

# Long-Range Plan Open Forum

April 30, 2012

3-4:30 p.m.

Meyer Library Auditorium

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# Forum agenda

- **Introduction** Clif Smart
- **First-year highlights** Clif Smart
- **Proposed changes to measures** Jim Baker
- **Key performance indicators** Frank Einhellig
- **HLC accreditation in 2015-16** Tammy Jahnke
- **Question and answer on any topics**



# Long-Range Plan



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# Mission

Missouri State University is a public, comprehensive metropolitan system with a statewide mission in public affairs, whose purpose is to develop educated persons. The University's identity is distinguished by its public affairs mission, which entails a campus-wide commitment to foster competence and responsibility in ethical leadership, cultural competence and community engagement.

# Overarching and enduring commitments

- Guide the development of the plan
- Three commitments:
  - Student learning
  - Inclusive excellence
  - Institutional impact



# Major goals guiding plan

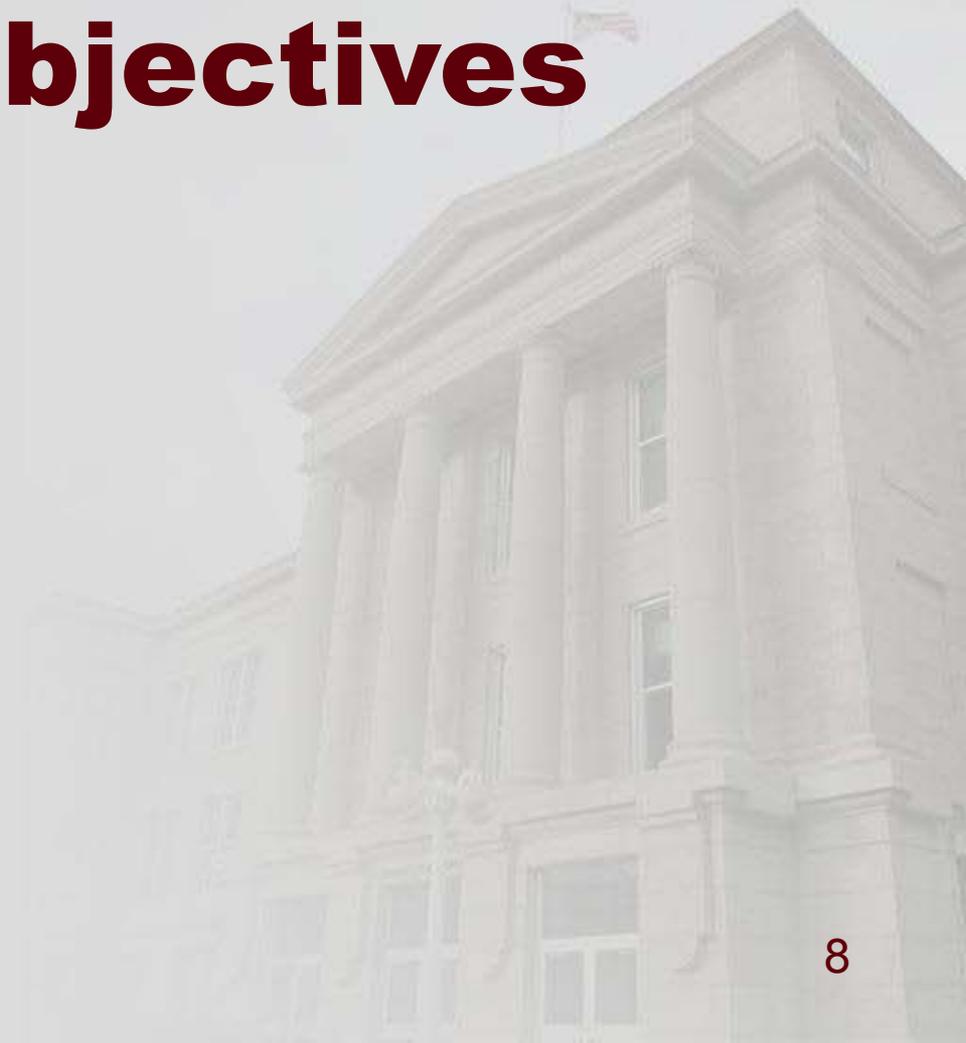
- Improve the undergraduate programs across campus through emphasis on student learning outcomes, and elevate multiple programs to “destination program” status
- Strengthen and expand focused graduate programs to positively impact the region and state.
- Create a more diverse student body and workforce.
- Establish the University as an “employer of choice”

