Our distinct mission, as Missouri’s only state-supported member of the Association of American Universities, is to provide all Missourians the benefits of a world-class research university. We are stewards and builders of a priceless state resource, a unique physical infrastructure and scholarly environment in which our tightly interlocked missions of teaching, research, service and economic development work together on behalf of all citizens. Students work side by side with some of the world’s best faculty to advance the arts and humanities, the sciences, and the professions. Scholarship and teaching are daily driven by a sense of public service — the obligation to produce and disseminate knowledge that will improve the quality of life in the state, the nation and the world.
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University of Missouri

MU is Missouri’s University.

It serves every citizen of the state through comprehensive programs of education, research, outreach and economic development.

The flagship university of the State of Missouri, MU is the state’s only public university in the Association of American Universities.

As a land-grant university, MU translates the latest research into practical applications that improve people’s lives and drive the state’s economy.

MU develops and delivers the knowledge and skills Missourians need to thrive in the fast-changing, multicultural environment of the 21st century.
Looking to 2020

In 1839, Missouri citizens extended the frontiers of higher education by creating the University of Missouri, the first public university in the Louisiana Territory. In the 21st century MU will push across the frontiers of knowledge to create, in service to the public, unique interdisciplinary programs of teaching, research, outreach and economic development. MU will nourish and strengthen the comprehensive array of teaching, research and outreach programs essential to the state’s land-grant AAU public research university. MU will become an exemplar of a university that prepares citizens for leadership in a diverse, global and technology-driven environment.
Executive Summary

This is a new approach to strategic planning, one that reflects the particular opportunities and challenges the University of Missouri faces in the early 21st century.

In the midst of economic crises, institutions often choose to retrench. The University of Missouri chooses instead to seize this moment to shape its destiny. This strategic plan, based on more than three years of discussion by faculty, staff, students and administrators, focuses on three interlocking goals:

» Expand and strengthen programs that improve the lives of the citizens of Missouri, the nation and the world

» Build the Mizzou Advantage, a set of focused, interdisciplinary initiatives that capitalize on existing strengths and bring new international distinction to MU

» Ensure that MU has the infrastructure and human and financial resources necessary to support innovation and excellence in teaching, research, outreach and economic development

The plan safeguards Missourians’ 170-year-old, multi-billion dollar investment in their public research and land-grant university. It builds on that investment by launching an ambitious new strategy, the Mizzou Advantage — targeted initiatives that will bring international recognition and new resources to the university through unique interdisciplinary programs of teaching, research and service. Each of the initiatives will build on programs and faculty that have already achieved international distinction. The plan assures that MU will have the faculty and staff, infrastructure and financial resources necessary to make it happen.

The three goals reinforce one another. The core academic teaching and research programs of the state’s public flagship research university constitute the irreplaceable base on which to build focused new programs of distinction. Because of their multidisciplinary nature, the initiatives offer existing MU departments and programs the opportunity to participate in the intellectual excitement of those programs, which will attract quality students, faculty and new revenues. And, in an era of flat or declining taxpayer support, those new revenues will be essential to sustaining high-quality faculty, staff and infrastructure.

MU’s strategic plan and its actions represent a “living document” that will undergo continual and frequent updates. Progress toward each of the goals will be determined by outcome measures published regularly within the plan document and available online to the MU community and the interested public. The Strategic Plan will be reviewed annually by the Strategic Planning and Resource Advisory Council (SPRAC) and by Faculty Council, which will assess progress and report this assessment with the Chancellor at a campuswide spring forum.
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:

» General Education Task Force Review completed and voted on by faculty in May 2011.

» Graduate Dean has developed and published a white paper on ways to accommodate the changing needs of graduate education in an electronic format, open for review and commentary. See http://whitepaper.gradschool.missouri.edu. Members of the Graduate Faculty Senate have committed to providing other perspectives.

» A committee has been appointed. Dr. Joe Parcell has agreed to chair the committee. The committee has initiated the work and a report will be submitted before the end of Spring 2013 semester.

» Based on student surveys, 85% of MU graduates who were employed found jobs related to their majors and 69% 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%).

» MU is a full participant in the Great Plains Interactive Distance Education Alliance (GP IDEA), a consortium of 20 institutions. In Academic Year 2011-12, MU delivered courses to 89 graduate and 7 undergraduate students from outside MU as part of the Great Plains initiative. 178 graduate and 41 undergraduate MU students took courses provided by other members of the Great Plains initiative.

» The Volunteer Income Tax Assistance Program provides IRS training for undergraduate and graduate students through tax preparation services for vulnerable populations.

» The Master of Public Health program now offers a fully online graduate certificate. Courses in this certificate, along with collaboration with the UMKC School of Nursing and MU’s facility in Blue Springs, will enable us to offer the MPH degree for students in Kansas City beginning in the fall of 2013.

» 93% of CAFNR’s graduates are employed in a field directly related to their degree program.
The School of Medicine has initiated a Summer Research Fellowship in Medical Sciences (for international students from the University of Western Cape, South Africa). This program has provided training opportunities in the area of phytomedicine.

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.
_Responsibility:_ **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.
_Responsibility:_ **Vice Provost for International Programs**

Recent Actions Taken:
» MU operated 18 internationally-focused degree and certificate options.
» MU’s English Language Support Program (ELSP) served 184 students, which is a 66% increase over the previous year.
» The combined summer and fall enrollment in the Intensive English Program (IEP) was 228, which is a 36% increase over the previous summer and fall.
» MU had more than 200 partnerships with educational, foundation, corporate, and government partners.
» More than 45 new agreements were finalized in 10+ countries.
» MU partnered with 600 study abroad programs.
» MU had 46 faculty-led study abroad programs.
» Since its inception in 1998, over 200 faculty have participated in MU’s Global Scholars Program. In AY 11/12, MU had 14 MU faculty participants from 7 different academic divisions. In AY 10/11, there were 18.
» The MU Confucius Institute organized/hosted 12 high-level foreign delegations and 10 events at MU that served more than 3,500 people total. Regionally, the MU Confucius Institute served more than 1,000 people through outreach programs.
» MU International Programs, through its various offices, organized, hosted and co-hosted more than 150 international conferences, receptions, and events.
» The MU International Programs Division circulated more than 125 important international opportunities for faculty, staff, and students.
» Administrators in the International Programs Division gave more than 30 international speeches to more than 2,500 people.
» As a result of free foreign language and translation services, the International Programs Division incurred more than $500.00 in costs plus hundreds of dollars in staff hours translating Chinese documents for free.
Several faculty and staff in the International Programs Division served on international boards and foundations; for example, 8 international programs administrators and staff serve on more than 28 international boards and foundations representing 9 countries.

MU International Programs administrators visited 49 universities in 14 countries.

The International Programs Division, in its VIPP office, hosted 39 international delegations.

The University of Missouri, City of Columbia and others received $66,062,000.00 in revenue from international students at MU.

The International Programs Division generated $4,500,000.00 in revenue for the University of Missouri.

The MU Wind Institute hosted 1 event at MU and other events around the world.

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:

» 6,501 first-time-college students raised MU’s total undergraduate class size to 26,996. 6,481 graduate students and 1,271 professional students combined with the undergraduate population to give MU a total of 34,748 students in fall 2012.

» The fall 2012 class of first-time-college students included 657 African American students (total African American enrollment is 2,462).

» The fall 2012 class of first-time-college students included 232 Hispanic students (total Hispanic student enrollment is 985).

» 798 undergraduate international students and 1,335 international graduate students.

» 3.1% of entering freshmen had ACT scores of 33 or higher while 26.9% had ACT scores between 28 and 32.

» Through the combination of the Black Faculty Imperative Fund and the Faculty Inclusion and Excellence Fund, MU experienced a 70% increase in diversity faculty hires and a 200% increase in Black faculty hires.

» This year, nearly 250 faculty, staff and students participated in the Diversity in Action: Bridging Theory and Practice Seminar Series.

» Over 1,500 undergraduate students are currently enrolled in the Multicultural Certificate program.

» Continued funding to support lectures and symposia to enhance the scholarship of diverse peoples and cultures included:

  » Symposium on Cuban Narratives in the Hispanic World hosted by the Department of Romance Languages’ Afro-Institute

  » A 2-day residency with Robin Eubanks, one of the world’s foremost jazz musician and faculty at the Oberlin Conservatory
» Lecture by Dr. Joe White, Professor Emeritus of Psychology and Psychiatry at the University of California-Irvine on Key Psychological Themes in African American Psychology and Mental Health, brought by the Annual Helen A. Neville Multicultural Lecture Series
» Symposium on Genocide: Media, Memory and Denial
» Poetry reading by Carl Phillips, Professor of English, African and Afro-American Studies at Washington University in St. Louis as part of the Black History Month programming and the We Speak Series.

» Inclusive Excellence Awards were awarded to 8 faculty, students and staff in Spring 2012 for their exemplary contributions to diversity.
» Over 31,000 unique views/visitors visited the 3 diversity websites – diversity.missouri.edu, cdi.missouri.edu and equity.missouri.edu. A new website, ada.missouri.edu, has just been launched.
» The monthly You in Mizzou dialogue series enjoyed widespread popularity with an approximately 49.8% increase in the annual total number of participants. Nearly 340 students participated in the dialogues.
» Nearly 1,870 students, faculty and staff at MU, Health Sciences Center and the UM System were trained by the staff at the Chancellor’s Diversity Initiative. An additional 290 individuals were trained in the community in Columbia, Moberly and Independence.
» 44 bias incident reports were received and handled this year, a 120% increase as result of the Hear It, See It, Report It Campaign. An additional 40 other contacts with faculty, staff, students and parents were handled as well.
» $14,450 of funding was distributed to 21 programs across campus to support and leverage diversity-related events organized by students, faculty and staff. They range from lectures, faculty-in-residence, cultural events, community outreach, mentoring programs to conferences and symposiums.
» Over 800 people attended the Dr. Martin Luther King Celebration Presentation at the Missouri Theater in January 2012. This was the largest attendance ever for any MLK event which the university has organized.
» The Chancellor’s Diversity Initiative Student Ambassadors program was launched in the Winter 2012 semester with 31 students selected out of a pool of 80 applicants. These undergraduate, graduate, and professional students volunteer to actively support the university’s mission of enhancing institutional diversity and promoting a more inclusive and welcoming campus.
» A monthly Workplace Diversity Series was introduced in March 2012. An online Diversity 101 course on Blackboard was piloted this summer.
» The School of Medicine has initiated Summer Research Internships in Medical Science for undergraduate students from underserved populations who aspire to medical school.

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 Office of the Vice Provost for Economic Development is working in collaboration with the Provost to appoint a person to coordinate entrepreneurial experiences on campus, as well as other entrepreneurial activities related to the Strategic Plan.
» New university-wide minor in entrepreneurship is currently enrolling students.
» Since its inception in 2010 the Student Entrepreneurial Program located in the MU Student Center has accommodated eight student-run businesses involving over 30 students. Student businesses have included both internet and brick and mortar ventures: MizzMenus, Listener Approved, OMG Coupons, Indiependence Boutique, Coffee Cereal, Novelty Shop, Sol2 (solar chargers for iphones and ipods), Flying Panda (custom apparel), and Fanifest (social networking platform for scheduling live shows).
» With co-sponsorship from the UM Office of Economic Development, MU-iCATS has funded Faculty Innovation Awards that provide one-year of residency within the Life Sciences Incubator and discretionary funds to explore the commercialization potential of innovations.

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:
» In Academic Year 2011-12, MU delivered courses to 89 graduate and 7 undergraduate students from outside MU as part of the Great Plains initiative. 178 graduate and 41 undergraduate MU students took courses provided by other members of the Great Plains initiative.
» Bachelor of Science degree in Athletic Training has been approved.
» Review of the interdisciplinary degree in Environmental Studies is ongoing.
» A new interdisciplinary degree in Digital Storytelling has been proposed for review.
» Recently approved undergraduate minors:
  » Strategic Studies (Political Science and Military Science)
  » Aerospace (College of Engineering)
  » Energy (College of Engineering)
  » Computational Neuroscience (College of Engineering)

» Recently approved undergraduate certificates:
  » Digital Global Studies
  » Sales and Customer Development

» Recently approved graduate certificates:
  » Agroforestry
  » Biodesign
» Financial and Housing Counseling
» Online Education
» Teaching of English to Speakers of Other Languages

» Mizzou Advantage Industry – Academic Symposia held twice in 2011-12 to explore curriculum to serve animal health industry.
» Professional Science Masters degree is being developed.
» Initiated a RFP for development of online delivery of existing degrees, minors, certificates (both graduate and undergraduate).
» BS-MS program in Soil, Environmental and Atmospheric Sciences has been approved.
» Trulaske College of Business is investigating specialized masters and expansion of existing programs in Accountancy.
» The School of Medicine has initiated a Summer Research Fellowship in Medical Sciences (for international students from the University of Western Cape, South Africa). This program has provided training opportunities in the area of phytomedicine.

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:
» Kauffman School, in Kansas City, sponsored by MU, added a second cohort of 100 students in August of 2012. Current enrollment is 191 students.
» Jamaa Learning Center in city of St. Louis, sponsored by MU, expanded in August of 2012, adding first, fourth and seventh grades, for a total of 156 students. Grades will be added each year until the school is complete from grades kindergarten through eight.
» Better Learning Communities Academy, a St. Louis Mayor’s office endorsed public charter school, located in the Hyde Park community, sponsored by MU, added third grade in August 2012, with an enrollment for the current year of 95. A grade will be added each year until the school is complete from grade kindergarten to grade five.
» Carondelet Leadership Academy (CLA) in St. Louis, was transferred to MU by the Missouri State Board of Education in April of 2012. In the third year of a five year charter, CLA currently serves grades kindergarten through 7th grade, and will expand to 8th grade during the 2013-2014 academic year. The school currently serves 350 students.
» The Sinclair School of Nursing began four additional articulation agreements in AY2011-12. 59 Associate degrees in Nursing graduates entered BSN Program in AY2011-12.
MU offered 30 summer and 26 academic year enrichment programs for K-12 students around the state in various academic areas including science, engineering, medicine, music, and various others. 995 middle and high school students participated in summer programs in 2012.

Annual meetings hosted by MU with Missouri community college presidents and chancellors, and respective chief academic officers.

Working closely with MDHE to develop a framework for a statewide college access network.

