An invitation to apply
for the position of:

Executive Vice Chancellor and Provost
The University of Missouri – Columbia

The University of Missouri - Columbia (Mizzou or MU), the flagship, land-grant, comprehensive research university of the University of Missouri System, seeks an Executive Vice Chancellor and Provost (Provost). Reporting directly to the Chancellor, the Provost is Mizzou's chief academic officer and will work closely with the faculty, staff, students, alumni, campus leaders and others to advance academic and strategic initiatives and allocate funds to move those priorities forward.

Founded in 1839, the University of Missouri - Columbia is a Research 1 university and one of only 34 public institutions in the prestigious Association of American Universities (AAU). The state’s largest university, Mizzou offers more than 300 degrees and certificates to nearly 31,000 students, including nearly 6,000 graduate students and almost 1,200 professional students across three professional schools and employs more than 13,000 people including over 2,000 faculty. As a truly comprehensive institution, Mizzou offers a full constellation of schools and colleges that collectively serve as vital knowledge centers of the entire state. The University also contains a robust, successful clinical and research medical enterprise, including MU Health Care, the leading health care provider in Mid-Missouri, whose operations total over $1 billion. As a land-grant institution, Mizzou also maintains the state’s Extension and Engagement Program, providing direct impact in all 114 Missouri counties with access to the University's resources and expertise. The University has an annual budget of over $2.3 billion and totaled $251 million in research expenditures in FY17.

The next Provost will find a distinguished university with a compelling mission and rich traditions. Mizzou is the essential institution for the state and finds itself in a significant moment in time as it seeks to modernize itself to ensure longstanding success in the years to come. New leadership at the University System offices and Mizzou campus are poised to restructure the financial model of the campus, accelerate already strong philanthropy, and make Mizzou the prestigious and honored university that Missouri requires it to be. In an era of declining state support for public higher education, Mizzou has the need, opportunity and responsibility to dramatically sharpen student success and grow research while securing the financial model that aligns resources around its core mission. The next Provost will have the opportunity to join a transformative chapter at one of the nation’s great land-grant universities. The University of Missouri-Columbia seeks a Provost who possesses the ambition and skill to match the
aspirations of university leadership, students, faculty, staff, alumni, and friends who can maximize its many assets to achieve even higher levels of success.

The executive search firm of Isaacson, Miller has been retained to assist with the search. 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 in 1839 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 Athenaean 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 (CAFNR). 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 today.

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 archaeological 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 robust Experiment Stations and the Extension and Engagement programs. The MU Health System, which was consolidated by the University of Missouri in 2008, represents the most powerful and far-reaching clinical enterprise in the Midwest, with over 600,000 clinical visits each year.

MU prides itself on its athletics in addition to its academics; its 550 student athletes participate in 20 sports programs, many of which rank in the top 25 nationally and secures its place in the highly-competitive Southeastern Conference (SEC). Tiger Pride is felt across MU’s extended family and resonates across the entire state, and its sizeable alumni base maintains close and active involvement through a robust array of alumni chapters located throughout the nation and the world.
Impact

The University of Missouri has served as an engine of social and economic mobility for Missouri 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 University of Missouri’s Extension and Engagement program is the university’s largest connection to the people of Missouri. As such, it delivers information and experiences to one million Missourians each year. Its online publications, e-learning and informational web pages reach an additional 2.5 million people. With programming in all 114 counties, extension and engagement programs leverage an $80 million budget with internal and external partnerships. The result is an 11-fold return in public value for every dollar invested.

MU offers strong cooperative extension programs in agriculture and natural resources; family health and nutrition; 4-H youth development; and community development. Beyond cooperative extension, MU Extension and Engagement has a strong business development program that reaches nearly 32,000 business people. A robust array of continuing education programs provide more than 75,000 learning experiences each year to professionals in medicine, nursing, business and public safety (law enforcement, fire and rescue).