# Strategic directions

- Access to Success
- Public Affairs Integration
- Engaged Inquiry
- Partners for Progress
- Valuing and Supporting People
- Responsible Stewardship



# Reaffirming objectives



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# Access to Success: Objectives

1. Increase the number of programs that can be completed through alternative pathways and increase the number of students in alternative pathway programs.
2. Maintain modest growth in enrollment while increasing the diversity of the student body.
3. Monitor course demand more efficiently to ensure proper availability of courses to optimize student learning.
4. Maintain competitive cost of attendance.

# Access to Success: Objectives

5. Increase the retention rate of first-time freshmen.
6. Increase the six-year graduation rate of freshmen and transfer students.
7. Increase the number of degrees awarded in non-STEM fields aligned to the critical workforce needs of the region and state.
8. Increase the number of degrees awarded in STEM fields.
9. Improve student learning outcomes by applying creative design and delivery approaches across the breadth of the curriculum.

# Public Affairs Integration: Objectives

1. Demonstrate improvement in student learning outcomes specific to the competencies and content knowledge articulated by the public affairs mission.
2. Develop scholarship, curricular materials and educational practices that promote teaching and learning in public affairs.
3. Increase student involvement in the co-curricular activities relevant to the learning outcomes of the public affairs mission.
4. Enhance student opportunities to directly apply their knowledge to solving issues of public concern.

# Engaged Inquiry: Objectives

1. Increase the amount and scope of basic and applied research activity in selected fields where MSU has competitive strength and which are consistent with the University's mission and vision.
2. Increase the number of student-faculty collaborative research activities.
3. Increase the number and impact of collaborative interdisciplinary research projects.
4. Expand the capacity of the University to engage in the scholarship of teaching with intended outcomes of improving the design and delivery of the student learning experience.

# Partners for Progress: Objectives

1. Expand the opportunities and increase the impact of JVIC and IDEA Commons on the economic development of the region and state and enhance the University's role and impact in supporting entrepreneurial activities that foster job creation and economic growth in the region and the state.
2. Increase MSU's presence and impact in helping resolve critical community-based issues locally and regionally.

# Partners for Progress: Objectives

3. Expand collaborations and work with P-12 (preschool-grade 12) partners to improve schools and student readiness for college.
4. Increase technology transfer through innovation and partnerships with science and technology communities in the region and beyond.
5. Expand opportunities to support social, cultural, education and health related issues through collaborations with local, regional, state, national and global partners.

# Valuing and Supporting People: Objectives

1. Recruit and retain a diverse workforce of faculty and staff.
2. Ensure MSU sustains and improves the capabilities and competencies of its faculty.
3. Ensure MSU sustains and improves the capabilities and competencies of its academic administrators.
4. Ensure MSU sustains and improves the capabilities and competencies of its staff.
5. Align employee performance expectations to achieve MSU's mission and vision.

# Valuing and Supporting People: Objectives

6. Reward employees based on merit and at competitive compensation.
7. Foster an organizational culture that embraces a commitment to assessment of outcomes, continuous improvement, collaboration and teamwork, and visionary leadership.
8. Enhance and leverage technology to improve teaching and learning systems.
9. Maintain a modern technology portfolio that enhances productivity and efficiencies.



# Responsible Stewardship: Objectives

1. Grow and diversify revenue ensuring financial sufficiency and flexibility to support MSU's mission.
2. Allocate resources, including debt, strategically to achieve MSU's mission and vision.
3. Manage fiscal assets prudently to ensure the University operates within its means.
4. Invest in the preservation, modernization and replacement of capital assets to support mission critical needs.