Finalized 28 new associate of arts (AA) degree formal transfer agreements among the Missouri community college districts; 47 new formal transfer agreements in process; 18 existing agreements in revision.

More student-friendly course equivalency “transfer guides” have been developed. A total of 144 transfer guides are available.

Official transfer agreement signing ceremonies held at four Missouri community colleges.

Submitted a grant with St. Charles Community College (SCCC), and St. Charles Economic Development, Inc. to write a Missouri Department of Economic Development community block development grant: “Innovation Campus Grant” which would provide $1 million in tuition subsidies for SCCC RN graduation, and then complete an MU on-line BSN degree through the Sinclair School of Nursing. The goal is to increase the employment of these BSN graduates in nursing jobs among St. Charles County hospitals and clinics.

Strengthened MU partnership between MU School of Health Professions and the Mizzou/Community College Health Professions Consortium to deliver by distance learning AAS degree programs in occupational (OTA) and physical therapy assistant (PTA) in collaboration with five rural Missouri community colleges. The second cohort of 28 OTAs graduated in December, 2011, the third cohort of 45 students will graduate in December, 2012; the first PTA cohort of 16 PTAs graduated in Spring, 2012.

Worked with MU and community college faculty on joint curriculum planning of MU’s proposed bachelor’s degree program in “digital story-telling;” Invited a faculty team from the Meramec Campus of St. Louis Community College to campus; and traveled to Johnson County Community College (Kansas) to explore a partnerships with JCCC, Hallmark Cards and MU.

Ad hoc Transfer Students Work Group works to identify and eliminate impediments to transfer student success at Mizzou.

Provost’s Office and Graduate School’s “Preparing Future Faculty” program provides information for a select number of PhD students to consider teaching in a community college.

Missouri Partnership for Educational Renewal, affiliated with the College of Education, serves 22 school districts across the state that enrolled 181,348 students in AY2011-12.

Missouri Scholars Academy brings 330 rising high school juniors to campus to campus for an immersion program that takes full advantage of MU’s multiple resources; between 25% and 30% of each MSA class eventually enroll at MU.

MU offered 70 sport camps and clinics in 2011-12 in which 2,082 K-8th grade students and 6,875 high school students participated.

MU was host to Missouri State High School Activities Association championships in cheerleading, wrestling and basketball at which 81,215 high school students, families and friends were in attendance.

Hundreds of Missouri high school students attend the annual FFA convention held in the MU Athletics facilities.

For the fiscal year 2011-2012, the University of Missouri High School had 7,271 online course enrollments from 767 schools throughout Missouri, the remaining states, and 42 foreign countries.
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:
» The Sinclair School of Nursing has established a doctor of nursing practice program. Matriculants into all levels of nursing’s programs have increased, in some cases dramatically, since inception of the strategic plan. Undergraduate enrollment has increased from 998 in 2010 to 1103 in 2011. Graduate enrollment has increased from 269 to 308 during this period of time.
» The School of Health Professions is the fastest growing academic unit on the MU campus. Growth has occurred in virtually all the school’s academic and training programs. The bachelor of health sciences program has grown to 1,033 students in AY2011-12.
» The School of Medicine plans a 30% increase in enrollment. This is based on an agreement to develop an MU clinical campus in Springfield, associated with the two large health systems there. Planning and organizing has been steady for the past three years. Currently, this growth program awaits funding opportunities.

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:
» In 2012, 5,705 courses (71% of all courses) used Blackboard educational software in 2011; this was a one-year increase of 11.3% in the number of courses using this technology to share course materials, provide a
discussion forum, and deliver grades. There were over 75 million course page views in Blackboard during 2011.

» 715 courses used lecture capture (Tegrity) in 2012 with students recording 164,244 hrs viewed (most in US). This was an 88% increase in the number of courses using compared to 2011.

» Use of Blackboard Collaborate, an audio and video conferencing feature within Blackboard, increased from 692 “rooms” in AY2010-11 to 3,815 “rooms” in AY2011-12.

» In 2012, more than 8,300 students utilized Blackboard Mobile to access and interact with course content.

» Mizzou Online offered 593 online courses in Academic Year 2011-2012 an increase of 39 courses compared to Academic Year 2010-2011.

» 6,794 in-state and 2,361 out-of-state students enrolled in 53,035 credit hours of online courses offered by MU in Academic Year 2011-2012.

» The MU Veterans Center has taken the lead in coordinating information and support regarding changes in the implementing of the GI Bill by assisting other public institutions of higher learning in Missouri with an emphasis on the University System campuses. A teleconference was held this Spring with the leadership of all four UM campuses to discuss ways veterans services could be better delivered and MU’s Veterans Center was used as a model for that effort.

» The MU Veterans Center has created a tracking system that identifies resources for students who need them for successful transition. Additionally, the Center and the MSVA offer our servicemen and women with a community of veterans with similar experiences and this familiarity provides mentoring, comfort and support for veterans and their families.

» In AY12, 66 distance degree and graduate certificate programs were reported to HLC, nine more than in AY11.

» Recommendations of the On-line Academic Programs Task Force completed and delivered to the Provost and Faculty Council.

» Issued a request for proposals for funds from Mizzou Online to be used for developing online programs. $2.5 million will be awarded in this cycle, which will result in a minimum of 10 degrees, certificates or minors becoming available to distance students by 2014.

» Issued a request for proposals for Course Redesign to support divisions, departments and faculty as they work to provide our students with excellent course quality while also providing increased capacity.

» Integrating the MIZZOU Student Experience Workgroups are preparing a comprehensive report to identify specific recommendations for an innovative and flexible delivery system that integrates the MIZZOU student experience.

» CDIS, MU Direct and Extension Marketing merged to become Mizzou Online. All students enroll via myZou.

» Each course listed on MyZou is now coded to show the dominant delivery method of instruction.

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.
Recent Actions Taken:

» One Mizzou Taskforce is considering how the campus can better integrate multiple modalities – instructional delivery options including on campus (day, evening, intersession, summer) and online and will submit a report by the end of the Spring Semester 2013.

» Mizzou@Home online summer courses included 114 unique courses with a total of 132 total sections. Graduate student enrollment increased from 1043 to 1543. Student credit hours completed during 2012 through Mizzou@Home online summer courses increased 23.6% compared to Summer 2011.

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.

*Responsible: Faculty Council, Provost*

Recent Actions Taken:

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:

» MU’s Office of Animal Resources participates in voluntary accreditation under the Association for Assessment and Accreditation of Laboratory Animal Care International.

» Human subjects protections:

  » Preparations for Phase I clinical trials in human oncology and for cooperative oncology clinical trials with outstate partners are underway.

» Research animal welfare:

  » Looking for new director of Animal Care Quality Assurance
» The construction of the new Animal Resource Center on East Campus is on schedule with completion expected in time to meet the ARRA deadline of September 30, 2013.
» The School of Medicine cagewasher project (G-20) is being worked by Campus Facilities.

» Annual disclosures and electronic tracking revised to maintain compliance with new Public Health Service conflict of interest rules.
» The Office of Research and Environmental Health and Safety have assembled a faculty advisory committee to review laboratory safety procedures and issues.
» The School of Medicine and MU-iCATS have conjointly developed and launched a program in Responsible Conduct of Research which is open to all faculty and students across the MU campus.

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:
» MU Extension initiatives in Educational Attainment; Environmental Concerns; Community, Economic, Business and Workforce Development; Global Food Systems; Health Systems rolled out in October 2012.
» Facilitators for teams to enhance integration between Extension faculty and non-Extension faculty are currently being identified.
» Annual meetings continue to bring senior administration of MU Office of Research and MU Extension to advance priority research delivered to counties.
» Extension is involved in the National Science Foundation EPSCoR initiative. First efforts will pursue projects focusing childhood educational attainment.
» MU Vice Chancellor for Research presented at the 2012 Extension Fall Program Conference on the importance of connecting research to local communities.
» University of Missouri participated in the 150th Anniversary of the Morrill Act during the Smithsonian Folklife Festival in Washington DC. The MU exhibit showcased research based MU Extension nutrition education efforts as well as the campus/community partnership with the Mississippi River Hills Association which focuses on farm-to-plate, cultural and other agritourism activities. MU’s exhibit highlighted a history of connecting research to Extension.
MU Extension celebrated the 150th Anniversary of the Morrill Act by showcasing 150 years of translating research into practice at the Missouri State Fair as part of the overall Mizzou Central building; a major effort was connecting research to Extension.

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:
» CAFNR’s Entrepreneurial Project has graduated 63 individuals.
» 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.
» A new joint appointment in Animal and Plant Genomics is supported by Mizzou Advantage.
» A major gift from the Sidney Kimmel Foundation has allowed MU to create the Sidney Kimmel Institute of Nuclear Renaissance (SKINR) in the Department of Physics and Astronomy. The institute will encourage collaboration from scientists in several disciplines, including physics, chemistry, the MU Research Reactor, and engineering.
» The Law School faculty has been actively involved in six funded Mizzou Advantage projects.
» The interdisciplinary undergraduate Entrepreneurship Minor was launched in Fall 2012.
» INSpire student-focused Creativity Conferences were held in May and October 2012.
» With co-sponsorship from the UM Office of Economic Development, MU-iCATS has funded Faculty Innovation Awards that provide one-year of residency within the Life Sciences Incubator and discretionary funds to explore the commercialization potential of innovations.

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 new Graduate Student Progress system is being developed. This system will enable faculty to collect and report graduate student achievements, including those involving collaboration with faculty.
» A committee is investigating the Faculty Activity reporting system to determine the information management needs required to highlight faculty collaboration with both graduate and undergraduate students.
» The Honors College has created Honors Tutorials to encourage faculty to work with one to three students in intensive and focused study within the faculty member’s disciplinary interest.
» A faculty survey is being developed to allow faculty to report the involvement of undergraduate students in their research program.

**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.

*Responsible: Vice Provost for Economic Development*

**Recent Actions Taken:**
» Economic Development Council will establish benchmarks by end of academic year 2012-13.
» Examples of recently founded knowledge-intensive companies based upon MU IP:
  » Effexus
  » EternoGen
  » NanoElectromagnetics
  » Spogen Biotechnology (dba Elemental Enzymes)
  » Viator Technologies
  » HLB Horizons

» Coulter Translational Partnership, Wallace H Coulter Foundation and MU
  » The mission of the Coulter Translational Partnership (TP) Program at the University of Missouri is to increase the capacity and the pace of biomedical innovation that ultimately benefits patients and society by addressing unmet clinical needs.

» A UMKC and MU jointly funded position works to create positive relationships with Kansas City small businesses and large corporations creating connections that result in beneficial relationships through research contracts and licensing arrangements.
» Non-Disclosure Agreements: facilitates company-MU inventor discussions leading to research collaborations. Material Transfer Agreements: facilitates use of technical and biological materials in a technical collaboration with MU that protects the ownership of the IP associated with the materials.
  » Number of NDAs for 2012 - 210
  » Number of incoming executed material transfer agreements for 2012 – 248

» Partnerships identified by the School of Medicine include:
» St. Mary’s Health Center: The School of Medicine hospital administration and University Physicians, including the Clinical Chairs Committee, are currently conducting discussions on potential strategic collaborations.

» 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.

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 FY2012, executed and furthered MU intellectual property with 93 Invention Disclosures; 87 US patent applications; 19 issued patents; 23 licenses and options. The number of patents issued to MU from FY2010 to FY2012 was more than 250% greater than the number issued between FY2007 to FY2009.

» 6 Start-up businesses in FY2012 licensed technology from MU.
   » Effexus
   » EternoGen
   » NanoElectromagnetics
   » Spogen Biotechnology (dba Elemental Enzymes)
   » Viator Technologies
   » HLB Horizons

» Co-funded joint UMKC-MU position to create positive relationships with Kansas City small businesses and large corporations creating connections that result in beneficial relationships through research contracts and licensing arrangements.
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:
College of Agriculture, Food and Natural Resources
» Outstate Research Centers educate thousands of high school students annually at Agricultural Education/FFA Field Days across the state.
» The Missouri Map Room and Community Issues Management websites of the Center for Applied Research and Environmental Systems (CARES) allow Missourians to explore and discover Missouri.
» CARES also collaborates with US Geological Survey and National Park Service to provide historical and geographic products highlighting Missouri.

College of Arts and Science
» A&S recently hosted MU Political Scientists Discuss the Election in both St. Louis and Kansas City. Three MU political science faculty discussed how the 2012 election fits general patterns and what that fit (or lack of it) indicates about the outcome and consequences of the election.
» A Taste of Arts and Science, most recently held on March 10, 2012, is a one-day event held on campus each spring where five faculty are invited to “teach” on a topic of their choosing.
» The Museum of Art and Archaeology continues its public communication projects, which greatly enhance the visibility of its programs and increase participation both on and off campus. Fifty individuals with Alzheimer’s participated in the Healing Arts Program. Formal tours were given to 3,999 public school students. Eleven evening lectures, 20 gallery and enrichment programs, and 23 films inspired by one of the special exhibitions on view in the Museum or about artists and art were made available to the community.
» The Museum of Anthropology continued its outreach program with the public schools, giving 65 tours to 1,750 students from 36 elementary and high schools last year.

College of Education
» Missouri Partnership for Educational Renewal serves 22 school districts across the state that enrolled 181,348 students in AY2011-12.
» For AY 2011-2012, the Reflector’s 10-year collaboration with K-12 schools in Missouri continued via the Star Light Reading Program. During this period there were a total of 20 readings, 10 each semester (Fall 2011, Spring 2012). The student athletes read to 2 schools each week, with approximately 20-25 children in
each classroom, reaching a total of approximately 50 children each reading or a total of approximately 1,000 students across the year.

» The eThemes website continues to receive over 6,000,000 hits annually. During the last academic year, a Chinese version of eThemes was created in partnership with East China Normal University. Promotion of eThemes across China is now underway.

» During the fiscal year 2011-2012, the University of Missouri High School offered more than 160 online course titles in a wide array of subject areas to 3,948 students. MUHS online coursework was provided to these students who hail from 767 other institutions world-wide. MU High also has a high school diploma program which 58 students graduated from during the same time period.

University of Missouri Extension

» The Community Arts Program was initiated with the hiring of a Community Arts Specialist. Relationships with eleven campus departments and programs, students and the broader University were developed this past year along with a process to engage communities (16 communities interested to date) and multiple arts organizations in the state in a process to select one or two communities for greater engagement with the arts and MU as a starting point for statewide engagement.

