



University of Missouri

An invitation to apply
for the position of:

Chancellor

The University of Missouri - Columbia

The Search

The University of Missouri – Columbia (MU), the flagship, land-grant, comprehensive research university of the University of Missouri System, seeks a Chancellor with the vision, strength, and diligence to lead the institution with vital research and scholarship, effective teaching, and dedicated service. The University enrolls over 30,000 students across 15 major academic units, employs 13,000 people including over 2,000 faculty, and has over 300,000 living alumni worldwide, with 160,000 in the state of Missouri. It is a Research One university and a member of the prestigious Association of American Universities (AAU). It has an operating budget of \$2.2 billion, maintains the state’s Extension Program, and contains a robust, successful clinical and research medical enterprise, MU Health Care, the leading health care provider in Mid-Missouri, whose operations total over \$1 billion. The University belongs to the Southeastern Conference (SEC) and has a large, historically prominent athletics program, widely followed and cheered, a source of great pride for students and alumni.

The flagship MU campus serves the entire, highly diverse state of Missouri and the region. The University sits in Columbia, a prosperous and growing metropolis with a population of over 115,000, rich in dining, shopping, and cultural establishments. The striking columns of the original Academic Hall, in the center of an iconic, architecturally splendid, and verdant campus, are, after the St. Louis Arch, the most photographed site in Missouri. MU’s Agriculture College, Extension, and Veterinary College are essential pillars of rural and agricultural Missouri, while its full range of professional schools and arts and science, medicine, business, and engineering programs are vital to the prosperity of the entire state and critical to the cutting edge businesses in St. Louis and Kansas City, the two urban cores that bracket the state’s Eastern and Western boundaries.

Philanthropic contributions have trended steadily upward through the efforts of an excellent alumni and supportive corporations. In 2016, more than \$170 million was raised, 15% more than the year before. MU is on track to meet and exceed its capital campaign goal of \$1.3 billion.

Since its founding in 1839, the University's intellectual and cultural significance to the state of Missouri, its role as a singular pathway for ambitious students, its presence through Extension programs in every county in the state, and the critical role that MU Health Care plays in the lives of the citizens of Missouri and beyond, have ensured its place among the most valued institutions. To prosper and fulfill its national role, MU must galvanize its very considerable assets, its reputation, its finances, its alumni, its fine campus, and its full range of disciplines and programs. MU provides a rare opportunity for students as they chart their intellectual and career development. Innovative programming and new commitments to student success will greatly strengthen enrollment. As a Research One, AAU Institution, the University is committed to further growing and strengthening its scholarly and research efforts, working across disciplines on the largest issues of academic research inquiry. The University has great natural assets and even greater aspirations.

The Curators of the Missouri System, the President of the University of Missouri System, and the faculty, students and staff are eager to see the flagship take an even more prominent and successful place in the nation.

The executive search firm of Isaacson, Miller has been retained to assist the search committee, co-chaired by Dr. Elizabeth Lobo, Dean of the College of Engineering, and Leo Morton, Chancellor of the University of Missouri – Kansas City. All inquiries, nominations, and applications should be directed to the search firm, as indicated at the end of this document.

History of the University

The University of Missouri owes its existence to the 900 citizens of Boone County who pledged \$118k and land to win the bid to locate the new state university in Columbia. This investment in the promise of a better future for all through public higher education made the University of Missouri the first public university west of the Mississippi River.

University cultural life began in 1842 with the formation of two literary societies, the Union Literary and the Athenaeum Society, and was followed closely by the formation of the College of Engineering in 1849, the College of Education in 1867, and one of its most defining institutional moments in 1870 with the awarding of land-grant status to MU and the opening of the College of Agriculture, Food, and Natural Resources. Schools of law, medicine, and veterinary medicine followed over the next several years. In 1908, MU was inducted as a member of the Association of American Universities (AAU), one of only 34 public universities in the country to hold such status.

In the century since, MU has expanded in scope and scale. Today, MU is home to the world's first journalism school, whose students grapple with the most important shifts in news media consumption and dissemination in the internet age. The University of Missouri's 10 megawatt Research Reactor Center (MURR) is the country's most powerful University-based research nuclear reactor and provides MU, partner institutions, and the private sector with valuable radioisotopes for use in imaging and treatment of cancer,

epidemiological applications, materials analysis, and archeological study, among others. MU is home to some of the world's finest plant and animal scientists whose work improves the sustainability of the agricultural and food industries and connects to producers through a system of Agricultural Research Centers and with MU's Cooperative Extension program. The MU Health System, which was consolidated by the University of Missouri in 2008, represents the most powerful and far reaching clinical enterprises in the Midwest, with over 600,000 clinical visits each year and annual revenues exceeding \$1 billion.

MU prides itself on its athletics in addition to its academics; its 550 student athletes participate in 18 sports programs, many of which rank in the top 25 nationally. Tiger Pride is felt across MU's extended family, and its sizeable alumni base maintains close and active involvement through a robust array of alumni chapters located throughout the nation.

Impact

The University of Missouri has served as an engine of social and economic mobility for citizens since its founding, and the leaders it has produced have sought and found creative solutions for some of the most intractable problems facing the state of Missouri, the nation, and the world. It competes with the finest public research universities in the nation, and is a comprehensive university that balances the missions of tier one, impactful scholarship with the transformational power of education and access for talented students.

The MU Extension program expends over \$20 million each year to build bridges to community learning in each of Missouri's 114 counties. Integral to MU's land-grant mission, Extension reaches more than one million Missourians each year, who turn to MU to gain practical knowledge, learn how to compete in the global marketplace, balance the responsibilities of work and family, protect natural resources, and adapt to new technologies. MU Extension partners with the College of Agriculture, Food, and Natural Resources to address the needs of folks spread throughout this heavily rural state. The MU Extension Business Development Program and College of Engineering are partnering to help Missouri industries improve their bottom line by becoming more environmentally friendly. Through a robust continuing education program, the MU Sinclair School of Nursing hosts the MU Leadership Development Academy for RN's in Long Term Care in six cities across the state of Missouri.