# Responsible Stewardship: Objectives

5. Utilize and operate facilities efficiently.
6. Operate the University in a safe and environmentally conscious manner.
7. Demonstrate transparency and accountability to the University's constituencies.
8. Manage University-wide risk (e.g., reputational, strategic, market, financial and operational) effectively.





# Selected first-year highlights



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# Access to Success: First-year highlights

- The Executive Enrollment Management Committee was reconstituted in fall 2011.
  - College deans have established enrollment targets for the fall 2012 semester.
  - General enrollment targets are being developed.
  - Steps are underway to employ the services of a higher education marketing consultant to help us evaluate and enhance our marketing effort.
  - The scholarship program is being reviewed.
- Created data files that permit deans and heads to monitor same time enrollments in all general education classes.
- Deans continue to enforce enrollment minimums to ensure efficiency.



# Access to Success: First-year highlights

- The number of historically underrepresented, first-time new in college for fall 2012 is 1,002, up 267 (36%) over this time last year.
- The inaugural Multicultural Leadership Scholarship Interview Day took place in January 2012 and attracted more than 400 applicants.
  - Sixty-two scholarships were offered along with three MLS candidates being awarded the Presidential Scholarship.
- International enrollment for fall 2011 was 1,304 (3% increase over fall 2010 enrollment).

# Access to Success: First-year highlights

- All of the existing health-related programs are being expanded to accommodate more students.
- An additional 15 STEM (Science, Technology, Engineering, Math) graduate assistants have been funded through 2012-13.
- Enrollments continue to grow in the Professional Science track of the Master of Natural and Applied Sciences (MNAS) degree which was approved in November 2011.

# Access to Success: First-year highlights

- Used the Missouri Department of Higher Education (MDHE) list of critical need areas to develop a list of MSU programs to be monitored as non-STEM critical workforce need degree completions.
- Several new programs have been developed and fully approved for implementation:
  - Doctor of Nursing Practice
  - MS in Athletic Training
  - EdS in Counseling and Assessment
- Plans continue for the implementation of a Doctor of Pharmacy (PharmD) program on campus in conjunction with the University of Missouri-Kansas City.



# Access to Success: First-year highlights

- PSY 121 (National Center for Academic Transformation) and ENG 110 (Next Generation) are piloting significant course transformations as part of statewide initiatives.
- The math department has continued with its efforts to transform several of its classes with an eye toward improving student learning and success in these gateway classes.

# Access to Success: First-year highlights

- Increased credit hour production  
Online: >25%      Blended: >45%      iCourse deliveries: 10%
- Several academic departments have identified alternative degree completion pathways with a clearly defined rotation of courses.
  - Enables students to plan evening and distance delivery course options.
- Identified a general education pathway available through iCourse and online deliveries.
  - Missouri State Online website has been significantly revised to become more user friendly.



# Access to Success: First-year highlights

- Missouri State Online created landing pages for all undergraduate and graduate online degree programs and certificates.
  - Provides consistent structure and easy access
  - Pages provide program overview, advisor, degree requirements and course rotation with links to other pertinent information such as financial aid and admissions.
- Developed standard class patterns (i.e., meeting times) for evening courses to be implemented in spring 2013.



# Access to Success: First-year highlights

- The number of students using the Bear CLAW continues to increase.
  - As of April 17, the number of participants during the spring 2012 semester were:
    - Subject area tutoring (2,366)
    - Writing Center (1,506)
    - Supplemental instruction (3,762)

# Access to Success: First-year highlights

- Intervention strategies continue to be expanded.
  - Includes curricular learning communities, integrative service learning and living learning communities
- Improved online writing support was launched in spring 2012 through the use of Adobe Connect.
- Changes have been made in the SOAR program.
  - Includes college-specific sessions designed to improve communication about college standards, requirements and opportunities to incoming students

# Access to Success: First-year highlights

- Number of student participants in Study Away has increased 35% over the past two years (from 289 to 389).
- Number of faculty-led Study Away trips increased 59% during the last year (from 17 to 27).