» The 2012 Council to Campus program engaged over 100 community leaders and Extension Council members across the state focusing on the latest research and programs. Community leaders and Extension Council members take this information and share what research the University is doing in their communities and councils.

» The Osher Lifelong Learning Institute continues to promote research and programmatic presentations from the University to various members of the Columbia community. Presentations are made by active and retired faculty allowing people of the community to better understand what research is occurring and how it impacts their lives.

» The Department of Secondary and Elementary Education met with University of Missouri Extension and the Office Research to discuss a potential partnership of the needs of DESE teacher training in the areas of science and math with MU Research and MU Extension 4-H. The opportunity to tie teacher training in Missouri with the latest research and the experiential opportunities through MU Extension 4-H projects and programs could assist in bringing the level of science and math understanding up in the state of Missouri. The group is seeking opportunity to participate in the EBSCOR grant process.

» The extreme drought of 2012 created an additional opportunity for MU Extension to partner with many colleges and departments on campus to bring the latest research and best practices for Missouri agriculture, families and businesses. A website was created with numerous resources and contacts for information and advice on how to handle a number of problems related with the drought (livestock, crops, housing, finances, businesses, family decision making, etc.).

The Graduate School

» The Graduate School continues to partner with graduate students across the university in offering the annual "Mizzou Adventures in Education" event, held in April and intended for elementary school-aged children (and their parents). In 2012, between 600 and 700 kids and parents attended interactive exhibitions created by graduate students. The event was covered by local TV, radio, and newspaper media.

Human Environmental Sciences
» Personal Financial Planning annually conducts the Personal Finance Symposium to provide financial information to the public and continuing education to Certified Financial Planners.
» Students in the School of Social Work spend a total of 89,500 hours in fieldwork settings each year – equal to the workload of 44 full-time employees. This involves working with approximately 300 health, mental health, and social service agencies.
» In the Department of Architectural Studies, service in Missouri communities is routine, with partial funding from MU Extension. This includes:
  » Partnership with 4-H in working with Habitat for Humanity
  » Practical solutions are developed and delivered in the Housing and Environmental Design program for:
    » HOME: Home Ownership Made Easier
    » Home Works: Maintaining your Housing Investment
    » Healthy Indoor Air for America’s Homes
    » Community Revitalization and Sustainability
    » Affordable Housing through Community Partnerships

» External partnering exists 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.
» The Department of Textile and Apparel Management partners with Every Step Counts to raise awareness for domestic violence in Missouri, the Central Missouri Stop Human Trafficking Coalition to raise awareness in Missouri, and 4-H on leadership development.
» The Focus on Kids program is now available online via web access. This is a statewide program that teaches divorcing parents how to complete the process with minimal harm to dependent children.
» Human Development and Family Studies faculty are involved with Extension colleagues from several other universities in a project to educate social service professionals about helping couples and marriages. An ITV course is shared by the campuses.
» The Immersive Visualization “iLab” bridges laboratory and “Main Street” problems for design students and practicing professionals in diverse fields who can benefit from this Department resource.
» Five modules have been developed and delivered through Housing and Environmental Design Extension programming.
» Department of Human Development and Family Studies hosts the Journal of Housing for the Elderly.

Interdisciplinary Plant Group
» The Interdisciplinary Plant Group root/drought team presented a display on “Getting to the Root of Drought” at the State Fair.
» The Interdisciplinary Plant Group root/drought team organized a Mizzou Advantage Workshop on “Roots Under Drought: Model Systems to the Field” featuring presentations from three international speakers and Chancellor Brady Deaton.
» The Interdisciplinary Plant Group sponsored the “1st Annual ‘Local Auxin’ Meeting” involving research teams from MU, UMSL, and Washington University.
The Interdisciplinary Plant Group co-organized, along with Lancaster University, UK, and China Agricultural University (CAU), Beijing, an “International Workshop on Food Security: Science, Technology and Policy” held in Beijing in late September. The workshop was under the umbrella of the International Food Security Alliance that the IPG/MU is a part of. The meeting also formally launched CAU’s “Center for Resources, Environment and Food Security”.

The Interdisciplinary Plant Group (IPG) organized the 29th Annual IPG Symposium, "Plant Physiology in the 'Omics Era". The symposium featured 23 speakers (three international) and included a keynote session on advances in agriculture for the developing world, which was open to the public. The symposium drew attendees from 19 states and five countries.

School of Law

Each of the three academic journals housed at the Law School sponsors symposia on topics of relevance to the citizens of the Missouri. For example, the 2012 Missouri Law Review Symposium (“Cyberbulling: Emerging Realities and Legal Challenges”) explored the impacts of cyberbullying and its regulation. 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. Professor Paul Litton served as a member in 2011 of the Missouri Death Penalty Assessment Team, sponsored by the American Bar 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, primarily in the Associate Circuit Division of the 13th Judicial Circuit Court, located in Columbia. Students enrolled in the Domestic Violence Clinic serve indigent abuse victims in 33 rural Missouri counties and conduct social justice projects, including proposing legislation.

Office of Research

Saturday Morning Science provided 24 general audience science presentations at MU to 3897 individuals in 2011. Seventeen of these presentations were given by MU faculty. Fifty-nine videotaped Saturday Morning Science talks are available on MU’s iTUNESU website. There have been 1,328 downloads of these talks since June 2012.

MU Science Education Center

The NSF-funded project, Tomorrow's Teachers with Dual Degrees in Science and Education (T2D2) placed 34 undergraduate students as summer interns with community science centers across the state, exploring science teaching as a future career. The interns are placed with our community partners, which include: St. Louis Science Center, St. Louis Botanical Gardens, Science City (KC), and the Missouri Department of Conservation (5 nature centers and Discovery Center).

A Science Day for home-schooled students in the Columbia area has reached approximately 120 K-8 home-schooled students since spring 2011.

Since 2004, the SMARRT program has graduated a total of 181 middle and secondary teachers in science and mathematics through the alternative certification program.

The QUEST program (Quality Elementary Science Teaching) has impacted over 4000 Missouri students in 8 districts by providing professional development to K6 teachers through an MDHE Improving Teacher Quality Grant.
The Tackling the Assessment Gap in High School Chemistry project funded by the Camille and Henry Dreyfus Foundation has produced multiple assessments which are currently used in preservice science education courses taught at MU.

Thirty-nine Earth science teachers from 7 states have participated in a workshop focusing on intra-plate earthquakes.

MU Office of Science Outreach

ShowMe Nature GK-12 Program partners with 12 teachers from Columbia Public Schools (CPS) to support GK-12 Fellows, MU graduate students, as they develop and implement learning opportunities for students within CPS elementary classrooms.

Benton Science Club: engages approximately 60 Benton K-5 students in an informal afternoon club. Meetings are aligned with the Missouri Grade Level Expectations and the Next Generation Science Standards.

Approximately 14 teachers gained experience and expertise with topics in plant science and genetics through a workshop emphasizing plant science and genetics. Teachers received light stands, seeds, potting materials, and detailed lesson plans to take back into their classrooms. An additional workshop is planned for the spring of 2013.

The Office of Science Outreach partnered with MU faculty and Northwest Missouri State University to coordinate a summer research enrichment program for four high school students attending the Missouri Academy during the summer of 2012. We are currently planning to host Missouri Academy students for the summer of 2013.

Plant-Insect Interactions HHMI Professional Development for Teachers is a workshop focused on plant-insect interactions, attended by 14 teachers. Teachers received workshop materials including: detailed lessons, Arabidopsis seeds, and potting materials to take back into their classrooms to conduct investigations with students. Additional workshops are planned for the spring and summer of 2013.

Computational Biology Professional Development for Teachers served 12 teachers attended in each of two workshops (spring of 2011 and spring of 2012). Teachers gained valuable experience with open-source computer software which supports databases for DNA, RNA, and protein structures. An additional workshop is planned for the spring of 2013.

The Office of Science Outreach designs and implements a four day science camp for high school students attending the Summers @ Missouri 4-H Program supported by Dr. Jack Schultz’s HHMI grant. Twelve students attended the summer program and explored key concepts in biology and chemistry.

Graduate students designed lessons reflective of their research to provide real-world science learning in an informal, after school venue for 30 students (3rd to 5th grade) in the Alpha Lewis Hart Science Club.

Approximately 100 students and nine teachers (33-35 students and 3 teachers attended each session) from the three junior highs attended three Science Saturday morning programs to support critical thinking and problem solving with a focus on STEM concepts.

The annual Missouri State Science Olympiad Competition in April had over 2,000 students and teachers in attendance. The top three state finalists went to the National Science Olympiad competition in Washington, D.C.

The Exploring Life Sciences at MU during Life Sciences Week attracted over 200 high school students and their teachers.

The Exploring Engineering at MU Conference is attended by 35 students and three teachers from Missouri schools.
The OSO partners with College of Agriculture, Food, and Natural Resources to offer programs for middle school and high school students and their teachers to gain greater knowledge and expertise in plant science topics.

OSO designed lessons which Dr. Melissa Remley has presented to 60 high school students in Fulton, Missouri.

The MU Student Chapter of the National Science Teachers Association coordinates opportunities for 60 to develop learning opportunities for CPS students.

**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:**

- Volunteer Income Tax Assistance, operated by the Department of Personal Financial Planning’s extension and residence divisions, provides help to 4,068 low income individuals, resulting in Federal refunds of more than $4,000,000.
- 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 200 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 1,100 students in Missouri.
- The Department of Textile and Apparel Management works closely with 4-H youth programs providing workshops, service programs on Holiday Giving, and graduate student judges for annual 4-H reviews.
- MU has begun to compete for the McGrath University/Community Engagement Award of the Association of Public and Land-grant Universities (APLU). The Chancellor established a campus-wide committee to seek quality applicants and coordinate the application process. MU’s submission, MU Community Economic and Entrepreneurial Development (EXCEED) Program was designated a “2012 APLU McGrath Award of Exemplary Programming” at the National Outreach Scholarship Conference.
- MU has joined the Engagement Scholarship Consortium (ESC) a consortium of 21 major public and public/ Land-grant universities of North America committed to university engagement.
- 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, primarily in the Associate Circuit Division of the 13th Judicial Circuit Court, located in Columbia. Students enrolled in the Domestic Violence Clinic serve indigent abuse victims in 33 rural Missouri counties and conduct social justice projects, including proposing legislation.
» Each of the three academic journals housed at the Law School sponsors symposia on topics of relevance to the citizens of the Missouri. These and other events sponsored at the School of Law qualify for continuing legal education credits and thus are of interest to all practicing attorneys in the state.

» The Law School’s Center for the Study of Dispute Resolution collaborates with the CLE program at the University of Missouri – Kansas City Law School to hold one a three-day basic civil mediation training in Kansas City during spring break.

» Sinclair School of Nursing Outreach provides 118 programs to 3337 continuing education participants each year. Nursing continuing education credit was provided to an additional 1310 nurses attending CME cosponsored programs.

» The College of Education successfully launched the Mizzou K-12 Online program in summer 2012 that is providing virtual/online coursework to students across Missouri and eventually nationally and internationally. Eleven high-school level courses ranging from Algebra I to U.S. Government were offered beginning with the fall 2012 semester. An ambitious course development schedule will result in the completion of 6 – 8 additional courses to the program catalogue over the next six months.

» CAFNR unveiled the "Quality Beef by the Numbers Program" designed to enhance the profitability of Missouri's beef producers.

» CAFNR is the anchor of a newly established statewide alliance in grape and wine research.

» The Museum of Art and Archaeology continues its public communication projects, which greatly enhance the visibility of its programs and increase participation both on and off campus. Fifty individuals with Alzheimer’s participated in the Healing Arts Program. Formal tours were given to 3,999 public school students. Eleven evening lectures, 20 gallery and enrichment programs, and 23 films inspired by one of the special exhibitions on view in the Museum or about artists and art were made available to the community.

» For the fiscal year 2011-2012, the University of Missouri High School within the College of Education had 7,271 online course enrollments from 767 schools throughout Missouri, the remaining states, and 42 foreign countries. MUHS offered more than 160 course titles in a wide array of subject areas to 3,948 students. Although most students use MUHS coursework as transfer credit at their local high school, MU High also offers a diploma completion program which 58 students graduated from during the 2011-2012 academic year.

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:
» The Food and Agricultural Policy Research Institute produced 11 reports on food and agriculture policy in Fiscal Year 2012 for Congress and other policymakers.

» The Institute of Public Policy (IPP) served as the funding manager and evaluator of the Missouri Department of Corrections Community Reentry Program.
» IPP served as the external evaluator for the Rape Prevention and Education Program (RPE) of the Missouri Department of Health and Senior Services. RPE is a sexual violence program designed to prevent sexual violence before it occurs.

» IPP serves as the external evaluator for the Columbia Youth Community Coalition’s 21st Century project focusing on enhanced after-school programming for students in after-school programs.

» Truman School faculty and policy analysts published 33 technical reports and policy reports addressing issues such as corrections and community reentry, women’s health in Missouri, regional economic development and tax incentives, food security, and tax policy.

» The Truman School partnered with the Missouri Municipal League and the Missouri Association of Counties to conduct leadership training for 17 local government officials and collaborated with the MU Fire and Rescue Training Institute to conduct leadership training for 21 Missouri’s fire services.

» 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. This fiscal year the number of consulting projects will be 35. Even though the number of projects is constrained by students enrolled, the number of projects was slightly increased over the long-term average of 34 and significantly increased over the past fiscal year when 31 projects were completed.

» 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.

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

_Responsibility: Chancellor_

Recent Actions Taken:

» MU partnered with 600 study abroad programs and had 46 faculty-led study abroad programs.

» 798 undergraduate international students and 1,335 international graduate students.

» MU hosted more than 120 internationally-focused educational, cultural, and business delegations as well as foreign and diplomatic delegations to the University of Missouri during Academic Year 2011-2012; 2010-2011.

» The MU Confucius Institute organized/hosted 12 high-level foreign delegations and 10 events at MU that served more than 3,500 people total. Regionally, the MU Confucius Institute served more than 1,000 people through outreach programs.

» The MU Wind Institute hosted 1 event at MU and other events around the world.

» The Food and Agricultural Policy Research Institute is a joint research program between MU and Iowa State University, established in 1984 by a grant from the U.S. Congress, to prepare baseline projections for the U.S. agricultural sector and international commodity markets and to develop capability for policy analysis using comprehensive data and computer modeling systems of the world agricultural market.