MU Health is a comprehensive academic health center that includes MU Health Care hospitals and clinics, MU School of Medicine and its University Physicians practice plan, MU Sinclair School of Nursing, and MU School of Health Professions. The mission of MU Health is to provide exemplary patient- and family-centered care, educate tomorrow's physicians and health care professionals, and conduct research to improve the health, well-being, and productivity of the people of Missouri and beyond. MU Health leads transformative health care through programs like the Tiger Institute for Health Innovation, a public/private partnership with Cerner. The Tiger Institute accelerated the adoption of a fully integrated electronic health record throughout MU Health Care and is building an integrated network connecting health care providers throughout the state. During fiscal year 2016, MU

Health Care served over 197,000 Missourians, its clinics had 633,000 visits and the emergency departments and trauma center had nearly 77,000 visits. Over 2,000 babies were delivered at Women’s and Children’s Hospital during this same time period and MU Health Care and University Physicians collectively contributed \$58.8M in uncompensated care, providing a valuable resource for the citizens in the region.

Mizzou Advantage, begun in 2010, is an initiative that fosters interdisciplinary collaboration among faculty, staff, students, and external partners to solve real-world problems in four signature areas: Food for the Future; Media of the Future; One Health/One Medicine; and Sustainable Energy. The initiative has led to nearly \$30 million in economic activity throughout the state and has brought significant resources to attract top scholars to MU. Programs like this and other emerging focus areas such as biomedical engineering and big data analytics have the potential to bring MU important partnerships with innovative industries, including aerospace, pharmaceuticals, and agribusiness, among others.

Together, these and other major components of MU constitute the most important public institution of the state of Missouri, vital to the health and well-being of its citizens, indispensable to the economies of St. Louis and Kansas City as well as on family farms across the state, and essential to the future intellectual and scientific advancement of Missouri and the Midwest. It must remain productive in its scholarship and active in its connection to the state of Missouri now and in the future.

MU Today

MU plays a uniquely important dual role in the life of Missourians and the state of Missouri. It is both Missouri’s major public research university whose AAU membership embodies a tradition of academic and scholarly excellence, and a land-grant institution with a statewide mission of service to citizens. Tiger Pride is felt not only throughout Columbia and Boone County, but across the state. The flagship campus of the University of Missouri System (UM System), MU distinguishes itself not only through its scale, but its tremendous scope as a comprehensive university encompassing arts and humanities, sciences and technology, journalism, law, business, and its strong medical enterprise.

Students

UM enrolls top students from Missouri, 49 other states and 120 countries who distinguish the institution through their graduation success as well as high pass rates for professional certifications. Diversity and inclusion is an important focus for MU and the University has made significant progress in the last decade, with diverse students making up about 16% of the student body. The Inclusive Excellence Framework 2016-2020, created under the direction of the new Chief Diversity Officer of the UM System, reaffirms the University of Missouri’s commitment to growing and sustaining a diverse and inclusive learning, living, and working environment.

MU students exercise a breadth of academic choice in the context of a rigorous liberal arts program, a wealth of professional-track options, and a growing footprint in the sciences and engineering. The Student Life initiative sponsors more than 1,400 social, educational, and cultural events each year and students are involved with more than 700 student organizations spanning everything from sports and recreation to volunteer service and charitable work. The Mizzou campus is heavily residential, comprising both historic, architecturally distinctive buildings as well as modern residence halls for its students. A vibrant and important Greek community has deep roots at Columbia and continues as an important touchstone for many dedicated MU alums.

Research

The “Mizzou Advantage” framework has yielded significant dividends for MU and, consequently, the state of Missouri since its inception in 2010, but Mizzou’s scholarly enterprise awaits much needed transformation to a true interdisciplinary research endeavor. MU’s current research expenditures total \$248 million.

MU’s College of Engineering is working to create shared research initiatives with sister units in the Arts and Sciences, Medicine, and Agriculture, Food, and Natural Resources. With recent new investments attracting research active leadership and faculty to the Colleges of Engineering and Medicine, MU is clearly signaling a shift in how it views campuswide collaboration. Biomedical engineering is a specific area slated for expansion in the next years, together with investments in big data analytics capabilities and through engagement with the arts and humanities to grapple with sustainability and livability issues in communities in the state, across the nation, and worldwide.

MU’s land-grant public status yields an enviable physical capacity for research. Nine research core facilities provide critical support for scholars working to advance knowledge, and new equipment purchases in FY2015 have enhanced these capabilities. Cores include: animal modeling; cell and immunobiology; DNA; electron microscopy; informatics research; metabolomics; molecular cytology; nuclear magnetic resonance; proteomics; and structural biology. Additionally, MU has invested funds in research support and in technology transfer and commercialization capabilities to aid scholars in making direct and mutually beneficial connections to Missouri’s industries.

MU Health Care

As part of the state’s premier academic medical center, University of Missouri Health Care offers a full spectrum of care, ranging from primary care to highly specialized, multidisciplinary treatment for patients with the most severe illnesses and injuries. Patients from each of Missouri’s 114 counties are served by approximately 6,000 physicians, nurses and health care professions at MUHC.

University of Missouri Health Care is comprised of five hospitals located in Columbia, Missouri, and 57 outpatient clinics. The hospitals include Ellis Fischel Cancer Center, University Hospital, Missouri Psychiatric Center, Missouri Orthopaedic Institute, and

Women’s and Children’s Hospital. The inpatient hospitals have 563 beds. MU Health Care is one of only two tier-one safety net hospitals in Missouri. During fiscal year 2016, MU Health Care served 197,835 Missourians, had 633,755 clinic visits, and the emergency and trauma center had nearly 77,000 visits. MU Health Care—together with the MU School of Medicine, MU Sinclair School of Nursing, and MU School of Health Professions—is a mainstay of the state’s health and wellbeing.