## West Plains

- GOAL — Great Opportunities for Adult Learners Program
- Articulation agreements in allied health
- Improved developmental curriculum to increase retention

# Public Affairs Integration: First-year highlights

- General Education Task Force has incorporated public affairs-related learning outcomes as part of its recommendations to the Faculty Senate.
  - Currently being acted upon by the Senate
- Task Force is also considering how public affairs can best be incorporated into the structure of the new program.
  - Work in this area will also be forwarded to the Faculty Senate



# Public Affairs Integration: First-year highlights

- eJournal of Public Affairs was launched on Feb. 1, 2012.
  - A collaborative effort between MSU and the American Democracy Project, an American Association of State Colleges and University (AASCU) Initiative
- The Distinction in Public Affairs program produced a second cohort who presented projects at the 2012 Public Affairs Conference.
  - Included six group presentations involving 38 students.



# Public Affairs Integration: First-year highlights

- More than 330 people participated in the community-wide event, Lee Mun Wah: “An Unfinished Conversation,” which focused on race-based interactive education.
- Facing Racism training was accomplished in collaboration with the Springfield Chamber of Commerce.



# Engaged Inquiry: First-year highlights

- Through March, more than 97 named investigators had received more than \$14.2 million in external funding.
  - Funding example — VESTA:
    - Major grant received by The Viticulture and Enology Science and Technology Alliance (VESTA) housed in the William H. Darr School of Agriculture.
    - The \$4.99 million grant from the National Science Foundation (NSF) was to establish VESTA as a National Center of Excellence.
    - As a national center, VESTA will assist the economic development and sustainability of the rapidly expanding U.S. grape and wine production industry.

# Engaged Inquiry: First-year highlights

- A University Task Force on Undergraduate Education was created.
  - Developed an institutional definition of “undergraduate research”
  - Surveying faculty and students to determine the existing scope of these activities
  - Will recommend a plan for being able to monitor the extent of undergraduate research activities
- Undergraduate research presentation forums and senior days have expanded in the Colleges of Natural and Applied Sciences, Health and Human Services, Humanities and Public Affairs and Arts and Letters.
  - These events are complementary to the annual Interdisciplinary Graduate Research Forum.

# Engaged Inquiry: First-year highlights

- College strategic plans now include goals for increased research productivity.
  - To help achieve these goals the provost has emphasized the option of flexible work assignments.

## West Plains

- Title III funded faculty development initiatives



# Partners for Progress: First-year highlights

- Continued as one of several partners in the Teacher Education Alliance.
  - Partners include Drury, Evangel and Baptist Bible College
  - Designed to offer increased support for high poverty enrollment schools in Springfield R-12
- Missouri University of Science and Technology engineering program on campus continues to expand.
  - Waiting to hear the final outcome of the ABET accreditation visit



# Partners for Progress: First-year highlights

- The MS, Nurse Anesthesia program gained approval from the Council on Accreditation for multiple new clinical sites.
- Work continues with OTC on a variety of collaborative projects:
  - Service-learning partnership
  - Common reader
  - Articulation agreements
  - Sharing of test proctoring accessibility

# Partners for Progress: First-year highlights

## West Plains

- Involvement by Small Business and Technology Development Center (SBTDC) with Ozarks Small Business Incubator
- Construction of Gohn Hall to serve adults in the bachelor's and master's degree completion programs
- Facing the Future: Collaboration for College Readiness program with area schools

# Valuing and Supporting People: First-year highlights

- Provided a 2% raise pool beginning Jan./Feb. 2012, despite a 7% reduction in state appropriations.
  - This comes on the heels of last year's equity adjustments for faculty and pay grade adjustments for staff.
- Approved shared leave bank, which will be implemented July 1, 2012.
- Increased per course faculty salaries effective fall 2012.
- Approved new pay scale for those teaching GEP 101 and UHC 110 beginning in fall 2012.