» MU partners with state-wide organizations, The Missouri Biotechnology Association, and Missouri Department of Economic Development to represent Missouri at international biotech industry intensive events such as BIO, BIO-Japan, and Futurallia.
Missouri has joined the Southeastern Conference (SEC), which brings increased international prominence to MU.

Each year MU hosts the International Engagement Awards to recognize the exceptional international efforts and achievements of MU’s faculty, students, and staff.

College of Arts & Science faculty organized the African Linguistics Workshop, which brought global African linguistics scholars together.

College of Arts & Science faculty organized the Symposium on the Rwanda Genocide, which brought international genocide scholars together.

College of Engineering faculty play a key role in reforming Iraq’s educational system and recently secured a $1 million dollar grant from IREX (the International Research and Exchanges Board) to set up a training program for Iraq’s engineering faculty at MU. Partnerships in Iraq directly result in top Iraqi students coming to MU and in increased opportunities for MU faculty in this nation.

The Graduate Institute for Cooperative Leadership (GICL) is a global, research-based executive education center drawing on recent advances in organizational economics/sociology and management science to develop life cycle organizational models and diagnostic tools for producer-owned firms. GICL’s hallmark programs include an annual week-long Summer Institute featuring a unique mix of research and experiential-based learning for senior management and a biennial Board Chair/CEO Conference focused on unique aspects of governance in the cooperative firm. GICL conducts approximately 15 customized programs each year and has worked in more than 40 countries – including Argentina, Australia, Brazil, Canada, Finland, Germany, India, Kenya, Sweden, UK, Uruguay, New Zealand.

The Graduate School actively supports international graduate students in numerous ways, which include providing valuable training in the International Teaching Assistant Program. Additionally, international educational opportunities abound through the Preparing Future Faculty Program, the International Development graduate minor, and generous financial support for graduate student academic research conference talks.

Engagement of faculty and graduate students with multiple universities in Europe, Canada, and US as part of International Comparative Rural Policy Studies consortium, a growing international network of social scientists.

The Missouri School of Journalism sponsors two Brussels-based programs for the University of Missouri’s undergraduate students, opportunity to explore and report on issues related to the European Union and the transatlantic relationship.

School of Law faculty member S. I. Strong organized a key international conference at The Hague.

The School of Medicine houses the International Institute of Nano and Molecular Medicine and is involved in pivotal international efforts to research illnesses affecting the global population.

The School of Social Work collaborates with the Schools of Social Work at the University of Missouri-St. Louis and the University of the Western Cape (South Africa) to deliver programs for Missouri and South African social work students.

Chancellor Brady Deaton was appointed by President Obama to chair the Board for International Food and Agricultural Development; the Board provides advice on issues of global food insecurity.

Vice Provost Handy Williamson serves as President of the Association for International Agriculture and Rural Development for 2011-2012. The Association fights world hunger by providing advice on international agriculture and rural development.

Vice Provost Handy Williamson and Dr. Wen Ouyang serve on the Edgar Snow Foundation Board at Peking University (2011-Present).
» Vice Provost Handy Williamson and Dr. Wen Ouyang accompanied Missouri’s governor to China, which resulted in a $4.4 billion dollar trade deal for Missouri, thus increasing Missouri’s international presence.

» MU’s International Memoranda of Understanding Committee, Council on International Initiatives, and Study Abroad Advisory Council, among others, provide key guidance on the strategic direction of MU’s international initiatives, ensuring future opportunities for MU faculty.

» MU maintains approximately 200 International Memoranda of Understanding agreements with top universities in more than 45 countries.

» Partnership with Renmin University (China) to deliver Master’s degrees in Financial Planning to Chinese students via a combination of distance education and residential coursework.

» MU supports cultural programming on KBIA and at MU’s Concert Series, in order to bring cultural enrichment to the MU community.

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 2012, the MU Serves Project has increased community collaboration from 160 to 230 community partners as well as 80 government offices.

» Over the last five years, student participation in service-learning projects has increased 75%, from 2,429 students in 2006 to 4,243 students in 2012.

» Service to the community in the context of academic coursework has increased by 77%, from 97,200 hours in 2006 to 172,143 hours in 2012.

» From 2006 to 2012, a total of 19,450 students performed 772,000 hours of service in the Columbia community.

» During Academic Year 2011-2012, 160 sections of service-learning courses were offered, for a total of 15,030 student credit hours.

Future Program Development: Increase student participation—

» 1 year outlook—4,400 enrolled in service-learning courses, 13% of undergraduates/year

» 3 year outlook—4,800 enrolled in service-learning courses, 15% of undergraduates/year

» 5 year outlook—5,200 enrolled in service-learning courses, 16% of undergraduates/year
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:

- University Extension’s “Trade Adjustment Assistance for Firms” program strengthened companies’ competitive abilities (maintain or increase employment levels) by identifying and prioritizing growth opportunities and reducing operating inefficiencies.
- During FY11, the Mid-America Trade Adjustment Assistance Center (TAAC), a University Extension program, managed contracts totaling $1.2M ($660K in grant funding) and implemented 69 projects to 35 companies.
- Mid-America TAAC has a total of 69 companies in the program representing annual sales of $744.4M and employment of 4,975. Missouri represents 65% of total companies of the client base.
- The University’s Economic Development Administration (EDA) University Center manages a $400,000 grant which provides support to economic development organizations and to high tech companies.
- Last year the Center served 111 clients, created and retained 287 jobs, increased sales by 2.3 million, and investments of more than $23 million.
- The Center also won national recognition from the Council for Community and Economic Research (C2ER) for the research on high growth companies.
- CAFNR unveiled the "Quality Beef by the Numbers Program" designed to enhance the profitability of Missouri's beef producers.
- CAFNR is the anchor of a newly established statewide alliance in grape and wine research.
- Archer Daniels Midland Company (ADM) presented a gift of $1 million to support a dedicated laboratory space designed specifically for student experiential learning. The ADM Center for Agricultural Development, which will be located in MU’s Agricultural Engineering building, will provide space for valuable student-faculty interactions, enhanced student team learning, and capstone design projects.

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

*Responsible: Vice Provost for Economic Development*

Recent Actions Taken:

- MU Business Services, Legal, Veterinary Medicine, and Office of Economic Development collaborated to transfer the ownership of MU Research and Diagnostic Laboratory to IDEXX Laboratories (a private business) for $43 million, including 50 employees.
MU and Regional Economic Development Incorporated negotiated a contract with a Los Angeles-based private company to invest in a vegetable protein product operation in Columbia, Missouri, based on technology developed at MU. 60 new jobs are expected in next five years.

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:

MU engaged with 16 local, regional, and statewide Economic Development agencies in Fiscal Year 2011.

MU hosted the “state of the science” meeting, 2012 Bone and Skeletal Muscle Interactions, in July 17-18, 2012 in Kansas City, Missouri to drew together leading muscle and bone researchers, exchange ideas, develop new collaborations, and accelerate the emerging scientific discoveries in the area of muscle and bone interaction. This meeting was sponsored by MU Office Research, MU Mizzou Advantage, KU Med Center, Missouri S&T, Warner Chilcott, Merck, Lilly, and Amgen.

MU Office of Technology Management and Industrial Relations hold an annual technology expo, Missouri Technology Expo 2012, to offer networking opportunities among innovators and to help develop and commercialize their technologies.

The Hawthorne Foundation, which consists of corporations and business leaders from around the state, hosted a meeting on the MU campus in collaboration with System office. The event was an opportunity to highlight MU’s accomplishments, introduce UM’s new President, and provide opportunity for all chancellors to describe economic development efforts.

As part of the Association of Public and Land-Grant Universities (APLU) Metrics pilot project, MU hosted a regional workshop in April 2012 with campus and community leaders to identify appropriate metrics. The findings have been submitted nationally and continue to help APLU refine its methodologies.

The Chief Research Officers of the MU and the University of Virginia delivered a combined presentation called the “Knowledge based Economy Tour” in St. Louis, Columbia, and Kansas City, in June 4-5, 2012.

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

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 2013.
An Executive Research and Development Advisory Board meets every fall to advise MU’s Leadership on ways to advance Missouri’s Knowledge-based Economy and its research base. This year’s meeting was held on September 21, 2012.

Regional Economic Development, Incorporated (REDI) is a non-profit, public/private partnership that works to provided increased economic opportunities for the Columbia and Boone County. MU has worked with REDI and the Missouri Partnership to attract at least nine companies to Columbia and the surrounding areas.

Kansas City Area Life Sciences Institute (KCALSI) is a not-for-profit organization charged with coordinating the regional life sciences initiatives. In the past year, key KCALSI officials have toured MU’s research facilities and MU’s Vice Chancellor for Research serves on the KCALSI Institutional Advisory Committee.

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. Projects that either have collaborative efforts underway or are ripe for collaboration between KCADC and MU include:

- KC Animal Health Corridor – the global leader for animal health and nutrition research, innovation and production, working with companies and universities on cutting edge research.
- Investor Forums providing corporate and community investors with a variety of meetings and events to participate with the economic development process in the KC region.
- KC Higher Education Task Force focuses on workforce development. Quality, skilled employees continue to be the number one concern of companies evaluating locations for investment. The Task Force involves more than a dozen regional colleges and universities.
Goal 2:
Build the Mizzou Advantage, a set of focused, interdisciplinary initiatives that capitalize on existing strengths and bring new international distinction to MU

Networks of faculty, staff, students and external partners build on targeted areas of existing strength to create major initiatives that tackle some of the most exciting challenges of our era by bringing together researchers from many disciplines. These networks engage in a range of interdisciplinary activities, including innovative interdisciplinary teaching, multi-division research projects, conferences and symposia, clinical trials and hands-on collaborations with external partners, to name a few. Each initiative has a significant international component, bridging research and teaching on the MU campus to partners around the globe. Fluid and adaptive, the networks will likely change composition and focus through the years to adjust to changes in the environment. The initiatives (in alphabetical order) are:

Food for the Future

Birthday cakes and matzoh balls, the economic power of U.S. agriculture, Cézanne’s fruits, the importance of nutrition to health, humanitarian efforts to end hunger around the world — these all attest to the central role that food plays in every aspect of human life and our urgent need to better understand its production, distribution, consumption, and cultural meanings in our rapidly changing times. Drawing upon the resources on campus and around the state, nation and the world, the Food for the Future initiative enhances existing strengths on campus — for example, in the College of Agriculture, Food and Natural Resources, Food for the 21st century, MU Extension and programs in medicine, nursing, literary studies, history and the health sciences. It will draw faculty from other disciplines eager to work collaboratively on this theme, central to human existence.

Media of the Future
This initiative focuses on how new media technologies and paradigms continually change the world around us and how we — as citizens and professionals — respond. Building upon strengths in journalism, the Reynolds Journalism Institute, the College of Arts and Science, the Center for the Digital Globe, engineering, and information sciences and learning technologies and reaching out to researchers in virtually every discipline, Media for the Future will stimulate interdisciplinary teaching, research, outreach and economic development efforts that will have impact throughout the globe.

One Health, One Medicine: The Convergence of Human and Animal Health

MU’s vigorous interdisciplinary tradition and the presence of internationally recognized strengths in medicine, veterinary medicine and animal science make this initiative a natural one for world leadership by MU. It will involve faculty who work in such areas as health communication, health policy, ethics, environmental sciences and national security. Themes could include public health, clinical/translational research, comparative models for human and animal medicine, zoonotic disease, complex data analysis, pandemics and bioterrorism prevention.

Sustainable Energy

MU is uniquely poised to be a national and international leader in the efforts to develop and bring to market reasonably priced and environmentally friendly energy. MU boasts the nation’s largest university nuclear research reactor and has strong ties to the nation’s agribusiness industry. It also has one of the world’s strongest plant science programs, with a strong focus on biofuels, as well as wide and deep research strengths in engineering and basic and applied sciences. Equally important, this initiative draws upon the resources of a rich interdisciplinary community — of economists, ethicists, designers and architects, sociologists and public policy experts, among others — able to explore the complex ways that existing and emerging technologies, as well as energy policies, affect the health of our state, nation and world.
Educational Objectives & Actions:

2.1 Leverage the interdisciplinary networks of the initiatives to create a climate in which students, faculty, staff, alumni and administrators engage across demographic, social and interpersonal differences through curricular and co-curricular activities that prepare students for lives and careers in a multicultural global community

Action Needed:
» Create a database that will track interdisciplinary networks within each initiative and across initiatives.
  \textit{Responsible: Informatics Institute and members of “Architecture of Collaboration” (Mizzou Advantage-funded project), Mizzou Advantage Program Director}
» Provide matching funds to hire new faculty who will work across disciplines to strengthen and expand networks.
  \textit{Responsible: Provost}

Recent Actions Taken:
» Maintain database of 1,100 individuals involved in Mizzou Advantage interdisciplinary networks, projects, and events
» Learning Across Borders, a one-credit, two-semester seminar, in which students participate in think tanks that consider issues within a global framework, was approved (Fall 2011). In Spring semester, 2012, we held three pilot think tank events – with faculty leaders and approximately 60 grad and honors students involved – which focused on Climate Change, Ethics in Public Health, and Hate Speech vs. Free Speech. The Think Tanks are designed to acquaint MU grad (and Honors College) students across disciplines with Mizzou Advantage areas – and also help them develop cross-cultural communications skills.
» Two faculty were hired and began in AY12. Four more hires have been approved to start in AY13 and an additional hire has been approved for AY14.

2.2 Establish undergraduate and graduate certificate programs with interdisciplinary courses centered on the theme of the initiative

Action Needed:
» Facilitate connections among academic units and support the development of interdisciplinary certificate programs.
  \textit{Responsible: Mizzou Advantage Facilitators and Education Coordinator}

Recent Actions Taken:
» Developed the structure for a modular curriculum and certificate program for the Food for the Future focus area. Surveyed existing curriculum in this area. Supported the development of interdisciplinary program development in initiative areas, including environmental policy, evolutionary studies, science studies, and human-animal interaction. The Digital Storytelling Major and MU Global Connect proposals will be submitted for approval.
» Developed and received approval for the Learning Across Borders (LAB) seminar. Piloted LAB think tanks.
» Developed and offered a new interdisciplinary course aligned with the Life Sciences and Society Symposium.
» Supported the development and implementation of the Graduate Peer Mentoring program, which forms interdisciplinary teams of experienced graduate students mentoring novice graduate students.
» Supported interdisciplinary certificate program development in initiative areas, including undergraduate digital global studies, behavior analysis for human service professionals, evolutionary studies, science studies and human-animal interaction.
» Development of on-line Graduate Certificate in Agroforestry (School of Natural Resources) is attracting significant interest from international audiences and promoting exchange between researchers and practitioners worldwide.
» Exploring on-line undergraduate and graduate Energy Certificates with engineering faculty.
» Two Academia-Industry Conferences were held during which industry leaders to identify curricular needs.