With partners in every school and college on campus, in addition to key collaborations with the divisions of research; inclusion, diversity and equity; and athletics, the university refocused on its land-grant commitment in FY17 to bring resources, research and expertise from the entire university to the people of Missouri. This refocused commitment is evident in the 150-member MU Engagement Council and an initiative to place community engagement specialists throughout the state.

Dedicated to improving the health of all Missourians, MU Health Care 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 Care 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 FY17, MU Health Care served over 216,000 Missourians, its clinics had in excess of 643,000 visits and the emergency departments and trauma center had more than 78,000 visits. Over 2,300 babies were delivered at Women’s and Children’s Hospital during this same time.
period and MU Health Care and University Physicians collectively contributed $56.6M in uncompensated care, providing a valuable resource for the citizens in the region.

These noted programs, the full array of schools and colleges, and all 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, Kansas City, Springfield, and Columbia, as well as on family farms across the state. It provides workforce impact and development, industry-leading technology and innovation, and the knowledge needed in its citizenry to thrive in today’s societies. In short, MU is 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.

Mizzou Today

Mizzou 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. The flagship campus of the University of Missouri System (UM System), Mizzou 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. Nationally, MU is known to provide transcendent experiential learning opportunities and outcomes for its broad student bodies, so much so that they’ve established what is known as the “Missouri Method”. Born out of the nation’s first-ever Journalism School, the “Missouri Method” is an approach to ‘learning by doing’, and is embraced by a constellation of programs in the schools and colleges as today’s Mizzou students become tomorrow’s civic, industry, academic and community leaders.

Students

Mizzou has 30,870 students, including 23,817 undergraduates, 5,872 graduate students, and 1,181 students pursuing professional degrees. The University enrolls students from Missouri, the 49 other states and 120 countries. Diversity and inclusion is an important focus for MU, and the University has made significant progress in the last decade, with students from diverse backgrounds making up about 16% of the student body. The Inclusive Excellence Framework 2016-2020, created under the direction of the Vice Chancellor for Inclusion, Diversity and Equity of the MU Campus and 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. Meeting the needs of the evolving student populations of doctoral, graduate, professional, and undergraduate students is the central fabric of MU’s strategy, and requires its next Provost to come prepared to lead such an important endeavor.
The MU student body is one known for active engagement and many traditions. From activism, to immersive student government activities, the broader student populations have become more vocal stakeholders in the operational and strategic dealings of the university.

The Mizzou campus is heavily residential, comprising both historic, architecturally distinctive buildings as well as modern residence halls for its students. Like many schools, significant physical space and structural needs demand the attention of MU’s leaders to help MU meet its primary missions of research and teaching. That said, the campus holds a designation as a botanical garden from the State of Missouri, and is the epicenter of the City of Columbia. The campus possesses a vibrant and important Greek community, which has deep roots on campus and continues as an important touchstone for many dedicated MU alums.

**Academic Programs**

Mizzou offers more than 300 degree programs through its 19 colleges and schools, including 91 undergraduate majors, 88 master’s degree programs, 67 doctoral degrees, and almost 60 certificates. Undergraduate degree programs offered at Mizzou provide students with opportunities to increase their knowledge and understanding of the world, and to grow in their individual skills and capabilities for learning, analyzing, creating, and communicating. Mizzou’s graduate students are provided with flexible curricula to ensure that they are equipped with the knowledge and skills necessary to meet the challenges of a dynamic workforce across the state, the country, and around the globe.

In 2016-17, Mizzou offered over 100 online degree and certificate options and nearly 1,100 online courses. MU’s Honors College offers challenging classes and extracurricular options for about 1,700 high-ability Mizzou students, providing them with both the intimacy of a small college and the breadth of a large, pluralistic, and distinguished research institution. Meanwhile, the institution seeks to build on current momentum to modernize its non-standard offerings in online/distance education, stackable certificates, and other strategic initiatives identified and/or in process already.