# Valuing and Supporting People: First-year highlights

- The newly created vice president for diversity and inclusion (Dr. Ken Coopwood) was hired and began duties in fall 2011.
- A Faculty Diversity Composition Initiative was created to help address underutilizations of underrepresented faculty and staff.
  - Expected to impact employment, development and retention



# Valuing and Supporting People: First-year highlights

- Initiated a process for one-third of the academic departments to review/revise their tenure and promotion guidelines each year.
  - Guidelines will be reviewed by the provost's Committee on Tenure and Promotion to ensure they are compatible with University expectations and Faculty Handbook.



# Valuing and Supporting People: First-year highlights

- Provost fellow (Dr. Masterson) is working with the colleges on faculty development opportunities for newer faculty
  - How to develop a research agenda
  - Vita development/presentation
  - Best practices to achieve tenure and promotion
- The program review process has continued as departments prepared self- studies and host external reviewers.
- Several programs have experienced successful accreditation site visits.



# Valuing and Supporting People: First-year highlights

- Computer services and the Faculty Center for Teaching and Learning, along with the Instructional Technology Committee and Distance Education Committee, continue to work to enhance systems and support to all end-users in technology-enhanced classrooms.
- Computer services and the office of the provost are working on a Title III grant application to enhance capabilities and development opportunities for faculty.



# Valuing and Supporting People: First-year highlights

- Achieved goal of 1Gb of networking bandwidth capacity.
- Increased wireless coverage from 37% to 49% toward ultimate goal of 100% by 2016.

## West Plains

- Implementing “lecture capture” to better serve students
- Preparing to implement electronic portfolios



# Responsible Stewardship: First-year highlights

- 15 key performance indicators (KPIs) identified
  - Information will be systematically collected and shared via spreadsheets, online presentations, etc.
- Board approved first program-specific enrollment fee (College of Business Administration)
- Standard & Poor's Rating Services raised its long-term and underlying rating (SPUR) of Missouri State University from "A" to "A+" for recent bond issues for both auxiliary and educational purposes.

# Responsible Stewardship: First-year highlights

- Sustainability Advisory Committee has developed goals to achieve Silver Rating from the Association for the Advancement of Sustainability in Higher Education (AASHE) in 2014.
- Eight new collection bins for waste/recycling have been deployed in academic buildings.
- 423 tons of material (71% of total 592 tons) from demolition of Victoria Apartments were recycled.



# Responsible Stewardship: First-year highlights

## West Plains

- Received University's largest gift ever for scholarships to benefit West Plains students — \$4 million



# Proposed revisions to performance measures



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# Access to Success: Measures

- Objective 2, Measure 1
- Recommend wording change:  
Through the Executive Enrollment Management Committee, develop and continually revise as needed an enrollment management plan to optimize enrollment and net revenue. The plan will include targets for various segments of the University's enrollment and strategies for achieving those targets. Segments include (but are not necessarily limited to) the following, some of which overlap:
  - Undergraduate degree-seeking (first-time new in college and transfer)
  - Graduate degree-seeking
  - Non-degree and certificate-seeking students
  - High school dual enrollment
  - International students
- The enrollment management plan must address the diversity objectives listed in Measure 2 and will include an annual progress report.



# Access to Success: Measures

**Objective 2, Measure 2:** Increase percentage of historically excluded groups from 9% to 12% by 2016.

- **Recommend replacing measure:**  
Establish a goal of 2,225 historically underrepresented students by 2016.
  - In the fall 2011 semester, we had 1,976 students from underrepresented groups (including “more than one race.”)
  - If we increase by 2% per year (twice the percentage growth targeted for overall enrollment), it would grow to 2,225.
- **Recommend expanding accountability:**  
Add vice president for diversity and inclusion.

# Access to Success: Measures

**Objective 2, Measure 3:** Increase percentage of international students from 6% to 8% by 2016.

- **Recommend replacing measure:**  
**Increase number of international students from 1,304 to 1,500 by 2016.**
- Total international student enrollment for fall 2011 was 1,304. Total Springfield enrollment (including 2,086 precollege students) was 20,802. Based on these enrollments, 6% of the Springfield campus students are international. The goal for 2016 is for 8% of the students to be international.
- The difficulty is that we do not know what the total enrollment will be in 2016, so we will not have the denominator necessary to calculate the percentage of international to total students.

