2006 to 175,443 in 2013.
» From 2006 to 2013, a total of 23,715 students performed 947,443 hours of service to the Columbia community.
During the 2012-2013 academic year, service-learning student enrollment grew from 4,243 to 4,265, an increase of 0.5%.

**Economic Development Objectives & Actions:**

1.22 **Develop a laboratory-to-Main Street system in which MU Extension works with faculty, students and staff across the campus to ensure that the latest research quickly reaches the citizens and enterprises that can use them to better their communities**

*Responsible: Vice Provost for Economic Development*

Recent Actions Taken:
- CAFNR is the anchor of a newly established statewide alliance in grape and wine research.
- University Extension’s “Trade Adjustment Assistance for Firms” (TAAC) program strengthened companies’ competitive abilities (maintain or increase employment levels) by identifying and prioritizing growth opportunities and reducing operating inefficiencies.
- During FY12, Mid-America TAAC, a University of Missouri Extension program, managed contracts totaling $1.5M ($727K in grant funding) and implemented 73 projects to 35 companies.
- Mid-America TAAC has a total of 78 companies in the program representing annual sales of $281 Million and employment of 5,820. Missouri represents 59% of total companies of the client base.
- FY12 the Center served 123 clients, created and retained 307 jobs, increased sales by 13.4 million, and investments of more than $85 million.
- University of Missouri Extension’s Economic Development Administration (EDA) University Center manages a $400,000 grant which provides support to economic development organizations, high-growth and high technology companies.

1.23 **Collaborate with economic development agencies throughout the state to foster economic growth**

*Responsible: Vice Provost for Economic Development*

Recent Actions Taken:
- College of Business work with REDI, students participate with our student Angel Capital Program, Entrepreneurial Alliance.
- MU assists KCADC when responding to company inquiries:
  - Project Cutting Edge: Provided research capabilities and graduation rates as a response to an RFI for a new R&D facility that would initially create 200 jobs, with an opportunity to add another 400 jobs at a later date. Also provided letter of support from the Chancellor.
  - Project Star: Provided assistance regarding MU graduates availability to work in a law firms shared services center had it selected the KC region.
  - Project Panda: New Zealand based company looking for partnership opportunities in swine research.
The online scientific marketplace, Assay Depot, and the stakeholder institutions of the Kansas City Area Life Sciences Institute, including MU, have partnered to create a customized online catalog of each institution’s Core Research Facilities. The site aims to maximize the efficiency of Core Research Facilities and reduce costs of individual research projects.

MU recently became a member of KCNext, the technology council of greater Kansas City and a component of KCADC. KCNext is committed to growing the existing base of technology firms, recruiting and attracting technology companies, aggregating and promoting our regional IT assets and providing peer interaction and industry news.

MU is a partner in a Master Research Agreement with Westinghouse Electric Company to do research and development work for the company in support and encouragement of SMR technology.

1.24 Convene meetings of regional, national and international business, academic and civic leaders to connect Missourians with the people and ideas that will drive the 21st century economy

Responsible: Vice Provost for Economic Development

Recent Actions Taken:

» The Trulaske College of Business, with the Local Chamber of Commerce, hosts The Economic Outlook Conference.

» The Financial Research Institute Symposium brings public utility regulators and civic leaders together to discuss policy and current events. This is now an annual event sponsored by the Financial Research Institute.

» MU engaged with 16 local, regional, and statewide Economic Development agencies in Fiscal Year 2013.

» MU Office of Technology Management and Industrial Relations holds an annual technology expo, Missouri Technology Expo, to offer networking opportunities among innovators and to help develop and commercialize their technologies.

» MU participated in AAU’s Senior Research Officer’s Media Roundtable on Translational Research and Commercialization on Capitol Hill in Washington, DC on July 11, 2012.

» Faculty and administrative staff met with agency leaders in Washington DC on June 18, 2013 to discuss Electric Magnetic Pulse threats and improving national infrastructure security.

» MU hosted the ICCF international conference, which highlighted new energy pathways such as low energy nuclear reactions. Representatives from more than 22 nations were represented at this meeting, the first time it was held in the Midwestern U.S.

» The 2013 Nano Frontiers Symposium was held June 6-7 on the MU campus. The symposium provided a platform for nanotechnology researchers and practitioners to:
  » Discuss advances in nanoscience and nanotechnology
  » Identify potential opportunities for commercialization
  » Share entrepreneurial experiences
  » Connect academia with industries, government agencies, private foundations and venture capitalists.

» The April KCALSI Institutional Advisory Committee (IAC) included regional translational research experts at a meeting at the University of Missouri in Columbia. This was the first in a series of regional meetings to improve understanding and utilization of our regional assets.
1.25 Work with regional political and business leaders to recruit knowledge-intensive businesses, existing and start-up, to Missouri

Action Needed:
» Establish benchmarks with 1, 3 and 5-year outlooks and develop goals. Report annually on progress to the Provost. Work with the Economic Development Council and Cabinet to develop appropriate communication strategies.

Responsible: Vice Provost for Economic Development

Recent Actions Taken:
» MU’s Economic Development Council will establish a strategic action plan and benchmarks with 1, 3, and 5 year outlooks by the end of Fiscal Year 2014.
» An Executive Research and Development Advisory Board met in September 2013 to advise MU’s Leadership on ways to advance Missouri’s Knowledge-based Economy and its research base.
» Kansas City Area Life Sciences Institute (KCALSI) is a not-for-profit organization charged with coordinating the regional life sciences initiatives. MU’s Vice Chancellor for Research serves on the KCALSI Institutional Advisory Committee and the entire committee was invited to tour MU’s assets and resources during a two-day visit to the campus.
» MU works closely with the Kansas City Area Development Council (KCADC), a private, non-profit organization charged with representing the economic interests of the entire two-state, 18-county region of greater Kansas City.
» DT Search & Designs committed to rent space within the Mizzou Center beginning Sept. 1, 2013.