**Faculty & Staff**

Mizzou supports an excellent faculty, including more than 2,100 full-time and part-time faculty members. Of the full-time faculty, almost 57 percent are either tenured or on the tenure track and the remainder (approximately 43%) constitute a wide diversity of non-tenure track roles serving clinical, teaching, research, and professional tracks of knowledge discovery and dissemination. The Faculty Council is part of the governance structure of the University and represents all faculty at MU through the process of shared governance. Council members are elected by and from the faculty of MU’s thirteen academic divisions. A staff of over 5,600 full-time administrative, managerial, professional, technical, and maintenance workers ensure the University functions well. Their hard work, high standards, passion, and dedication to the University are immediately evident.
Like many in higher education across the country, the campus community is currently in the midst of significant efforts to address community and climate, and the Provost will need to work directly to lead the efforts addressing these challenges and opportunities. With the assistance of external experts, the campus recently completed a comprehensive climate study, identifying real needs to be addressed, chief among them being lower morale among faculty and staff than in years past, frustrations with wages, a need to address irregularities in non-tenure track contract terms, policies and practices of graduate students in the research and teaching efforts of many programs, and other substantive areas. The Provost’s corrective efforts, in collaboration with the Chancellor and other campus leaders, will be needed quickly for the campus to continue building positive momentum in strategic efforts. All said, there remains a rich core of talented human capital, with scholars and citizens deeply committed to long-term vitality of this storied institution.

Research and Creative Activity

Mizzou’s current research expenditures total $254 million, but that does not tell the whole story. Its scholarly enterprise sits poised and capable to experience a much needed transformation to a true interdisciplinary research endeavor, and it appears to have all the pieces necessary to do just that. What remains are practical barriers in structure, process, and in some cases, people to achieving full interdisciplinary potential. Currently MU’s schools and colleges are committed to significantly increasing interdisciplinary research and scholarship on the campus. With the broad portfolio of academic programs at this comprehensive institution, any possible multidisciplinary collaboration or intersection could be considered, spanning the arts, humanities, social and human sciences, agriculture, and hard/physical sciences, entrepreneurial endeavors, technology development and dissemination, and so on.

MU is also signaling a shift in how it views campus-wide collaboration with investments in pursuing aggressive scholarly activities to enrich the campus, the academy, and broader communities and economies. Building on successes in business incubation, health science, engineering, nursing, the study of autism, and more, efforts are underway to invest resources in collaborative programs and big ideas such as big data analytics capabilities, and engagement with the arts and humanities to grapple with sustainability and livability issues in communities in the state, across the nation, and worldwide.

Some additional recent initiatives include partnerships among the College of Engineering and the College of Arts and Science and College of Agriculture, Food and Natural Resources with an emphasis on biomedical engineering and big data analytics. Other recent successes include the creation of an interdisciplinary School of Visual Studies, and continued efforts from the professional schools of law and business to impact entrepreneurial efforts of faculty and students. There are working partnerships among Veterinary Medicine, CAFNR, and the School of Medicine to ensure efforts toward modern health. The College of Arts and Science, the campuses’ largest college, has ongoing collaborations in many programs across the media, arts, medicine/health, and numerous other fields. Again, there seems to be very little MU wouldn’t be capable of pursuing in terms of multidisciplinary academic pursuits.
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 FY15 have enhanced these capabilities. Cores include: animal modeling, cell and immunobiology, electron microscopy, informatics research, metabolomics, molecular cytology, nuclear magnetic resonance, proteomics, and structural biology. With the 10 megawatt Research Reactor Center (MURR) and state of the art engineering laboratories for R&D, tremendous opportunities can literally be made at Mizzou. 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.