# Access to Success: Measures

## Objective 5, Measure 1: Retention rate

- Recommend expanding accountability:  
Add vice president for diversity and inclusion



# Public Affairs Integration: Measures

**Objective 3, Measure 4:** Number of students participating in volunteer activities within the community

- Target needs to remain TBA for now because we don't know what our numbers are from this current year.
- With newly hired director of volunteer services, our programs and opportunities have increased considerably. Last year we had 5,901 students engaged in the community (2010-11). We already have engaged up to 1,000 students through new sponsored programs this year. We may want to establish targets in the 7,000 to 8,000 range.
- **Recommend adding the following new measures:**
  - Community impact of students in the community
  - Number of agencies impacted by students
  - Number of hours served
  - Dollar value of hours served

# Public Affairs Integration: Measures

**Objective 3, Measure 5:** Number of students who participate in cross-cultural activities and programs designed to develop cultural competence

- Recommend expanding accountability:  
Add vice president for diversity and inclusion



# Engaged Inquiry: Measures

**Objective 1, Measure 3:** Increase percent of tenure-track faculty participating as principal or co-principal investigators from 19.8% to 25% by 2016.

- **Recommend changing measure:**  
**Include targets for the different colleges**
- The university-wide measure will be retained, but the Academic Leadership Council should establish baseline measures for each college based on the average faculty participation rate from the last three years.

# Engaged Inquiry: Measures

**Objective 1, Measure 4:** Increase from 50 to 55 (by 2016), the number of proposals for external funding submitted in biotechnology, materials science, natural environment and health.

**Objective 1, Measure 5:** Increase from \$4.0 million annually to \$4.4 million annually the total awards received in the selected fields of biotechnology, materials science, natural environment and health.

**Objective 3, Measure 1:** Increase the number and impact of collaborative interdisciplinary research projects.

- **Recommend discontinuing measures.**
- We do not currently track our grants in this manner, as the placement of each grant into one of these categories is subjective and extremely time consuming.
- Substitute key performance indicator 14 as the measure for these objectives.

# Partners for Progress: Measures

**Objective 1, Measure 2:** Increase the number of jobs created in IDEA Commons from 59 to 150 by 2016.

- **Recommend replacing measure:**  
Support business development by facilitating the creation of 650 jobs by 2016.

**Objective 1: Measure 4:** Increase external research funds generated from \$4.4 million to \$6 million annually by 2016.

- **Recommend discontinuing measure.**
- We do not track grants in this manner and this would be a very time consuming process.
- Substitute key performance indicator 14 as the measure for this objective.



# Partners for Progress: Measures

**Objective 2, Measure 1:** Increase MSU's presence and impact in helping resolve critical community-based issues locally and regionally.

**Objective 2, Measure 2:** Increase the number of applied community-based problem-solving research projects.

- Recommend measures be reviewed and clarified.



# Responsible Stewardship: Measures

**Objective 1, Measure 1:** State appropriations per FTE student.

**Objective 1, Measure 2:** State capital appropriations per FTE student.

- Recommend discontinuing measures.
- University has no control over measures.

**Objective 1, Measure 4:** Other sources of revenue (not including tuition and fees).

- Recommendations:
  - Delete “(not including tuition and fees).”
  - Add 2016 Target:  
Develop new sources of revenue from our traditional tuition structure.



# Responsible Stewardship: Measures

**Objective 2, Measure 1:** Expendable financial resources to direct debt.

- Recommend changing 2016 Target:  
Remain above the median annual baseline as reported by Moody's Annual U.S. University Medians for Aa3 rating, Median FY2009: 0.89.

**Objective 2, Measure 2:** Total financial resources to direct debt.

- Recommend changing 2016 Target:  
Remain above the median annual baseline as reported by Moody's Annual U.S. University Medians for Aa3 rating, Median FY2009: 1.53.