An Opportunity to Lead

The chancellor will be in a unique position to define the strategies for new programs and initiatives to promote research, teaching and outreach excellence. In 2016, the state legislature created a task force, the University of Missouri System Review Commission, composed of eminent statewide public and private leaders dedicated to the longevity, efficiency, and integrity of the UM System and its campuses. The Commission’s report, whose findings were presented in December 2016, focused on System-wide issues of governance, workforce readiness, diversity, and research and extension. Its findings recognized—in the public record—the need for increased state funding, philanthropic support, and a balanced system for tuition.

Going forward, the Chancellor of the University of Missouri – Columbia will be the state’s most vocal, articulate, and passionate defender of the idea of research-intensive higher education and the ideals of the public land-grant mission. Reporting directly to President-designate Mun Y. Choi and overseeing a gifted leadership team including the Provost and Executive Vice Chancellor for Academic Affairs as well as talented officers at the Vice, Associate, and Assistant Chancellor levels, the Chancellor will lead from the front and set an example of respect for all the vast constituents of the University, holding the institution as a whole to the very highest standards of conduct. The Chancellor will ensure that generative scholarship is both invested in, and published broadly to all of the diverse array of Missouri citizens who—through their yearly support—constitute the University’s largest donor base and greatest beneficiaries of its scholarly output. The Chancellor will emphasize transformational pedagogy and focus on student access and student success all at once, helping MU’s talented leaders envision new conduits for collaboration to safeguard and enhance the student experience. The Chancellor will be a responsible steward of the enterprise and its component parts, its long heritage and traditions, and its deep and abiding ties across the state. As the University grows and thrives, so, too, will Missouri as a whole.

The Challenges and Opportunities for a New Chancellor of the University of Missouri – Columbia

Define and articulate, for the campus and the state, the historic missions of MU in contemporary Missouri

The University of Missouri – Columbia combines the land-grant and comprehensive, research intensive university role with the added commitment to provide broad and affordable access to students at every level of the socio-economic ladder. It contributes

directly, as few institutions do, to the cultural, economic, and intellectual prosperity of the state and has gained the support of key constituencies as an engine of economic growth.

The new Chancellor of MU must embody the hope of the state to achieve excellence. The Chancellor will carry MU's historic and contemporary mission to the campus, to the alumni, to public elected and appointed officials in Jefferson City (state capital), and to the citizens of the state, explaining, in the context of today's Missouri, the value of the modern land-grant and comprehensive mission: a mission of excellence, access, and impact.

Enhance the scholarly enterprise, build sponsored research, and ensure AAU status through aggressive expansion of research and scholarship, emphasizing collaborative activities that cross the schools and disciplines of the campus

The University of Missouri prides itself on its traditions of scholarly and research excellence and is proud to be a member of the prestigious Association of American Universities (AAU). The University has recruited and retained excellent faculty and made strategic, competitive investments in critical research. In order to thrive in an era of ever-tightening federal support for research academic endeavors, MU must marshal its resources and purposefully encourage scholarship and research, and create opportunities for cross-disciplinary and campuswide collaborations.

Galvanizing the strength of the entirety of MU's component parts is crucial. The Health System, the School of Medicine, the College of Agriculture, Food, and Natural Resources, the College of Engineering, and other highly research active organizations of MU, including the social sciences and humanities, can build synergistically. The Chancellor will inspire and incentivize faculty to engage peers across MU and other UM System campuses (in Rolla, Kansas City, and St. Louis) in the most exciting and challenging scholarship of our times, deeply reinforcing each other's strengths while expanding frontiers of research at the University. Working closely with faculty, staff, and students, in deliberative structures, the Chancellor will lead MU to define measurable objectives, identify new areas of research, and invest strategically by setting priorities, creating investment pools, developing incentives, and inspiring confidence. The Chancellor can lead the academic enterprise to fundamentally improve its faculty scholarship and sponsored research, efforts that are essential to preserving its AAU status.

Create a distinct MU identity that fits integrally within the University System

A new Chancellor must grow and sustain the MU identity and enhance the appeal of a land-grant, comprehensive, research-intensive university with a strong undergraduate program while simultaneously articulating how MU aids each of the other campuses and contributes to the UM System overall. The Chancellor will be a key communicator of academic values both across the UM System and to the state's residents by promoting an atmosphere and attitude that supports the academic quality and integrity of each of the parts. Reporting to the President of the UM System and working cooperatively alongside other campus Chancellors, the MU Chancellor will encourage the constituent parts of the University

System to be mutually supportive in achieving this goal while sustaining the distinct mission and identity of Mizzou.

Carefully steward MU Health Care and support its continued growth

Since its inception with the opening of University Hospital in 1956, MU Health Care has grown and significantly advanced the health of the people of Missouri through exceptional clinical service and support of the education and research missions of the University of Missouri. As part of Missouri's largest public academic health enterprise, MU Health Care exists in a dynamic, fast-moving health care landscape in which nimbleness and creativity are requirements of growth and prosperity. MU Health Care has adapted to changing market pressures and has succeeded impressively at a time when many other academic medical centers are challenged.

The clinical missions of both the schools and the health system have prospered, but the research side of the medical complex, especially the School of Medicine, does not generate the sponsored research that a school of its prominence could achieve. The Chancellor will need to work in close concert with the MU Health Care team, as well as the academic leadership of the School of Medicine, the School of Health Professions, and the Sinclair School of Nursing, to manage the synergies between MU Health Care and these academic affiliates and ensure excellence and balanced prosperity in clinical care, research, and education.