2.3 Expand and diversify learning opportunities for students inside and outside the classroom

Action Needed:
» Create problem-based learning courses and blended classroom/on-line hybrid classes.
» Develop initiative-related extra-curricular experiences such as residential learning communities, corporate and non-profit internships and service learning projects.
» Offer initiative-related cross-cultural experiences for students and faculty, including study abroad opportunities.
» Use new technologies to bring scholars and other experts to campus, including virtually, from around the world.
» Create postdoctoral fellowship program to provide training and support the development and teaching of new interdisciplinary courses related to Mizzou Advantage.
» Utilize postdoctoral fellows to develop and teach interdisciplinary courses related to Mizzou Advantage areas.
» Increase employability of MU recent doctorates.

Responsible: Mizzou Advantage Facilitators and Education Coordinator, Graduate School/Office of Postdoctoral Education

Recent Actions Taken:
» Since its launch in the spring of 2011, the Mizzou Advantage Undergraduate Research Teams Program has funded 11 teams involving faculty and students from at least 23 different academic units. The research projects resulted in 2 published articles, 3 external grant proposals, 5 regional and national conference presentations, an Interactive Theatre script, a new capstone course, and new partnerships between MU and outside organizations and businesses.
» The College of Engineering developed a series of modular courses “Powering America,” leading to a minor.
» Two Academia-Industry Conferences were held during which industry leaders discussed curricula to better address their workforce needs.
» Supported the 2012 Life Sciences and Society Symposium, “Food Sense,” which brought faculty, staff and students from various disciplines together with distinguished scholars and experts in the Food for the Future area.
» Created the Mizzou Advantage Preparing Future Faculty Postdoctoral Fellowship, which provides mentoring, professional development and teaching experience to four postdoctoral fellows each year. In two years, ten
Mizzou Advantage Preparing Future Faculty Postdoctoral Fellows developed 20 new courses in Mizzou Advantage areas and taught 902 students. Beyond teaching and research, the fellows go through a training program on such topics as developing academic portfolios and job interview strategies.

» The Graduate School and Graduate Student Association created and implemented the Graduate Peer Mentoring Program, a program matching incoming graduate students with seasoned graduate students to address strategies for effective teaching, degree completion, and achieving work-life balance.

» Developed a Graduate Certificate in Life Sciences Innovation and Entrepreneurship, along with three new interdisciplinary course proposals (School of Business and Colleges of Engineering and Medicine) (proposal submitted to colleges Fall 2012).

» Biodesign & Innovation post doctorate program is being expanded to include more disciplines.

» Working with Saint Louis University to develop a one health elective.

» Launched the Undergraduate Research Team program, which connects undergraduates from various disciplines with faculty mentors for project-based learning.

» Mizzou Advantage collaborated with MU’s International Center, Honor’s College and Graduate School to develop a framework for a global leadership program, Learning Across Borders.

» University of Missouri graduate student Weed Science team won first place at the annual North Central Weed Science Society (NCWSS) Contest. MU students received several individual awards including: 1st place graduate individual; 1st place graduate individual in Herbicide Injury Identification category; and 1st place graduate individual in the Written Sprayer Calibration category.

» Initiated interdisciplinary team project titled Cross-Disciplinary Talk and Collaboration: From Scientific Discovery to Biotech Product. Diverse community of undergraduates and faculty advisors engaged in disciplinary crosstalk, spanning agricultural economics, agribusiness management and medical/insect/plant science. Participating students learned the process and execution of science (basic and translational), how science is a generator of marketable biotech products, and opportunities for international collaboration.

» Tegrity, which allows students to view recorded academic content, and Collaborate, an audio and video conferencing feature in Blackboard, are widely used on campus for delivering instruction both from local and external scholars.

» The School of Medicine has initiated Summer Research Internships in Medical Science for undergraduate students from underserved populations who aspire to medical school.

» Archer Daniels Midland Company (ADM) presented a gift of $1 million to support a dedicated laboratory space designed specifically for student experiential learning. The ADM Center for Agricultural Development, which will be located in MU’s Agricultural Engineering building, will provide space for valuable student-faculty interactions, enhanced student team learning, and capstone design projects.

Research Objectives & Actions:

2.4 Increase stature of MU as an international leader in interdisciplinary areas, research and creative activities

Action Needed:

» Produce a significant body of interdisciplinary research, including books, refereed articles and convention papers, creative products/activities, Web content and articles for trade and general publications.
» Engage groups or individuals at other universities in collaborative research, including experiments in the use of innovative software to facilitate virtual teams of researchers working from around the world.

» Collaborate with leaders in the field, through “super summits,” conferences featuring both established and emerging leaders; one-on-one recruitments of National Academy members and creative on-going appointments to the MU faculty (summer, one-week, etc.).

**Responsible:** Provost, Office of Institutional Research, Deans, Mizzou Advantage Facilitators

**Recent Actions Taken:**

» Mizzou Advantage hosted “Facilitating Student Creativity: An Interdisciplinary Symposium” at MU (Nov. 18, 2011); “Redesign Teaching to Maximize Student Creativity” workshop at MU (May 2012); and the Mizzou Advantage Creative Convergence Network hosted a “Test Your Creative Genius: Hallmark-Mizzou Collaborative Innovation Project” at MU (July 2012).

» The University of Missouri participated in the 150th Anniversary of the Morrill Act during the Smithsonian Folklife Festival in Washington DC. The MU exhibit showcased MU Extension nutrition education efforts as well as the campus/community partnership with the Mississippi River Hills Association which focuses on farm-to-plate, cultural and other agritourism activities.

» MU Extension celebrated the 150th Anniversary of the Morrill Act by showcasing 150 years of translating research into practice at the Missouri State Fair as part of the overall Mizzou Central building.

» Chris Fulcher, Co-Director of the Center for Applied Research and Environmental Systems (CARES) received the Weight of the Nation 2012 Pioneering Innovation Award by the Centers for Disease Control and Prevention. Dr. Fulcher received the award on behalf of CARES’ work with Community Commons, a website that collects data on health and shares it with philanthropic groups, individuals, non-profits and governments.

» Bob Sharp, Director of the Interdisciplinary Plant Group, spoke at the inaugural conference of the International Food Security Alliance, “Food Security: Crop Production and Resource Use”, September 7-11, 2011 in Beijing, China. University of Missouri is the only US institution invited to be a member of the International Food Security Alliance.

» The Interdisciplinary Plant Group hosted the “Roots Under Drought—Model Systems to the Field” symposium April 2-4, 2012. This symposium featured three international leaders in the areas of root biology and plant stress: Dr. Michelle Watt CSIRO Division of Plant Industry, Canberra Australia; Dr. Idupulapati Rao, Colombia; Dr. Bill Davies (CBE), University of Lancaster, UK.

» Over 2,200 participants attended national and international symposia at MU.

» Mizzou Advantage facilitators, working with the offices of Economic Development, Constituent Relations, and Corporate Relations, connected individuals on and off campus to form a constantly changing number of teams, think tanks and networks that focus on specific projects and outcomes. In 2011-12 there were 112 external partnerships listed by the Development Office.

» The Chancellor’s Distinguished Visitors program brought 21 visitors to campus during the 2011-2012 academic year.

» Mizzou Advantage provided funds to eleven faculty to help better position them for interdisciplinary endeavors in Mizzou Advantage areas.

» The University of Missouri (system) sponsors faculty exchanges between UWC and UM campuses. Over 40 MU departments have participated in this program, now in its 28th year. Mizzou Advantage facilitators traveled to University of the Western Cape with members of the MU Global Scholars program (Summer 2011) to expand ongoing collaborations, resulting in new and expanded collaborations including new South African
Partnership Awards from the University of Missouri South Africa Education Program committee. Outcomes include:
» the submission of several grants (including a Partnership in International Research and Education [PIRE] proposal to NSF, an NIH Fogarty Exchange proposal, and a (funded) 2 year Templeton Foundation award for $250,000. Supplemental funds were provided by the University of Missouri South Africa Educational Program, and by the University of the Western Cape (UWC).
» the first (possibly annual) MU Conference on African Linguistics – convened by MU Prof. Vicky Carstens
» emerging new collaboration between MU and UWC Physics departments (including Astrophysics)
» new MU study abroad programs, developed by the College of Engineering and by the School of Social Work.

» Mizzou Advantage provided funds for workshops and conferences in 2011-2012, including:
  » Midwest Energy Policy Conference
  » Roots Under Drought workshop
  » Digital Storytelling Symposium
  » Smithsonian Folklife Festival
  » Adapting to Climate Change: Gaining the Advantage
  » Interdisciplinary Plan Symposium
  » Biomass Conversion Research

» Mizzou Advantage provided funds for the new Microsoft Lab for Innovation in the Reynolds Journalism Institute.

» After hosting William “Buz” Brock as a guest of the Chancellor’s Distinguished Visitors Series, the Department of Economics has hired Dr. Brock, a member of the National Academy of Sciences and Arts & Science alum, to be a distinguished visiting professor. Dr. Brock has already begun collaborating with faculty in several areas across campus.

» A $2.85 million grant to Scott Holan and Chris Wikle in the Department of Statistics has created a research center as part of a joint effort between NSF and the U.S. Census Bureau. This is creating a new research network to conduct high impact interdisciplinary research focused on methodological question of interest to the Federal Statistics Systems, particularly the U.S. Census Bureau.

» Devoney Looser, professor of English, received a 2012 National Endowment for the Humanities Summer Seminar for College and University Teachers, only the third person at MU to receive such an award. Sixteen participants studied “Jane Austen and Her Contemporaries” at the seminar in June and July.

» Nancy Flournoy, professor of statistics, received the 11th annual Janet L. Norwood Award for outstanding achievement by a woman in the statistical sciences. In addition to her achievements as an internationally distinguished statistician, the award also recognizes her significant contribution to the advancement of the careers of women in statistics.

» Jerry Atwood, Curators’ Professor of chemistry, received the Supramolecular Chemistry Award from the Royal Society of Chemistry in recognition of his pioneering work on the design and manipulation of supramolecular complexes containing intermolecular nonconvalent interactions. The Royal Society of Chemistry is the largest organization in Europe for advancing the chemical sciences.

» Haskell Taub, professor of physics and astronomy and director of neutron scattering, was elected Fellow of the Neutron Scattering Society of America (NSSA). He will be involved with MU’s first IGERT Program grant from NSF to partner with other universities in training graduate students in neutron-scattering research.
Sylvia Jurisson, professor of Chemistry, selected as the American Chemical Society’s 2012 Glenn T. Seaborg Nuclear Chemistry Award.

The journals hosted in the Law School sponsored meetings on Dispute Resolution in 2011 and on Environmental Justice and Sustainability that drew participants from over 15 countries.

Faculty in the Law School spoke or taught in conferences and workshops held in Austria, Hungary, Italy, Germany, Scotland, Croatia and England.

The Law School continues to offer an extremely successful study abroad program for law students at the University of Western Cape in Cape Town, South Africa.

Dr. Russell Ravert, professor of Human Development and Family Studies, is involved in a multi-university consortium of research who study adolescence and emerging adulthood.

Drs. Marilyn Coleman and Lawrence Ganong, professors of Human Development and Family Studies, serve on the Board of Directors of the National Stepfamily Resource Center.

Dr. Perry Gustafson, Adjunct Associate Professor of Agronomy received the Outstanding Crop Scientist Award at the 6th International Crop Science Congress in Brazil in August, 2012.

Dr. Marilyn Rantz, Curators Professor of Nursing, has been named to the Institute of Medicine.

Dr. Brenda Peculis, Associate Professor of Biochemistry, received the Distinguished Service Award from the RNA Society.

Elizabeth Garrett, MD, William C. Allen Professor of Family and Community Medicine, received the American Academy of Family Physicians’ Thomas W. Johnson Award, the highest honor the academy awards in education.

James Sowers, MD, who holds the Thomas W. and Joan F. Burns Missouri Chair in Diabetology, received the Irvine Page-Alva Bradley Lifetime Achievement Award in Hypertension from the American Heart Association’s Council for High Blood Pressure Research.

Peter Cornish, PhD, an assistant professor of biochemistry in the MU School of Medicine, joins 21 other scientists in the United States in being named a 2012 Pew Scholar in Biomedical Sciences.

David Lardizabal, MD, assistant professor of neurology at the MU School of Medicine, has been selected to receive the 2012 Clerkship Directors Innovation Award from the American Academy of Neurology.

MU Area Health Education Center (AHEC) received the Eugene S. Mayer Program of Excellence Award from the National AHEC Organization for its comprehensiveness, partnerships and responsiveness to community needs.

The School of Medicine and MU-iCATS opened a new state-of-the-art Clinical Research Center to facilitate clinical research opportunities for investigators on the MU campus, including the capability of conducting Phase I clinical trials.

MU-iCATS will host Ferid Murad, MD, PhD, as a Chancellor’s Distinguished Visitor. Dr. Murad won the 1998 Nobel Prize in physiology.

2.5 Stimulate graduate and undergraduate collaborative research with faculty

Action Needed:

- Establish assistantships, internships, participation in on-campus conferences and symposia and support for research-related travel. Develop interdisciplinary research teams at the undergraduate and graduate level.