# Responsible Stewardship: Measures

**Objective 3, Measure 1:** Total financial resources per student.

- Recommend changing 2016 Target:  
Strive to increase total financial resources per student to move closer to the median baseline as reported by Moody's Annual U.S. University Medians for Aa3 rating, Median FY2009: \$14,913.

**Objective 3, Measure 2:** Expendable financial resources to operations.

- Recommend changing 2016 Target:  
Remain above the median annual baseline as reported by Moody's Annual U.S. University Medians for Aa3 rating, Median FY2009: 0.43.

# Responsible Stewardship: Measures

## Objective 3, Measure 3: Annual operating margins

- Recommend changing 2016 Target:  
Remain above the median annual baseline as reported by Moody's Annual U.S. University Medians for Aa3 rating, Median FY2009: 0.9%.

## Objective 3, Measure 4: Monthly days cash on hand

- Recommend changing 2016 Target:  
Strive to maintain above \$40,000,000 of general operating fund cash and investments balance.

# Responsible Stewardship: Measures

- Recommend adding new measure:  
**Objective 3, Measure 5: Total Composite Financial Indicator Score**
  - 2016 Target:  
Remain within the Public Institutions Composite Index Zone “Above” as reported annually by the Higher Learning Commission. Current Index: 1.1 to 10.





# Key performance indicators



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# Key performance indicators (KPIs)

- Replaces the Public Scorecard
- Largely selected from the 2011-2016 Long-Range Plan (LRP) and from the State of Missouri Performance Funding Metrics (MO-PFM)
- Source references are indicated in brackets. Specific measures are highlighted using bold format.
- Five-year trend summary data for each KPI will be presented in both table and graphical format.

# Key Performance Indicators

1. First-time, full-time, new in college **first fall to second fall retention**  
[LRP Access to Success Objective 5; MO-PFM]
2. First-time, full-time, new in college **six-year graduation rate**  
[LRP Access to Success Objective 6; MO-PFM]

# Key Performance Indicators

3. Total **number of degrees** granted and the number of degrees granted in Missouri's critical disciplines of workforce need classified by level (undergraduate/graduate) and category (STEM, including agriculture and non-STEM, which includes health care and others)  
[LRP Access to Success Objectives 7 and 8; MO-PFM]

4. **Number of degree programs** that can be completed through alternative pathways  
[LRP Access to Success Objective 1]



# Key Performance Indicators

5. Total University enrollment (**headcount**) reported by various categories such as first-time new in college, transfer undergraduate, graduate, international, dual credit, etc.

[LRP Access to Success Objective 2]

6. Performance of undergraduate students on the ETS Proficiency Profile Exam; initial display: **overall University average score and national 50th percentile**

[LRP Access to Success Objective 9; MO-PFM]



# Key Performance Indicators

7. Student performance on discipline specific competency exams, such as ETS-Major Field Tests, PRAXIS and professional licensure exams [LRP Access to Success Objective 9]
8. Number and percent of undergraduate students participating in high-impact educational experiences (HIEE). HIEE would include service learning, internship/practicum/co-op, study away, curricular learning communities, undergraduate research, living learning communities and other co-curricular activities [LRP Public Affairs Integration Objectives 3 and 4, Engaged Inquiry Objective 2]



# Key Performance Indicators

9. Engendering a supportive learning environment as measured by **student-to-faculty ratio, percent of faculty with terminal degrees and percent of classes taught by faculty with terminal degrees**  
[LRP Access to Success Objective 9]
10. Faculty research and creative activity as measured by number of book, book chapters, peer-reviewed journal article, juried art exhibit and juried performance. Initial display **overall number for each category**  
[LRP Engaged Inquiry Objective 1]



# Key Performance Indicators

11. Domestic diversity and international diversity of Students, Faculty, and Staff. **Frequency distribution** by Race/Ethnicity/International status for each group [LRP Access to Success Objective 2, Valuing and Supporting People Objective 1]
12. **Percent of E & G** expenditures expended on the core mission of instruction, research, and public service [LRP Responsible Stewardship Objective 2; MO-PFM]