Foster a renewed and vigorous commitment to student success at MU

MU is the state's land-grant and comprehensive research university. It has many missions but at the core, it serves the state as the hope of its young people. The state expects it to create access and provide an excellent education. The University serves a large population of talented students whose inquisitiveness, openness, and engagement draw them to this comprehensive institution and its long traditions. The Chancellor will be dedicated to promoting student success, ensuring that MU directly addresses social, economic, and racial disparities on campus to improve life for all students. The Chancellor will focus on improving retention and graduation rates and address enrollment strategy, curricular issues, time to graduation, and cost to degree. Missouri families want to know that their children will attend an excellent university and find guidance and support as they master the material and graduate on time with only modest debt.

Build academic programs that make MU a magnet for enrollment

Flagship universities, nationwide, all seek to find an appropriate tuition level that families can afford, as well as programs that broaden students' intellectual horizons and at the same time offer them widely varied and innovative pathways towards their future success. Under the Chancellor's leadership, MU should develop and sustain nationally competitive programs that combine great choice among attractive pathways, transformative opportunities for undergraduate research, and widespread experiential education linking the classroom to employment and internship opportunities and strong career placement. With a unified

system of academic and personal success, the University can achieve efficient scale and offer compelling programs at appropriate tuition that will make MU a powerful magnet for students and their families and provide them with the transformative experience of their young lives.

Deepen MU’s sense and understanding of community and strengthen its commitment to diversity and inclusion

MU’s long traditions, its “Tiger Spirit,” and its historic import and impact for the state of Missouri, altogether engender a deep sense of community among its faculty, staff, students, and alumni. Yet, as has been shown at college campuses all over the country, much more work remains to ensure that all constituents experience an equally welcoming and supportive environment. MU has embarked upon an ambitious and aggressive framework, “Inclusive Excellence,” to chart the work of the years ahead, to strengthen a diverse, safe, and inclusive campus culture. The Chancellor will lead from the front on this and adjacent efforts, and must bring an understanding of, and unwavering commitment to, the power of diversity to strengthen and deepen the educational and scholarly experience of an august institution of higher education. The Chancellor will work closely with MU’s Division of Inclusion, Diversity, and Equity to spearhead campus-wide initiatives and will liaise with System-wide partners to build a more open and inclusive learning community for all.

Energize MU’s alumni and build the culture of philanthropy that Missouri will need for its future

The role of the Chancellor incorporates leadership in development and advancement at the highest levels, particularly as MU is in the middle of its most ambitious capital campaign in history. In spite of the well-publicized issues faced by the campus in recent years, in 2015 and 2016 MU benefitted from its most productive fundraising years ever.

Alumni participation has steadily improved, but like most public universities, alumni participation is modest. In an environment where public financing is constrained, the University has an excellent case to take to its proud alumni who are increasingly rising to the challenge. The Chancellor will be a vigorous and compelling champion for the University’s fundraising efforts, identifying, pursuing, and stewarding sources of financial support for MU’s aspirations and strategic needs.

Develop, sustain, and safeguard the financial and human resources required to fully meet the current needs and future aspirations of the MU campus

The University of Missouri, like most flagship, public, land-grant research universities in the country, faces increasing financial challenges as state and federal budgets tighten and competition for talented faculty, staff, and students increases. While the next Chancellor will play an important external role, creating an environment that fosters effective internal management must also be a focus. The campus fully understands that MU must define new and innovative strategies to grow its research, teaching and outreach programs of excellence.

MU needs efficiency efforts that produce meaningful, annual savings in the base budget that can be repurposed for academic and student investment. Like any large and traditional enterprise, MU has real opportunities, in physical plant utilization, shared systems development, and the strategic use of its precious human resources, most of which will take systematic, multi-year planning and investment to achieve.

At the same time, MU has the opportunity to create a balanced system of incentives that puts increasing revenue, cost control and budgetary decision-making at the level of the University to maximize effect. New budget allocation systems should encourage cross-school collaborations, especially in large research endeavors, by developing a strategic investment fund that could be matched to the entrepreneurship of empowered schools. Finding the appropriate balance in the budget rules and fine tuning it for MU will take careful planning and equally attentive implementation. The Chancellor must effectively and efficiently manage the resources, material, financial and the human capital of MU to ensure smooth and sustainable operations that support the diverse needs of its constituents now and in the future.

Qualifications and Experience Desired in the Chancellor of the University of Missouri – Columbia

No single candidate will possess in full every useful experience, but the Search Committee ideally seeks a person with the following qualifications:

- Demonstrated ability to craft a compelling vision for public higher education resonant with a diverse set of constituents; demonstrated excellence in the promotion of research, pedagogy, access, and inclusion at an institution of higher education;
- A collaborative and transparent leadership style attentive to the ideals of shared governance and respectful of the viewpoints and contributions of all members of the MU community;
- An abiding interest in the development and success of students of all backgrounds, and a demonstrated commitment to student issues and support needs;
- A record of supporting excellence in leading-edge, interdisciplinary, impactful research and the pursuit of academic excellence;
- The acumen necessary to cultivate key political, civic, and business relationships essential to leading a public university in a time of increasing funding constraints; demonstrated success in securing philanthropic resources to sustain a complex enterprise;
- The communication skills to form rapid connections with a wide array of audiences and partners, including alumni;
- Multi-cultural competence and a demonstrated awareness of and sensitivity to all people and the ability to foster and create a supportive climate and internal systems to evidence the same;

- A strong executive leadership record in a complex academic environment, with a demonstrated ability to develop and drive strategy and appropriately steward resources to ensure access and success.