  Responsible: Mizzou Advantage Facilitators and Education Coordinator
Recent Actions Taken:
» Since its launch in the spring of 2011, the Mizzou Advantage Undergraduate Research Teams Program has funded 11 teams involving faculty and students from at least 23 different academic units. These projects resulted in 2 published articles, 6 publishable articles by students, 3 external grant proposals, 3 national conference presentations, 2 regional conference presentations, an Interactive Theatre script, a new capstone course, and new partnerships formed between MU and outside organizations and business.
» The MU Graduate Student Association and the Graduate School supported the development and implementation of the Graduate Peer Mentoring program, which forms interdisciplinary teams of experienced graduate students mentoring novice graduate students.
» Developed and implemented the Mizzou Advantage Student Travel Award to support undergraduate students attending conferences with faculty mentors (Fall 2012).
» Mizzou Advantage co-sponsored and helped undergraduate students develop and present the Engineering Connections between Politics and Science for the 21st Century Symposium, at the University of Missouri, March 13, 2012.
» The School of Medicine has initiated Summer Research Internships in Medical Science for undergraduate students from underserved populations who aspire to medical school.
» The School of Medicine has initiated a Summer Research Fellowship in Medical Sciences (for international students from the University of Western Cape, South Africa). This program has provided training opportunities in the area of phytomedicine.

2.6 Increase the number of large-scale proposal submissions in Mizzou Advantage areas

Action Needed:
» Provide faculty with training and administrative support to develop cooperative grant proposals.
» Increase post-award grant management infrastructure.
» Increase support for the grantwriter network.
» Develop strategies to support innovative research and collaborations with the public and private sectors.

Responsible: Provost, Mizzou Advantage Facilitators

Recent Actions Taken:
» A $45 million USDA/NIFA/AFRI CAP proposal that formed a consortium of 16 universities, 9 community colleges, 4 federal agencies, 2 national labs, 12 corporate partners and 4 non-profits, including more than 95 individual collaborators and 26 subcontracts was submitted. The proposal was selected as one of 8 in the nation to participate in a reverse site visit in Washington D.C. MU’s proposal was ranked number one but was not funded. A $40 million dollar grant based on this grant was submitted to the Department of Energy on July 6, 2012.
» The biomass proposal US-India Consortium for Development of Sustainable Advanced Lignocellulosic Biofuel Systems was selected for funding by the Department of Energy. The total funding was about $24 million. There are multiple institutions and industrial partners on both sides. The lead institutions are University of Florida (~$5.6 million; lead on conversion), MU ($5.4 million; lead on feedstock) and Virginia Tech ($1 million; lead on sustainability).
» A three-year, $32.4 million USDA/FNA proposal was submitted to fund the Supplemental Nutrition Assistance Program Education Program (SNAP-Ed). This program annually provides nutrition education to over 425,000 low-income Missourians.

» Grant Seeking in Higher Education: Strategies and Tools for College Faculty, written by the MU Grant Writer Network, was published by Wiley in 2012.

» Graduate Certificate in Grantsmanship is growing – generated 372 credit hours last year.

» The Grant Writing Institute has expanded from once per year to three times per year.

» MU Grant Writers facilitated more than $200 million in proposal requests last year.

» Noteworthy awards this past year include:
  » “Leveraging Information Technology to Guide High Tech High Touch Care (LIGHT2)”, Funding Amount: $13 million
  » “Neutron Scattering for the Science and Engineering of the 21st Century”, Funding Amount: $3 million
  » Institutional Training Award: Postdoctoral Program for Veterinarians (T32), Funding Amount: $3.5 million
  » $5.5 million was donated by the Sidney Kimmel Foundation to create the Sidney Kimmel Institute for Nuclear Renaissance (SKINR)

» The Sinclair School of Nursing received a competitive grant of $14.8 million dollars from the US Health and Human Services, Centers for Medicare/Medicaid Services (CMS). The purpose of this transformational grant is to implement a model to avoid unnecessary hospitalizations of nursing home residents. Sixteen nursing home partners will participate in the study.

» Collaborative efforts are underway with Ft. Leonard Wood and the private sector addressing opportunities for civilian-military health care partnerships.

» A $13.3M grant from the Centers for Medicare and Medicaid Services (CMS) was received for a project entitled “Leveraging Information Technology to Guide High Tech, High Touch Care (LIGHT2); this project will permit the implementation of new models for health care that hold the opportunity for better care, better health, and lower costs.

**Outreach Objectives & Actions:**

**2.7 Use the broad and deep resources of Mizzou Advantage; offer educational opportunities on Mizzou Advantage Initiatives to enrich the quality of lives of Missourians**

**Action Needed:**

» Work with K-12 and community college teachers in Missouri to develop pedagogical materials and approaches related to the initiatives.

» Offer initiative-related summer workshops for alumni and high school students.

» Offer educational opportunities on initiative themes throughout Missouri in collaboration with other universities, community colleges, service clubs, community groups and schools.

*Responsible: Vice Provost and Director of Cooperative Extension*
Recent Actions Taken:
» Missouri Youth Development Academy trained 96 professionals reaching a conservative estimate of 28,800 youth in 2011-12.
» Missouri Afterschool Network partnership for professional development involves 14 Missouri-based entities (6 State of Missouri, 6 Universities and Community Colleges, 2 Foundations).
» 4-H Center for Youth Development reaches 8,365 youth through on-campus education programs.
» State 4-H Congress bringing Missouri 4-H’ers ages 14 to 19 to the Mizzou campus to connect with faculty for educational opportunities, elect youth leadership and experience campus living.
» Summers@Mizzou bringing any youth ages 12 to 18 to the Mizzou campus to connect with faculty for educational opportunities and experience campus living.
» Youth Futures: College Within Reach bringing first-generation high school youth to the Mizzou and Lincoln University campuses to learn about college enrollment procedures, financial aid, engage in educational opportunities focused on succeeding in college and experience campus living.
» Aerospace Camp brings 120 middle school youth to the Missouri S&T campus to explore aeronautics and space flight.
» Soccer Academy in northeast Kansas City School District enrolls approximately 100 youth to promote healthy living, leadership and citizenship.
» 4-H LIFE (Living Interactive Family Education) serves families of 300 offenders reaching 400 of their children throughout Missouri Correctional facilities offering mentoring, parenting skill classes and youth educational and leadership experiences.
» Missouri 4-H Homegrown Leaders Project in Barry, Dade, Dallas, Polk, Oregon, Dunklin and Ripley counties involves 130 youth and 35 community partnerships to address social, cultural, economic and environmental concerns.
» Sixty-two scholarships for 4-H Youth and former 4-H members pursuing post-secondary study at Missouri institutions.
» Missouri Scholars Academy (MSA) brings 330 rising high school juniors to campus to campus for an immersion program that takes full advantage of MU’s multiple resources; between 25% and 30% of each MSA class eventually enroll at MU.

Economic Development Objectives & Actions:

### 2.8 Graduate leaders and a world-class workforce in initiative-related fields

**Action Needed:**
» Network with state, regional and national business, government and non-profit leaders and the state’s community colleges.

*Responsible: Office of Technology Management and Industry Relations*

**Recent Actions Taken:**
» Increased student inventor and faculty contact with investors through annual Missouri Technology Expo.
» Template agreements developed for engaging companies to support undergraduate capstone research projects that provide real world research experience.
Archer Daniels Midland Company (ADM) presented a gift of $1 million to support a dedicated laboratory space designed specifically for student experiential learning. The ADM Center for Agricultural Development, which will be located in MU’s Agricultural Engineering building, will provide space for valuable student-faculty interactions, enhanced student team learning, and capstone design projects.

- Provide Graduate Research Assistantships for programs that foster student technology transfer experiences.
- Support MU Biodesign Innovation Fellowship program, by educating fellows on intellectual property issues.
- Support and mentor the student-focused organization CLIMB (Collaboration, Leadership, Innovation for Missouri Business).

2.9 Increase numbers of commercial applications, start-ups and patents

Action Needed:
- Invent, test and license or patent significant new technologies, leading to start-up companies or new business models.
- Collaborate with leaders in the field through “super summits” of conferences featuring established and emerging leaders, one-on-one recruitments of National Academy members and creative ongoing appointments to the MU faculty (summer, one-week, etc.).

Responsible: Office of Technology Management and Industry Relations

Recent Actions Taken:
- In FY2012, executed and furthered MU intellectual property with 93 Invention Disclosures; 87 US patent applications; 19 issued patents; 23 licenses and options.
- 6 Start-up businesses in FY2012 licensed technology from MU.
  » Effexus
  » EternoGen
  » NanoElectromagnetics
  » Spogen Biotechnology (dba Elemental Enzymes)
  » Viator Technologies
  » HLB Horizons

- In FY2012, MU held 184 active Licenses and Options with 61 licenses generating revenue.

2.10 Enhance the economic development activities in initiative-related themes

Action Needed:
- Increase the number of jobs created and/or retained through MU Extension programs.
- Foster relationships with regional and statewide economic development organizations.
» Invite state business leaders to participate in initiative-related courses, workshops and meetings with students.

**Responsible:** Vice Provost for Economic Development, Office of Constituent Relations

**Recent Actions Taken:**

» MU engaged with at least 16 local, regional, and statewide Economic Development agencies in Fiscal Year 2011.

» In cooperation with the MU Office of Research and REDI, negotiated the opening of the “Beyond Meat” manufacturing plant, bringing 60 new jobs to Columbia, Missouri.

» MU actively engages in the Kansas City Area Development Council (KCADC) Higher Education Task Force in Kansas City to support Kansas City Access U project.

» An Economic Development study that measures MU contributions to quality of life through the Department of Athletics was completed in FY 2012. The total direct economic impact was calculated to be over $147 million.

» MU is working with the National Association of Public and Land Grant Universities to develop a set of metrics that would be used nationally to measure campus economic development impact.
Goal 3:
Ensure that MU has the infrastructure and human and financial resources necessary to support innovation and excellence in teaching, research, outreach and economic development
Human Resources Objectives & Actions:

3.1 Build and continually strengthen, in all university programs, a diverse, safe and inclusive culture that encourages and rewards interaction across demographic, social and interpersonal differences

Responsible: Chief Diversity Officer, Faculty Council, Staff Advisory Council, Vice Chancellor for Student Affairs, MSA, GPC, Vice Provost for Enrollment Management, Director of Intercollegiate Athletics

Recent Actions Taken:

» For the first time three faculty were selected by students and recognized for their contribution to diversity on campus. A $1000 award was given to each faculty member at the Annual Diversity Awards Program. An endowment was established in the Division of Student Affairs to fund these awards which will be given annually to faculty selected by a student committee.

» As a result of the One Mizzou initiative started by students in April 2011, a One Mizzou Task Force has been established that assists in developing responses and solutions when acts of intolerance take place on campus.

» The Office of Disability Services hired a full-time deaf services coordinator who can provide interpreting services for students, faculty and staff and for campus events.

» The Committee on Persons with Disabilities developed a campus policy on accessibility that was approved and is part of the campus Business Policy and Procedures Manual.

» To supplement the orientation program for parents, a program for parents of first generation college students has been added.

» Student Affairs provided a staff liaison to the Association of Campus Religious Advisors (ACRA) as a means of reaching out and communicating with the faith communities that engage Mizzou students. ACRA includes representatives from the various denominations, faith-based organizations, Hillel (Jewish Student ministries) and the Islam Mosque.

» The Department of Residential Life developed six diversity-related videos featuring residents and students from different backgrounds and abilities, as well as faculty or staff with expertise in that area. A facilitator’s guide was also developed to assist in conversations about the videos which addressed gender identity and expression, race, gender bias, disability, religion and spirituality and sexual orientation. All employees (full-time, part-time and students) participated in sessions to view and discuss the videos.

» Building on the success of previous efforts and the continued high level of interest by Hispanic-Latino staff in improving their English-language skills, Residential Life offered free English as a Second Language course to our employees. 23 employees (nearly 75% of our Spanish-speaking staff) participated in a semester-long class that met twice-weekly after work in a department conference room. An instructor was hired from CACC who came on site to teach. Participants were recognized with a certificate at the staff picnic.

» Awarding of the Outstanding Public Service Award by the U.S. Department of Defense to Carol Fleisher, Director of the Veterans Center, and Dan Sewell, veteran and MU alum, brought recognition to the quality program provided by the MU Veterans Center and recognition that our Center has become a national model.

» Inclusive Excellence Awards were awarded to 8 faculty, students and staff in Spring 2012 for their exemplary contributions to diversity.

» Over 31,000 unique views/visitors visited the 3 diversity websites – diversity.missouri.edu, cdi.missouri.edu and equity.missouri.edu. A new website, ada.missouri.edu, has just been launched.
» The monthly You in Mizzou dialogue series enjoyed widespread popularity with an approximately 49.8% increase in the annual total number of participants. Nearly 340 students participated in the dialogues.

» Nearly 1,870 students, faculty and staff at MU, Health Sciences Center and the UM System were trained by the staff at the Chancellor’s Diversity Initiative. An additional 290 individuals were trained in the community in Columbia, Moberly and Independence.

» 44 bias incident reports were received and handled this year, a 120% increase as result of the Hear It, See It, Report It Campaign. An additional 40 other contacts with faculty, staff, students and parents were handled as well.

» $14,450 of funding was distributed to 21 programs across campus to support and leverage diversity-related events organized by students, faculty and staff. They range from lectures, faculty-in-residence, cultural events, community outreach, mentoring programs to conferences and symposiums.

» Over 800 people attended the Dr. Martin Luther King Celebration Presentation at the Missouri Theater in January 2012. This was the largest attendance ever for any MLK event which the university has organized.

» The Chancellor’s Diversity Initiative Student Ambassadors program was launched in the Winter 2012 semester with 31 students selected out of a pool of 80 applicants. These undergraduate, graduate, and professional students volunteer to actively support the university’s mission of enhancing institutional diversity and promoting a more inclusive and welcoming campus.

» A monthly Workplace Diversity Series was introduced in March 2012. An online Diversity 101 course on Blackboard was piloted this summer.

3.2 Working with Faculty Council, deans and department chairs, plan for faculty and graduate students compensation packages that will place MU near the median of AAU public universities and update our employee benefit programs (e.g., adding domestic-partner benefit programs) in ways which will ensure the attraction and retention of the best faculty and graduate students in the country

Action Needed:

» Faculty Council and Graduate Faculty Senate shall appoint a faculty task force (all ranks) to confront the essential issues surrounding faculty and graduate student compensation and benefits. Although the system and campus administration should continue to press for greater state support of the university, the current national fiscal climate and potential for further stagnation or decline of state funding in the short term make it essential that faculty consider alternative funding and budget models to correct the historical shortcomings in faculty compensation. Council shall use the task force’s report to initiate a campuswide discussion of the faculty’s priorities in regards to funding increased compensation or benefits using either new or existing funds in the general operating budget. The consensus of the faculty shall be conveyed to the campus and system administration to help shape future budget allocations.