# Key Performance Indicators

13. **Percent** of Faculty and Staff salaries above comparison median (CUPA and/or Compensation Data Salary Survey [LRP Valuing and Supporting People Objective 6])
  
14. External grant and contract activity by fiscal year in terms of **total dollars funded, number of proposals submitted and percent of faculty and staff as contributors** to the proposal [LRP Engaged Inquiry Objective 1]

# Key Performance Indicators

- 15. Total amount of private contributions** to Missouri State University Foundation for two categories: current fiscal year gifts and future outstanding pledges and testamentary gifts  
[LRP Responsible Stewardship Objective 1]



# Preparing for the HLC accreditation visit in 2014-15



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# Higher Learning Commission (HLC)

## About HLC

- Independent corporation
- One of two commission members of the North Central Association of Colleges and Schools (NCA), which is one of six regional institutional accreditors in the United States
- Accredits degree-granting post-secondary educational institutions in the North Central region

## 2005-present timeline

November 2005	Site Visit and Team Report
2005-present	Annual financial and enrollment reports submitted to HLC
Spring 2006	Report accepted by HLC and dates set for next site visit 2015-16
2006-2011	MSU participated in the HLC Assessment Academy. Final report on program review policies/procedures and living/learning communities submitted in 2011.
2007	DPT approved by HLC
2011	Site visit; additional locations, final report not yet received
February 2012	HLC adopts new criteria for accreditation
March 2012	Interim Provost Einhellig appoints Tammy Jahnke and Etta Madden to co-chair steering committee
March 2012	DNP approved by HLC
March/April 2012	Attend annual meeting of HLC



# Timeline to achieve HLC reaffirmation of accreditation

April 2012	Received formal invitation to choose a pathway for reaffirmation of accreditation. Recommend “open pathway,” “standard pathway” or “AQIP”
May 15, 2012	Select quality initiative project, so small group can draft proposal.
Summer 2012	Draft proposal, appoint task forces and begin work.
Sept. 1, 2012	Quality initiative proposal is due.
2012-13	HLC Steering Committee has four goals: <ul style="list-style-type: none"><li>• Review 2005 report (both assurance and advancement sections) and collect evidence on progress.</li><li>• Review HLC assumed practices and make sure that we have evidence for all of these.</li><li>• Review new criteria and core components. The online system for putting in our assurance section will not be available until fall of 2013; start thinking about what we need to collect in 2013.</li><li>• Monitor the QIP.</li></ul>
2013-14	HLC committee has four goals: <ul style="list-style-type: none"><li>• Write outline/draft for each criterion and core component.</li><li>• Gather documents, name them appropriately and convert to PDF format.</li><li>• Share outline of how we have met criteria and core components with various constituencies.</li><li>• Monitor the QI project.</li></ul>
2014-15	Complete the assurance report and write a report on quality initiative project.
Fall 2015	HLC comprehensive evaluation and site visit



# Quality Initiative Proposal (QIP)

- Develop a comprehensive, university-wide assessment plan for student learning outcomes related to the public affairs mission in general education, discipline specific programs and co-curricular activities
  - Collection of evidence from a variety of sources in each of the areas noted above (process developed by faculty and staff)
  - Evaluation of the evidence based on faculty developed rubrics for the academic sources and faculty/staff for the co-curricular sources
  - Preparation of an annual report with highlights of outstanding evidence and recommendations for improvement

# QIP goals

- Allows for all members of the campus community to know about the outstanding evidence compiled from curricular and co-curricular student experiences within the public affairs mission.
  - Also provides feedback for improvement in all areas.
- Gives MSU the opportunity to collect evidence on inclusive excellence and diversity as it relates to various learning outcomes of the public affairs mission.
  - Also gives us the opportunity to share a united story about how Missouri State University is preparing our students, faculty and staff for our global world.
- Gives us a mechanism to measure other difficult to measure student learning outcomes in the general education program as well as persistence indicators prevalent in co-curricular activities