Applications, Inquiries, and Nominations

The University of Missouri System has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications, should be directed in confidence to:

John Isaacson, Monroe Moseley, Vijay Saraswat, and Micah Pierce
Isaacson, Miller
263 Summer Street
Boston, MA 02210
www.imsearch.com/6102

Electronic submission of materials is strongly encouraged.

The University of Missouri System is an equal opportunity, affirmative action institution committed to cultural diversity and compliance with the Americans with Disabilities Act.

Appendix 1: Academic Units of the University of Missouri – Columbia

College of Agriculture, Food and Natural Resources (CAFNR)

CAFNR is the University of Missouri’s College of Agriculture, Food and Natural Resources — a collection of academic programs merging personalized teaching and advising, advanced research with global reach and extension programs with a sustained impact on Missouri’s economy. Founded in 1870, CAFNR is a research and educational leader ensuring sustainability for generations to follow. CAFNR is changing agriculture, food and natural resources—core components of society that impact what we eat, where we live and how we’ll face tomorrow. CAFNR has over 210 faculty members in six academic units: Animal Sciences, Biochemistry, Applied Social Sciences, Food Systems and Bioengineering, Plant Sciences and Natural Resources. The School of Natural Resources (SNR) is one of the leading educational institutions in the nation emphasizing an integrated approach to natural resource management. Degree programs are offered to approximately 2,800 undergraduate and 485 graduate students.

The College is ranked among the top 15 programs in the world for animal and plant science research. Six CAFNR faculty members have won the prestigious national USDA teaching award. Twenty CAFNR faculty are fellows of the American Association for the Advancement of Science. CAFNR is a perennial leader on the MU campus in sponsored program expenditures, with more than \$40 million annually.

Interdisciplinary research and teaching is a hallmark of CAFNR, promoting a collaborative environment within the College, the university, country and world. Mizzou Advantage programs — competitive assets that set MU apart from other institutions of higher learning — incorporate research from all over CAFNR.

For more information about CAFNR, please visit: <https://cafnr.missouri.edu/>

College of Arts and Science

The College of Arts and Science (A&S) is the largest college at MU and is the home to twelve departments that are ranked in the top 100 nationally by *U.S. News and World Report*. The College of Arts and Science offers more than 30 undergraduate majors and just under 50 minors ranging from art to physics. A&S includes the School of Music that provides courses of study that prepare students as emerging music professionals in a wide variety of career paths.

As the largest college in the university, the College of Arts and Science plays a crucial role in upholding MU’s standing in the AAU and strengthening the brand behind an MU degree. The college has a wide variety of liberal arts programs, pioneering research initiatives, and outstanding graduate programs. In addition, the college is responsible for teaching most of the core courses required of all undergraduate students on campus.

For more information about the College of Arts and Sciences, please visit:
<https://coas.missouri.edu/>

The Trulaske College of Business

The University of Missouri College of Business was established in 1914 as a senior professional school and offers a variety of curricula that emphasize preparing students for responsibilities in business, government, and society as a whole. Its business programs were among the first in the nation to be accredited. The college was also a leader in offering the Ph.D. degree in business-related fields. The college was renamed as the Trulaske College of Business in 2007 after prominent alumnus Robert J. Trulaske Sr.

For over a century, the college has built a record of leadership, innovation and entrepreneurship. The Trulaske College of Business has four academic units: Accountancy, Finance, Management, and Marketing. The Department of Finance houses Risk Management & Insurance, Smith Institute of Real Estate, and the Mizzou Investment Fund. The Department of Marketing has launched a dynamic Center for Sales & Customer Development, and also provides a popular Analytics emphasis. The Department of Management covers entrepreneurship, strategy, human resource management, organizational behavior, and information systems. The School of Accountancy offers undergraduate and graduate programs that rank in the top 15 in the country according to the 2016 Public Accounting Report.

The Trulaske College of Business is accredited by the Association to Advance Collegiate Schools of Business International (AACSB) and was the first public business school to earn this prestigious accreditation. Accreditation by AACSB is the benchmark of quality worldwide and is most widely sought after by business schools. Less than five percent of institutions worldwide have earned the achievement.

For more information about the Trulaske College of Business, please visit:
<https://business.missouri.edu/>

College of Education

Founded in 1867 as one of the first public universities in the nation to establish a college specifically for the development of teachers, the College of Education (Mizzou Ed) prepares students for careers as teachers, principals, superintendents, special educators, school counselors, librarians, policy analysts, researchers, information science technology directors, curriculum leaders, and online educators. With over 1,200 undergrads and over 1,500 graduate students (more than any other college or school at Mizzou), Mizzou Ed offers two doctoral degrees, two masters degrees, an Education Specialist degree, and a bachelor of science in education and was the first college at Mizzou to offer a degree completely online. The college also offers more online options than any other college or school at Mizzou.

Mizzou Ed includes the School of Information Science and Learning Technologies (SISLT), which aims to improve the professional practice of information specialists and learning

technologists; advance research on information, learning and performance; disseminate knowledge, products and services to improve the quality of life for all; and advance the economic well-being of Missouri and the nation.

For more information about the College of Education, please visit: <https://education.missouri.edu/>

College of Engineering

Mizzou first offered up engineering excellence with a Civil Engineering class in 1849. Today, Mizzou engineering excellence includes 9 disciplines, 130 faculty members, 3,319 undergraduates on campus and over 600 graduate students. Mizzou engineering sustains a variety of research centers, programs, groups and facilities along with other departmental groups that are designated as areas of exemplary expertise and success. The college contributes significantly to MU's overall annual research and development spending. The college operates the University of Missouri Research Reactor Center, the largest university research reactor in the nation.

For more information about the College of Engineering, please visit: <http://engineering.missouri.edu/>

School of Health Professions

The MU School of Health Professions (SHP) is the University of Missouri System's only school of health professions and the state's only public health program located on a health sciences campus. Its mission is to improve the health and wellbeing of others. Every day, SHP faculty, staff, and students work towards changing lives through the integration of teaching, service and discovery.