Responsible: Faculty Council, Graduate Faculty Senate, Graduate School Dean

» Utilizing the reports of the Faculty Council and Staff Advisory Council compensation task forces (see bullet 3.3), combined with the 2010 benefits survey, the Associate Vice Chancellor for Human Resource Services should report on benefit plan options such as the possibility of offering “cafeteria style” benefits packages that allow employees to choose between different types of benefit plans. Cost of plans should remain equitable.
Recent Actions Taken:

» Graduate Dean, Graduate Faculty Senate president, and Faculty Council chair will commission the task force and request preliminary study by the end of Spring, 2013.

» A major goal of the new fundraising campaign will be enhancing faculty compensation through endowed positions and other means.

» Campus policies for employment accommodations for trailing “spouse” have been updated to include “spouse/partner”.

» Confirmed identified benchmark institutions for faculty salary comparison and completed a comprehensive review of faculty salary comparator data to better quantify differences in MU faculty salaries and their market comparator groups. The resulting reports were presented to UM Administrative Officers along with available data on retention and turnover. This analysis provided a fact-based approach for addressing competitive positioning, peer group selection and areas for improved/targeted recruiting.

» Finalized the development of a new retirement plan that was adopted by the Board of Curators for new employees beginning October 1, 2012.

» Transitioned the Voluntary Retirement Plans [403(b), 457(b) and 401(a)] from 10 vendors to a Master Administrator single platform that resulted in simplified enrollment and administration, lower expense fees for participants and increased communication, tools and education. Employees now have access to free, unbiased consultation with a Guidance and Planning Consultant who can assist them in planning for retirement.

» Implemented a strategic communication plan that combines benefit, compensation and other related services into a total rewards communication approach enhancing the ability of employees to recognize communications related to these services. This included an updated website, redesigned communication materials and increased face to face education regarding benefits.

» Offered a qualified high deductible plan with an accompanying Health Savings Account (HSA) to replace the Catastrophic Plan that improves benefits for employees in this plan. UM contributed $250 for individual coverage and $500 for family/coverage to the HSA. Employee participation in this plan increased as a result.

» Completed integration of the wellness program with the benefits plan, enabling greater synergy and nonduplication across University health resources

» Completed a $100 incentive program, payable to employees’ tax-preferred health reimbursement or health savings accounts, for completion of a personal health assessment and biometric screening which were provided at no cost to the employee. Participation of 30 percent was achieved in the first year.

» Conducted 234 on-campus screening events across UM campuses.

» Obtained overall completion rate of 38% for personal health assessment and 33% for biometric screenings across University sectors in Year 1 of 2-year baseline period.

» Wellness Program began a 2-year baseline period to identify prevalence of health risks including body weight, physical inactivity, hypertension, and chronic pain. 95% of respondents reported that the health information and health feedback they received through the program was helpful. Survey respondents reported that they had made health behavior changes simply as a result of participating in the screening and health assessment: healthier eating (43%); more physical activity (43%), and managing stress better (15%).

3.3 Working with Staff Advisory Council, Human Resource Services and campus administrators, strive to make MU an exceptional employer for staff by providing competitive compensation
packages including equitable salaries, updated benefit packages and enhanced opportunities for staff training, mentoring and leadership development

Action Needed:
» Staff Advisory Council shall appoint a staff task force to address compensation issues. The task force should research innovative ideas for improving compensation and training such as (but not limited to) earmarking a portion of savings from Shared Services for staff raises and the development of an internal staff training program that includes coaching and mentoring through the post-interview process. The Human Resources staff titles pilot study should be expanded to include all staff positions to ensure competitive compensation packages are in place. The Staff Advisory Council shall report the task force’s recommendations to the administration.

Responsible: Staff Advisory Council

» Utilizing the reports of the Staff Advisory Council and Faculty Council compensation task forces (see bullet 3.2), combined with the 2010 benefits survey, the Associate Vice Chancellor for Human Resource Services should report on benefit plan options such as the possibility of offering “cafeteria style” benefits packages that allow employees to choose between different types of benefit plans. Cost of plans should remain equitable.

Responsible: Associate Vice Chancellor for Human Resource Services

Recent Actions Taken:
» The Staff Compensation Task Force submitted a recommendation to the Staff Advisory Council focused on development involving a Faculty Staff and Retirees Campaign and the Chancellor’s Fund for Excellence. Staff Advisory Council has submitted the recommendation to the administration.
» Campus policies for employment accommodations for trailing “spouse” have been updated to include “spouse/partner”.
» Finalized the development of a new retirement plan that was adopted by the Board of Curators for new employees beginning October 1, 2012.
» Transitioned the Voluntary Retirement Plans [403(b), 457(b) and 401(a)] from 10 vendors to a Master Administrator single platform that resulted in simplified enrollment and administration, lower expense fees for participants and increased communication, tools and education. Employees now have access to free, unbiased consultation with a Guidance and Planning Consultant who can assist them in planning for retirement.
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» Completed integration of the wellness program with the benefits plan, enabling greater synergy and nonduplication across University health resources.
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3.4 Design and implement incentive plans aligned with high-priority campus goals (e.g., excellent teaching and outreach activities), perhaps modeled after the existing MU Grant Incentive Plan but including more than just financial incentives

Action Needed:
» The Strategic Planning and Resource Advisory Council (SPRAC) should appoint a subcommittee to consider the feasibility of creating an incentive plan to reward individuals whose teaching or outreach efforts are not only high quality but also exceed expectations.

Responsible: SPRAC

Recent Actions Taken:
» The Campus Committee for Incentive Plans, chaired by Professor Bill Wiebold, is scheduled to present its findings to SPRAC during the spring semester 2013.

3.5 Explore more flexible models for promotion of tenured faculty and reward systems that allow non-traditional mixes of research, advising, teaching and service contributions that accommodate both the changing interests of faculty and the changing needs of the campus

Action Needed:
» Faculty Council shall appoint a task force of full professors with leadership reputations in teaching and/or research (e.g., Curators Professors, past heads of campus P&T committee) to perform a systematic examination of all aspects of the promotion of tenured faculty.

Responsible: Faculty Council

Recent Actions Taken:

3.6 Create a Teaching and Learning Center of Excellence that will nurture high quality teaching by sponsoring workshops, an annual teaching conference, peer review, and faculty development

Responsible: Vice Provost for Undergraduate Studies
Recent Actions Taken:

» The Vice Provost for Undergraduate Studies and the Dean of the Graduate School are co-sponsoring a study that will identify the key faculty support needs. Results are being summarized. These results will be used in the development of the Teaching and Learning Center of Excellence.

» Dr. Linda Bennett, ACE Fellow, is leading an ‘environmental scan’ to determine what programs are already available to support this goal of nurturing “high quality teaching”.

» Celebration of Teaching conferences have been held in 2010, 2011 and 2012. Two pre-conference workshops were held, one focused on Teaching with Creativity and the other focused on Teaching with Technology. The attendance grew from 350 in 2011 to more than 700 attendees in 2012. The 2012 Keynote speaker was Sir Ken Robinson. Day two featured more than 24 breakout sessions.

» Dr. Wilkins is piloting a graduate teaching network for the Graduate School.

Resource Generation & Allocation Objectives & Actions:

3.7 Ensure that, even as MU targets some resources toward the Mizzou Advantage, all programs that provide the core academic quality of MU are sustained at levels worthy of a major research university

Responsible: Provost

Recent Actions Taken:

» Renovations to Tate and Switzler Halls were completed.

» Invested additional $750,000 in student academic services, primarily at the Student Success Center, to ensure student success.

» The Department of Textile and Apparel Management has developed The Science of Textiles course as a lab course. The course is delivered in both face-to-face and on-line formats, and meets the requirements for General Education science lab courses with emphasis on chemical composition, molecular arrangement, and physical structure of natural and manufactured fibers.

» The Department of Human Development and Family Studies has redesigned a large writing-intensive course through the use of technology (Principles of Human Development), so that more students can be taught with existing resources while maintaining quality instructional and learning outcomes.

» With the support of the University, the School of Law has a taken a number of steps in enrollment management and career development. These steps have allowed the school to respond strategically to the changing circumstances in the legal market.

» Added 265 new courses across campus in AY2011-12.

» The School of Law made a strategic response to the changing circumstances in the legal market by making a number of steps in enrollment management and career development such as reducing the size of the entering class on a temporary basis to help maintain the academic credential quality of the entering class, and to better match the forecasted employment opportunities in the legal jobs market.

3.8 Working with campus academic and financial staff, students and state leaders, plan for new programs and vehicles of instruction, including new online certificate and continuing education
programs, that maximize revenue while ensuring high-quality instruction. Particular attention should be given to attracting new non-traditional, non-resident and international students.

Responsible: Provost

Recent Actions Taken:

» Four colleges (Business, CAFNR, HES, and Journalism) have collaborated on a campus-wide interdisciplinary minor in Entrepreneurship.

» The addition of the Sport Management emphasis (B.S. in Parks, Recreation & Tourism) and Sport Venue Management emphasis (B.S. in Hospitality Management) have significantly (450) added to MU’s and CAFNR’s enrollment.

» CAFNR is collaborating with peer institutions across the country to offer online certificates and degree programming through AG*IDEA, an affiliate of the Great Plains Interactive Distance Education Alliance (IDEA).

» CAFNR is offering a new online graduate certification in Agroforestry.

» The Great Plains Interactive Distance Education Alliance, of which MU is a member, has begun implementing the Military Academic Advancement Program to eligible members of the armed forces.

» The Department of Human Development and Family Studies, along with the Department of Personal Financial Planning, participates in the Great Plains IDEA educational consortium of 12 universities, offering Master’s degree programs in Youth Development, Family Financial Planning, Gerontology, and most recently (to be initiated Spring Semester 2013) Family and Community Services. An undergraduate degree in Early Childhood Education will be offered next year through the Great Plains IDEA consortium, and MU will be a participant.

» The Department of Human Development and Family Studies is now offering an on-line graduate certificate in Geriatric Care Management.

» In the Department of Textile and Apparel Management, an interdisciplinary grant submitted and approved by the Obama-Singh 21st Century Knowledge Initiative will foster the preparation of the Indian workforce for the burgeoning formal retail industry in India. An on-line certificate program is being developed.

» College of Engineering faculty play a key role in reforming Iraq’s educational system and recently secured a $1 million dollar grant from IREX (the International Research and Exchanges Board) to set up a training program for Iraq’s engineering faculty at MU. Partnerships in Iraq directly result in top Iraqi students coming to MU and in increased opportunities for MU faculty in this nation as well as development of international online course modules, an aspect of this innovative program.

» College of Engineering faculty recruit in China yearly to bring talented students to MU and further develop MU’s internationally known engineering programs.

» MU hosts more than 120 internationally-focused educational, cultural, and business delegations as well as foreign and diplomatic delegations to the University of Missouri each year to expand educational opportunities for current and future MU students, faculty, and staff.

» The Center for the Digital Globe, the College of Arts & Science, the College of Business and many others offer innovative degree and certificate programs to prepare MU’s students for today’s global challenges.

» MU’s International Programs Division and key administrative staff regularly travel globally to develop, design, coordinate and implement innovative educational programs, such as short-term study abroad programs, semester study abroad programs, joint undergraduate degree programs, joint graduate degree programs, faculty research exchanges, etc, which bring an estimated $10 to $15 million to MU yearly.
» The Global Scholars Program had 14 MU faculty participants from 7 different academic divisions last year; since its inception in 1998, over 200 faculty have participated.

» MU has more than 100 study abroad programs, which attract talented students to MU and reduce costs for many MU students.

» MU has more than 200 partnerships with leading global educational, corporate, foundation, and government institutions in more than 45 countries.

» MU’s International Programs Division provides international alumni outreach through the Truman Conference and other venues to attract new international students to and attract funding for new programs at MU.

» The College of Agriculture, Food, and Natural Resources competed for more than $10 million in USAID grants in the 2011-2012 academic year that would have directly created cross-national short-term training programs between MU and Armenia and many other nations, which would have used computer and internet technology to transmit some essential course information.

» The Trulaske College of Business developed and launched its execMBA in which all courses are hybrid (75% online and 25% on-campus).

» The LL.M. in Dispute Resolution program at the Law School has developed several avenues to attract new non-resident and international students. These include participation in the national Law School Advisory Committee’s new initiatives for LL.M. programs, building a relationship with Huazhong University of Science and Technology Law School in China, and exploring the establishment of a scholarship for LL.M. students from Uganda.

3.9 Develop strategies for producing new revenues from innovative research and other collaborations with the private and public sector

*Responsible: Vice Chancellor for Research, Vice Provost for Economic Development*

Recent Actions Taken:

» MU has led a state-wide effort to develop the Experimental Program to Stimulate Competitive Research (EPSCoR) in Missouri, resulting in the award of the Missouri EPSCoR Planning Grant from the National Science Foundation.

» The Topical Meeting of the Association of Bone and Mineral Tissue met in Kansas City, led by UMKC and supported by MU.

» MU established a new Maize Research Center to advance collaborations with many organizations.

» An expansion of the Office of Technology Management and Industry Relations (OTMIR) includes the deployment of decentralized Intellectual Property Licensing Units.

» Missouri Research Reactor produces over $20 million revenue per year primarily from radio-pharmaceutical community.

» MU’s Laboratory for Infectious Disease Research (MU LIDR) was awarded new grants from the DHS and NSF to operate and expand the activities of MU’s Biosafety Level 3 Research Facility.

» The International Institute for Nano and Molecular Medicine has advanced Boron-Neutron Capture Therapy (BNCT).

» The Life Sciences and Society Program at the Bond Life Sciences Center attracted over 600 attendees.

» Licensees have agreed to terms that require investment into local economy.

» Raytheon has partnered with MU to support advanced technology development and sharing in patent costs to protect intellectual property.
» Policies recently adopted by the Board of Curators allow MU equity-like involvement in operating entities, joint venture entities, and minority-interest entities.