With programs in rehabilitation, diagnostic and imaging sciences, graduates of the School of Health Professions fill critical roles in health care. The school is comprised of six departments and ten disciplines, each with its own specialized accreditation processes. The school also hosts a satellite program of the University of Missouri-Kansas City College of Pharmacy. The school has experienced extraordinary growth. As of 2015, enrollment is at 3,059 students, and health sciences is the most popular major at MU.

For more information about the School of Health Professions, please visit: <https://healthprofessions.missouri.edu/>

Honors College

Founded in 1958, with a current enrollment of over 2,550 students, an alumni base of nearly 11,000, almost 200 unique courses offered every year, an active faculty of over 160 of MU's most accomplished scholars, and over \$1.6 million in endowed scholarships, the Honors College at the University of Missouri serves a diverse group of high-achieving students, with majors in nearly every discipline from Engineering to Art. The Honors College works

closely with departments and colleges on campus to provide a range of honors courses, academic programs, and extra-curricular events and activities.

The College has been named one of the top fifty public Honors Colleges in the nation [J. Willingham, A Review of Fifty Public University Honors Programs, 2014 and 2017, forthcoming] and is a member of both the National Collegiate Honors Council (NCHC) as well as the Honors Education at Research Universities (HERU).

For more information about the Honors College, please visit: <https://honors.missouri.edu/>

College of Human Environmental Sciences (HES)

The only human environmental sciences unit in Missouri, MU HES houses an array of teaching, research, and extension activities, including exceptional undergraduate and graduate programs. Deeply rooted in the land-grant mission, the College has award-winning faculty renowned throughout the state, nation and the world for their expertise. MU HES connects its students and faculty to the challenges facing the citizens in the state of Missouri and far beyond and strives to live out its mission of making a difference in the lives of others by developing and nurturing human potential. HES alumni, friends and industry partners are instrumental in strengthening the College's ability to provide outstanding on-campus, experiential and study abroad experiences in each of its academic units.

MU HES includes the MU School of Social Work, which promotes leadership for social and economic justice by preparing students for professional excellence and leadership in practice, research, and policy. The school offers its accredited Bachelor of Social Work and Master of Social Work programs and its nationally distinctive Ph.D. program to develop leadership for social and economic justice. In addition, the school is guided by an overarching commitment as a land-grant university to teaching, research, and service that is responsive to the needs of the state.

For more information about the College of Human Environmental Sciences, please visit: <http://hes.missouri.edu/>

School of Journalism

Established in 1908, the Missouri School of Journalism is the world's first school of journalism. The school provides academic education and practical training in all areas of journalism and strategic communication for undergraduate and graduate students across several media including television and radio broadcasting, newspapers, magazines, photography, and new media. The school also supports a robust advertising and public relations curriculum and is home to the Reynolds Journalism Institute, which brings together media professionals, scholars and other citizens in programs and projects aimed at strengthening journalism and democracy.

In 2010, the school revamped its curriculum so undergraduate students could choose from an array of more than 30 interest areas. Master's and doctoral programs enjoy superb reputations, both among scholars and among practitioners in journalism and strategic communication. The School's hands-on "Missouri Method" of instruction has been imitated by top programs around the world.

Each year, Missouri students win national contests, and alumni win major national and international competitions, further illustrating the value of a Missouri journalism degree. Many have won Pulitzer Prizes, the news profession's highest honor, Silver Anvils, the top prize for public relations professionals, and similar awards. Alumni from the Missouri School of Journalism can be found in newsrooms and corporate boardrooms of media companies and advertising and public relations agencies around the globe.

For more information about the School of Journalism, please visit: <https://journalism.missouri.edu/>

School of Law

The School of Law at the University of Missouri was founded in 1872. Since that time, the law school has produced lawyers who are sensitive to ethical issues, prepared to serve clients and ready to be leaders in promoting justice for the State of Missouri and the nation. The MU School of Law offers a trial practice program that provides students with a hands-on experience, including the option of a January course with judges and lawyers and an advanced trial practice course taught by one of the leading trial practice attorneys in Missouri. Mizzou Law students have the opportunity to further hone their skills in clinical programs such as the Veterans Clinic, Entrepreneurship Clinic, Criminal Prosecution Clinic, and Family Violence Clinic.

As a national leader in the field of dispute resolution, the School of Law seeks to complement a strong traditional curriculum with an orientation toward lawyering as a problem-solving endeavor. The Center for the Study of Dispute Resolution at Mizzou Law is nationally recognized, with leading scholars from around the country serving as fellows. The School of Law is a charter member of the Association of American Law Schools and is fully accredited by the American Bar Association.

For more information about the School of Law, please visit: <http://law.missouri.edu/>

School of Medicine

The University of Missouri School of Medicine was the first publicly supported medical school west of the Mississippi River. The school offers a program that emphasizes a medical education founded on clinical experience and research. The School of Medicine is a pioneer in the problem-based learning style of medical education that emphasizes problem solving, self-directed learning and early clinical experience.

MU's medical student program has been profiled in the Journal of the Association of American Medical Colleges, which has also published an extensive study on the success of MU's problem-based learning curriculum.

More than 30% of MU physician graduates stay at the University for its Graduate Medical Education (GME) programs, which prepare residents and fellows to practice in a specific specialty. MU's medical school has more than 400 residents and fellows in 37 specialty programs. The programs focus on the development of clinical skills, professional competencies and factual knowledge required by each specialty. The school's residents and

fellows benefit from a close association with other physicians, active participation in patient care and teaching, and a variety of opportunities to pursue their research interests.

For more information about the School of Medicine, please visit: <http://medicine.missouri.edu/>

Sinclair School of Nursing

The MU Sinclair School of Nursing is an integral part of the University of Missouri Health System and offers students degree opportunities at the baccalaureate, master's and doctoral levels and provides ongoing professional development to practicing nurses to meet care needs of the citizens of Missouri and beyond. The School's Nursing Outreach component offers 56 programs, many which give CE credit, which benefitted nurses in 77 of Missouri's 114 counties.

In 2016, *U.S. News and World Report* ranked both the Master's and Doctoral Nursing programs at the Sinclair School of Nursing graduate school in the top 50. Also in 2016, the Sinclair School announced a four-year grant for \$19.8 million from the U.S. Department of Health and Human Services Centers for Medicare & Medicaid Services (CMS) to expand their Missouri Quality Initiative for Nursing Homes – making this the University's largest research grant.

The baccalaureate degree in nursing, master's degree in nursing and doctor of nursing practice at the MU Sinclair School is accredited by the Commission on Collegiate Nursing Education (CCNE).

For more information about the Sinclair School of Nursing, please visit: <http://nursing.missouri.edu/>

Harry S. Truman School of Public Affairs

Established in May 2001, the Harry S. Truman School of Public Affairs advances the study and practice of governance in Missouri, the nation and the world. The Truman School offers two graduate degree programs (MPA and Ph.D.) and seven graduate certificates to prepare students for professional careers in public affairs. The diverse academic training of the faculty at the Truman School provides students with an opportunity to explore many theoretical and methodological perspectives and multiple ways of thinking about social science research. The Truman School offers small classes, close relationships with faculty mentors, and opportunities to participate in ongoing research. Students have the opportunity to gain a rich academic experience on the path to successful and fulfilling careers in public affairs.

For more information about the Truman School of Public Affairs, please visit: <https://truman.missouri.edu/>

College of Veterinary Medicine

Veterinary medicine at the University of Missouri began in 1884 and has since progressed through five stages: a course in veterinary science, a department of veterinary science, a

school of veterinary medicine in the division of agricultural sciences, a school of veterinary medicine as a separate division, and finally, a College of Veterinary Medicine. The College is comprised of three academic departments including: Biomedical Sciences, Veterinary Medicine and Surgery and Veterinary Pathobiology.

The College of Veterinary Medicine's collaboration with the medical, nursing and health departments and colleges, along with agricultural and science departments and colleges at the university, have made incredible breakthroughs including the development of Quadramet, a cancer treatment drug that was developed in collaboration with six complimentary University of Missouri "divisions" to treat painful bone cancer and target cancer cells exclusively, leaving normal cells unharmed.

The University of Missouri College of Veterinary Medicine is fully accredited by the American Veterinary Medical Association (AVMA) Council on Education (COE) and is ranked in the Top 25 Veterinary Medicine programs for 2017 by *US News and World Report*.

For more information about the College of Veterinary Medicine, please visit: <http://vetmed.missouri.edu/>

University of Missouri Extension (MU Extension)

For over 100 years, the University of Missouri Extension's (MU Extension) distinct land-grant mission has been to improve lives, communities, and economies by producing relevant, reliable, and responsive educational strategies that enhance access to the resources and research of the University of Missouri, including leading programs in plant and animal sciences. Initially, the extension program concentrated on working with farmers and their families, which comprised the majority of the nation's population, to improve their quality of life and standard of living. In more recent times, the MU Extension has built a strong presence in Missouri's urban population centers through involvement in after-school youth leadership programs, nutrition education initiatives, and distance learning. MU Extension faculty advise small business owners; help displaced workers find new jobs; provide education for families to make better financial decisions; prepare young people with skills for the future workforce; and work with local leaders to help them make wise decisions for their communities.

During the past year, more than 1 million Missourians used local MU Extension programs and 2.8 million people accessed information through extension's websites. Extension focuses on improving lives, businesses and communities. In addition to agricultural offerings, programs include: Business Development Program, which helped businesses attract more than \$436 million in investments, obtain \$1.1 billion in government contracts and increase sales by \$900 million during the past three years; 4-H and after-school programs reaching 270,000 youths ages five to 18—4-H'ers are 70 percent more likely to attend college than their peers; and the Fire Rescue and Training Institute with enrollments of more than 13,800 fire and emergency responders from every Missouri county and many other states.

For more information about MU Extension, please visit: <http://extension.missouri.edu/>

University of Missouri Health System (MU Health System)

The University of Missouri Health System (MU Health System) is composed of a comprehensive academic health center on the Columbia campus that includes MU Health Care, MU School of Medicine and its University Physicians Practice Plan, MU Sinclair School of Nursing, and MU School of Health Professions; and it maintains a critically important presence across Mid-Missouri. Its mission is to provide exemplary patient and family-centered care, education, and research to improve the health, well-being, and productivity of the people of Missouri and beyond. The MU Health System is among the most critical components of the University of Missouri System and has an enormous economic impact on the State, each year driving approximately \$2.3 billion dollars into the State's economy.

The MU Health System has annual revenues exceeding \$1 billion, and over the years has consistently been one of the highest performing elements of the University of Missouri System from a financial perspective. Its strengths lay in its statewide presence and partnerships with community-based clinics throughout Missouri; the system is composed of 5 hospitals and a network of more than 50 primary and specialty clinics located throughout Missouri, as well as the Ellis Fischel Cancer Center, the Missouri Orthopaedic Institute, the Missouri Psychiatric Center, the Women's and Children's Hospital, and the University Hospital, all in Columbia. Its strong, modern clinical footprint—the Health System has completed more than \$400 million in new construction and renovation since 2010 and opened a number of new buildings in 2016—contribute to excellent outcomes for the nearly 200,000 patients served annually by MU Health Care. And the School of Medicine's 662 faculty engage in transformative research in the clinical and basic sciences with the aim of making Missouri a transformational leader in improving health.