3.10 Develop collaborative relationships with Missouri businesses, government offices and non-profits through which MU provides revenue-producing research and educational services that stimulate economic development and job creation

_Responsibility: Vice Chancellor for Research, Vice Provost for Economic Development_

Recent Actions Taken:
» MU is lead institution in a joint venture between Shasun and Nanoparticle Biochem Inc. designed to further NBI-29, a new gold-nanoparticle based radiopharmaceutical for the treatment of prostate cancer.
» EternoGen was formed based upon intellectual property developed by the MU Biodesign and Innovation Program. EternoGen creates new gold-nanoparticle based fillers for medical bulking applications that prevent infection and the inflammatory response.
» Organovo, a company that prints three-dimensional human organs and tissues from a ‘bio-ink’ that is made from the patient’s own cells based upon a license of MU’s intellectual property, was named one of the ‘TR50’ Top 50 innovative companies throughout the world by MIT’s Technology Review Magazine. Organovo went public in February, 2012 with a market cap of $40M and has a current cap of over $100M.
» The first group of five projects has received funding from the Coulter Foundation Translational Partnership with MU.
» MU has received over $80 million in American Recovery and Reinvestment Act funding.
» MU has won a $5.5M award from the Indo-USA Cooperative Partnership to develop feedstock and advanced rural bioenergy refineries.
» The Kimmel Foundation has made a $5.5M, five-year gift to MU to establish the Sidney Kimmel Institute for Nuclear Renaissance.
» MU collaborates with MS&T and the UM System to assist in the development of Small Modular Reactors (SMRs) with Westinghouse and Ameren.
» Enterprise Investment Program awarded early stage funding to two MU start-up companies.

3.11 Assure that MU Libraries are able to support the teaching, research, outreach and economic development missions of a major research university

Action Needed:
» Develop a suite of benchmark measurements to track use of online and print collections, research and document delivery services, consultation and instructional services, and facilities.
» Assess the quality of library collections and services through periodic surveys of faculty, students and other constituencies.

_Responsibility: Director of Libraries and Library Committee_

Recent Actions Taken:
» Library Assessment Advisory Committee (LAAC) is completing a report detailing efforts over the past two years to establish and implement measures of quality in MU Libraries’ services and collections.
The LAAC administered the LibQUAL+ survey to randomly selected MU faculty, students and employees. Over 1,200 valid responses were received for this rigorous survey that has been used by the Association of Research Libraries for more than a decade. Approximately half of the responders indicated use of the MU Libraries weekly, and overall results of the survey were positive. The upcoming LAAC report will provide further details for this and other assessment efforts.

MU Library Committee chair met with Faculty Council Executive Committee in April, 2012, to discuss the work of the library committee and to present the draft of the committee's survey instrument.

With the help of Faculty Council, MU Library Committee developed and administered in April a comprehensive survey of MU faculty, and total of 357 faculty members responded. The Committee will be analyzing the survey data during fall 2012, and suggesting improvements to the Library Management Team. One notable survey result: 86.7% of respondents indicated agreement with the following statement: "The MU Libraries are central to my research effort," with a large majority (66.3% of the total) marking "strongly agree."

3.12 **Continually seek more efficient methods of operation to free up resources that can be reallocated to critical needs**

**Responsible: Director of Budget**

**Recent Actions Taken:**

- The following expense reductions were part of balancing the FY13 budget:
  - Reduced faculty and staff salary expenses: $2M
  - Reduced campus insurance budget: $500,000
  - Reduced Chancellor’s Academic Fund budget: $500,000
  - Reduced Mizzou Advantage budget: $350,000
  - Eliminated support for Athletic debt service: $750,000

- The following revenue enhancements were part of balancing the FY13 budget:
  - Increase in tuition rates: $13,600,000
  - Increase in tuition due to enrollment: $3,200,000
  - Reallocate tuition from distance education to GO budget: $2,000,000

- Implementation scheduled for FY13 for new system-wide budget system to enhance long-range financial planning.
- Continue Operational Excellence Initiative, formerly known as shared services to explore expense savings and avoid duplication of administrative tasks.
- Will propose a new “Border Award” for FY14 to attract nonresident students from counties that are contiguous to Missouri.
- Admissions Office will review high school recruitment potential in SEC states to determine if we should place a full time recruiter in that region which could enhance nonresident tuition revenue.
- New degree program in Athletic Training being introduced which will enhance enrollment and tuition revenue.
3.13 Increase research grants and contracts necessary to maintain and grow the state’s largest research enterprise

*Responsible: Vice Chancellor for Research*

Recent Actions Taken:

- Close monitoring efforts have been established to assure that the $81M in A.R.R.A. awards are spent by the end of FY13.
- Contingency plans have been developed to protect research at MU if sequestration hits in early 2013.
- Major new health-related research grants have been awarded to MU recently in Nursing ($14M Grant to avoid re-hospitalization of senior patients), Medicine (START2 Grant, $13.3M, to develop comprehensive portals for patient and practitioner health management with Cerner as a partner).
- A new stream of major funding for $5.5M has been awarded by the Indo-USA Collaborative Partnership for the development of biofuels.
- New campus-wide COI system has been fully adopted that supports new NIH Mandates, assuring MU’s continuing eligibility for DHHS funding.
- A major grant has been competitively from National Institute for Food and Agriculture to advance bovine genetics.
- Missouri has become EPSCoR eligible, and we have won the EPSCoR Planning Grant, and we at MU have coordinated the formation of the EPSCoR Steering Committee State-wide, and we have submitted the $20M EPSCoR Track 1 Proposal.
- MU has teamed with MS&T to develop a MOU with Westinghouse to support their bid with Ameren to become the manufacturers of new Small Modular Reactors (SMRs). The first faculty contract within this program was awarded by Westinghouse to MU.
- Savage River Farms, dba Beyond Meat, has fully executed the terms of their license agreement for MU-developed soy processing technology by opening a research and manufacturing plant in Columbia, Missouri that is actively shipping product.
- MU has been named a Translational Research Partner by the Wallace Coulter Foundation, which provides $1M/year to assist with the commercialization of MU’s intellectual property in medical device development.
- Astrophysicists at MU team closely with their counterparts at the University of Western Cape in South Africa, which recently won a multi-billion dollar opportunity to help develop the Square Kilometer Array (SKA), which will be the world’s next grand telescope. This will also be the first multi-billion dollar major physics investment in South Africa.
- The Sidney Kimmel Foundation has donated a $5.5M gift to create the Sidney Kimmel Institute for Nuclear Renaissance (SKINR) at MU. SKINR works with six faculty research groups to explore new nuclear science phenomena.
- The Center for Arts and Humanities reorganizes directly within the Office of Research to permit a doubling of direct support for faculty creative works, up now to $50K per year from $24K per year.
- Close exchanges occur between the leadership of MU and the Chinese Academy of Sciences to establish new collaborative research efforts, including a commitment to build upon our existing collaborative strength in archiometry.
- The MU Laboratory for Infectious Disease (MU LIDR) secures over one million dollars in sponsored research since opening last year, and a fund to develop more qualified MU LIDR researchers is created at MU.
MURR and Physics wins a major new NSF IGERT ($3M) for graduate training in neutron scattering.

3.14 Building on the successes of For All We Call Mizzou, plan and execute an aggressive development campaign that will provide the crucial financial support MU will need to excel

Responsible: Vice Chancellor for Development

Recent Actions Taken:

» All of the recommendations for improvement made by the eleven post-campaign internal committees have been executed to the extent that budget and human resources allow. To execute the recommendations, three positions in development communications and donor relations have been funded through internal reallocations of resources.

» An external Campaign Planning Committee has held four meetings at MU. The fifth meeting is scheduled for December 3, 2012.

» Recruitment for the Campaign Cabinet by the Chancellor and Vice Chancellor, Development & Alumni Relations, has begun and will be completed by April 2013.

» Each academic, administrative and athletic unit that has fundraisers assigned to them has submitted their priorities and these were approved and finalized during the summer of 2012.

» Most of the institutional priorities have been identified by Chancellor Brady Deaton. These include: investing in people – students, faculty and staff, economic development, investing in facilities that are critical for teaching and learning and the Chancellor’s Fund for Excellence.

» Interdisciplinary fundraising priorities are being finalized.

» An ad hoc committee has been established to build the foundation for an international fundraising program.

» Grenzebach & Glier Associates are conducting a Campaign Strategic Planning Study with key donors and volunteers. The study will be completed by November 30, 2012 and the analysis of the study and recommendation will be given to Development in early December 2012.

» Chancellor Brady Deaton and Vice Chancellor Tom Hiles have participated in Campaign Leadership Briefings in Kansas City, St. Louis, Chicago, Washington DC, Dallas and Houston. Briefings will also be held in New York and California.

» A Campaign Campus Leadership Summit has been scheduled for April 8, 2013.

3.15 Continue systematic planning to ensure that campus facility infrastructure, space utilization, sustainability initiatives and information technology are ready for tomorrow’s teaching, research, economic development and service innovations

Action Needed:

» Report annually to the Chancellor and broadly to the campus community on campus facility and information technology infrastructure, capabilities and innovations required for cutting edge teaching, research, economic development and service.

Responsible: Associate Vice Chancellor–Facilities, Chief Information Officer
Recent Actions Taken:
» Implemented the Equella digital content management system to store media files for use by learning management systems, such as Blackboard and Sakai.
» Migrated over 3,000 phone lines to Voice over IP (VoIP), and 9,500+ voice mail subscribers to a hosted CenturyLink voice mail system.
» Upgraded to Microsoft Exchange 2010 email using a unified infrastructure to serve all 44,000 UM System accounts, built a disaster recovery/business continuity site in Rolla, and introduced record retention folders in all email boxes.
» Supplemented the goMizzou mobile phone application with new Athletics and Library modules, and expanded/improved functionality in five existing modules: News, Events, Campus Dining, Courses and STRIPES. The total number of downloads jumped from 21,600 to 50,800.
» Implemented UMOnline Portal to expand access to MU online courses worldwide.
» Implemented PeopleSoft Finance Module applications, including Travel and Expense and the Cash Received Report.
» Completed a major upgrade to the PeopleSoft Human Resources Module.
» Eliminated the routine use of Social Security numbers in the PeopleSoft Student Module.
» Added 700 terabytes (TB) of data storage, and over 45 new processing nodes for research computing needs.
» Augmented non-research data storage by 90 TB.
» Introduced RightFax service to enable delivery to the desktop and reduce the number of fax machines, associated phone lines, and cost of paper and toner.
» Continued to harden IT infrastructure and services, such as email and Blackboard, against disaster and ensure business continuity, including provision of off-site standby hardware at S&T.
» Integrated eCard with our current ID card system to enable students to check recent TigerCard activity, add funds to Campus Dining EZ-charge accounts, and deactivate a lost or stolen TigerCard.
» Federated security credentialing with InCommon institutions, such as NSF and Educause, to enable MU faculty and staff to use their University issued log-in ID and password to access non-MU password-protected websites.
» Added over 2.4 million feet of high-speed data cables and over 10,000 data jacks to the Patient Care Tower.
» Added an additional 800+ strands of optical fiber between the Telecom and North Nodes to improve data center and core network redundancy.
» Supplemented wireless coverage in the Student Commons, Hearnes Center, Physics, and Cornell Hall.
» The MU Power Plant’s biomass supply contract sets a precedent for sustainable biomass procurement and supports Missouri’s economy.
» The 100 percent biomass boiler will begin operation in late fall 2012.
» Two renewable-energy demonstration projects on campus will be operational in fall 2012. A wind turbine will provide electricity to the old Beef Barn, east of the General Services Building. A solar photovoltaic system on the new fuel-unloading building at the MU Power Plant will feed into the MU Power Plant’s electrical grid.
» MU’s largest construction project to date, the MU Health Center Patient Care Tower, is on schedule for substantial completion in January 2013.
» With the Gwynn Hall renovation under way in fall 2012, MU Campus Facilities continues to build upon its stewardship renovation model.
» CF-Landscape Services worked with the College of Engineering and the College of Agriculture, Forestry and Natural Resources to restore the area known as Hinkson Bottoms and use it for research as a storm water management site.
MU’s current master plan and climate action plan can be found here: http://www.cf.missouri.edu/masterplan/

The Sustainability Tracking, Assessment & Rating System™ (STARS), a transparent, self-reporting framework for colleges and universities to measure their sustainability performance, is nearing completion and will be submitted to the Association for the Advancement of Sustainability in Higher Education.

An MU Parking & Transportation transit study was conducted to determine students’ transit needs. An ongoing marketing campaign will implement study recommendations.

### Policy Objectives & Actions:

#### 3.16 Systematically study campus policies and practices with an eye toward removing bureaucratic barriers to innovation and encouraging risk-taking

**Action Needed:**

- Appoint a subcommittee of SPRAC to identify barriers that need to be removed and make recommendations for creating processes and systems that support innovative and interdisciplinary teaching and research.

  **Responsible:** SPRAC

**Recent Actions Taken:**

- The Campus Committee on Innovation, chaired by Professor Michael Diamond, presented its findings to SPRAC in October 2012. A written report is expected during the spring semester 2013.

#### 3.17 Working with Faculty Council, deans, department chairs and administrators, systematically study and revise promotion and tenure guidelines at the departmental, divisional and campus levels to bring them in line with strategic planning goals

**Action Needed:**

- Faculty Council shall appoint a task force of tenured and tenure-track faculty from all ranks to perform a systematic examination of all aspects of the promotion and tenure process, including rewarding interdisciplinary scholarship and considering where tenure might reside.

  **Responsible:** Faculty Council

**Recent Actions Taken:**

#### 3.18 Create a task force to review current policies, analyze effectiveness of current methods of collecting and reporting, and if warranted, investigate the feasibility of creating a unified data collection mechanism to record and report faculty and student activities and accomplishments efficiently

**Responsible:** Provost
Recent Actions Taken:

» A UM System-wide effort is underway to ascertain the demand, requirements, and resource availability to replace the Faculty Accomplishment System, and, if feasible, purchase or develop a replacement capable of supporting the entire UM System over time.

» Academic department scholarly output data, delivered through Academic Analytics, are provided to department chairs in the academic program assessment process. Academic chairs can use this information, along with scholarly data that they may collect, to assess the scholarly productivity of their unit.

» An MU integrated data warehouse is currently being developed. This warehouse links data across systems (e.g., student, human resources, finance, etc.) so that a single structure can provide data and support decision-making at different levels on campus (e.g., department, school or college, campus, etc.). The data warehouse will not only enhance reporting across campus, but eventually provide supporting data for the future cost studies.

» A continuous quality improvement function has been established on campus and this function is currently engaged in several projects at the administrative and academic levels. Housed in the Office of Institutional Research and Quality Improvement, an associate director and research analyst are spearheading this effort on campus.