For more information about MU Health System, please visit: <http://www.muhealth.org/about/health-system/>

Appendix II: Components of the University of Missouri System

University of Missouri-Kansas City (UMKC)

The University of Missouri – Kansas City (UMKC) began as a private university, chartered in 1929 as the University of Kansas City, which later incorporated existing prominent dental and pharmacy colleges, along with a music conservatory. Its expansion throughout the 20th century has been marked by partnerships and collaborations with existing, influential professional institutions throughout the city that have been formalized over the years into 12 current schools and colleges. In 1963, the University of Kansas City officially joined the UM System as the University of Missouri - Kansas City (UMKC), and it is today a public research university with a critical presence in the city’s professional ecosystem. Importantly, UMKC benefits from its deep involvement with a number of privately-supported, advanced research institutes throughout the city, including the Stowers Institute for Medical Research, which together contributes heavily to the economic vitality of the greater Kansas City region.

UMKC has a total enrollment of 16,685 students (11,243 undergraduates; 5,442 graduates) with 1,290 faculty and 2,069 staff. Its yearly operations and revenues totaled \$385 million in FY 2015, and its yearly research expenditures exceed \$26 million. Its six-year School of Medicine is known throughout the country for advancing community health through research and application, direct service in the community, and through economic development. UMKC is also home to the state’s only School of Dentistry as well as the only public School of Pharmacy. The School of Law is one of four law schools in Missouri. And the UMKC Conservatory of Music and Dance is internationally recognized as a center for artistic excellence, innovation, and community engagement.

For more information about UMKC, please visit: <http://www.umkc.edu/>

Missouri University of Science and Technology (Missouri S&T)

Missouri University of Science and Technology (Missouri S&T) is one of the nation's top technological research universities and a critical contributor to innovation and economic progress across the state. Founded in 1870 as the Missouri School of Mines and Metallurgy, the school took advantage of the land-grant opportunities offered by the federal government through the Morrill Act. Known as the University of Missouri-Rolla following the establishment of the UM System in 1963, the university changed its name in 2008 to broadcast more clearly its position as a leading STEM-focused university dedicated to discovery, creativity, and innovation to benefit the citizens of Missouri, the nation, and the world. Its renowned elementary and secondary teacher education program provides Missouri with highly qualified educators in schools throughout the state. Its experiential learning programs propel students beyond basic skills and the classroom lectures to the application of knowledge and material to solving challenging, real-world problems. Missouri S&T is leading the way in building industry partnerships around the world to fuel Missouri’s and the nation’s growing high-technology workforce.

Missouri S&T enrolls 8,886 students (6,839 undergraduate; 2,047 graduates) from 50 states and 59 countries, who are encouraged and inspired by its more than 500 faculty members and 1,000 staff. Missouri S&T offers over 55 degree programs in engineering, science, computing and technology, business, social sciences, the humanities, and the liberal arts. Missouri S&T has 15 accredited undergraduate engineering programs, three times the average number found at U.S. universities, and ranks third among national universities for percentage of degrees granted in the STEM disciplines. Its yearly research expenditures approach \$35 million and are climbing steadily, and its total operations and revenues amount to \$220 million.

For more information about Missouri S&T, please visit: <http://www.mst.edu>

University of Missouri-St. Louis (UMSL)

Established in 1963 and spread across 470 acres in suburban St. Louis, the University of Missouri-St. Louis (UMSL) is the largest public university in eastern Missouri. It is a metropolitan research and teaching institution that is consistently recognized for its strong programs across disciplines, and is considered a primary driver of the St. Louis economy, providing industries with educated and capable employees and leaders. While UMSL graduates can be found in all 50 states and throughout Missouri, their greatest impact is felt in St. Louis, which is home to more than 65,000 UMSL graduates powering the region's economy and contributing to its social fabric. The UMSL campus is also home to Express Scripts, one of Missouri's leading companies, and it maintains strong ties to other significant manufacturers and industry leaders in the St. Louis region, such as: Anheuser-Busch Inbev, General Motors, Boeing, and Wells Fargo Advisors.

With a total enrollment of 16,738 students (13,545 undergraduates; 3,193 graduate), UMSL provides excellent learning experiences and leadership opportunities for a diverse student body whose influence on the region upon graduation is immense. Led by 900 faculty across 10 schools and colleges, UMSL offers an array of options to traditional and non-traditional students and continuing and adult learners, including 15 doctoral degree programs, numerous certificate programs, and the only professional optometry degree in Missouri. Its yearly research expenditures are over \$13 million with total operations and revenues amounting to \$212 million.

For more information about UMSL, please visit: <http://www.umsf.edu>

Appendix III: Dr. Mun Choi, President-designate, University of Missouri System

On November 2, 2016, Dr. Mun Y. Choi was appointed President of the University of Missouri System. The current provost and executive vice president of the University of Connecticut (UConn), Dr. Choi will succeed Interim President Michael Middleton on March 1, 2017.

Dr. Choi's 24-year career in higher education includes his present position as provost and executive vice president at UConn, one of the nation's top 20 public universities in the latest *U.S. News and World Reports* rankings. Prior to serving as provost and executive vice president, Dr. Choi was dean of engineering at UConn from 2008 to 2012. Earlier, he was department head of mechanical engineering and mechanics at Drexel University (2000-2008) and assistant and associate professor at the University of Illinois at Chicago.

Under Dr. Choi's leadership, UConn developed several innovative new programs that have resulted in enrollment growth, increased faculty hiring, innovative research, and new and expanded industry partnerships.

Dr. Choi graduated from the University of Illinois at Urbana-Champaign with a bachelor's degree in general engineering in 1987. He later earned a master's degree and doctorate in mechanical and aerospace engineering from Princeton University.