Learn more about the University of Missouri, Office of Research: [https://research.missouri.edu/](https://research.missouri.edu/)

**Leadership at Mizzou**

In August 2017, Dr. Alexander Cartwright became the Chancellor of the University of Missouri – Columbia. Dr. Cartwright came to Mizzou from the State University of New York System (SUNY), where he served as executive vice chancellor and provost for the 64-campus system from 2014-2017. Dr. Cartwright joined the University at Buffalo, State University of New York (UB) in 1995, serving on the faculty, chairing the electrical engineering and biomedical engineering departments, and serving as Vice President for Research and Economic Development and Acting Executive Director of the New York State Center of Excellence in Bioinformatics and Life Sciences. Dr. Cartwright holds a Ph.D. in Electrical and Computer Engineering from the University of Iowa and is a fellow of the American Association for the Advancement of Science, SPIE: The International Society for Optics and Photonics and the National Academy of Inventors. Since arriving on campus, Dr. Cartwright has embarked on an ambitious plan to ensure the prominence and continued success of the university – a plan built around innovation and engagement. The Chancellor expects to work closely and in partnership with the Provost to enhance Mizzou’s academic distinction and competing advantages.

**The Role of the Executive Vice Chancellor and Provost**

The Provost serves as the chief academic officer of the University of Missouri — Columbia with oversight of MU’s 19 colleges and schools, 9 major research centers, and other units that support academics. The Provost is the Chancellor’s principal senior executive for day-to-day campus operations and makes decisions on behalf of the Chancellor when the Chancellor is not available. S/he will convene vice provosts, deans, and other senior administrators as appropriate to address issues that cut across divisional lines, play a leadership role in the allocation of campus resources, and lead strategic planning and other strategic campus initiatives in close collaboration with the Chancellor.

The Provost will be assisted in carrying out these responsibilities by a large and capable leadership team, including: vice provosts, assistant vice provosts, associate vice chancellors, assistant vice chancellors, directors, deans, and an executive support staff. An organizational
chart for the Office of the Executive Vice Chancellor and Provost can be found at: http://ir.missouri.edu/organization/provost.pdf

**Opportunities and Challenges**

At this time, the University of Missouri is driving toward a new era, and the Provost will play a central role in the continuing evolution of the University. The Provost will be expected to establish a collaborative leadership style and demonstrate bold and creative approaches to implementing the University’s aspirational vision. In partnership with the Chancellor, the Provost will enhance Mizzou’s academic distinction and competing advantages while simultaneously working to foster a diverse and inclusive environment and a collegial atmosphere for faculty, staff, and students on campus. The Provost will be expected to address the following critical opportunities and challenges to move the University forward.

*Promote a culture of partnership and innovation by supporting continued excellence through interdisciplinary collaboration across campus*

Under Chancellor Cartwright’s leadership, the University will embark on an ambitious plan to double research funding over the next five years. Galvanizing the strength of the entirety of MU’s component parts will be crucial in this effort. To date, the campus has not created sufficient incentives to create multi-departmental collaborations that encourage enhanced external funding. With strengths in a broad variety of academic disciplines, there is abundant opportunity for interdisciplinary collaboration. The Health System, the School of Medicine, the College of Agriculture, Food, and Natural Resources, the College of Engineering, the College of Arts and Science, College of Veterinary Medicine, and other highly research-active units at MU, including the social sciences and humanities, offer extraordinary opportunities to build synergistically. The Provost must find ways to create incentives for interdisciplinary collaboration and encourage different academic units to work together toward a shared vision and sense of purpose. The next Provost will also work with academic units to make highly strategic major hires, at times as interdisciplinary clusters. By promoting shared activities and strategically allocating resources, the Provost can help the whole become greater than the sum of its parts. This is one of the highest priorities for the next Provost.

*Sustain financial and intellectual vibrancy*

Like many public institutions of higher learning, Mizzou has faced financial challenges in recent years, including decreases in public funding and changes in enrollment patterns. The Provost will be a leader in identifying programs that are financially viable, student responsive, and academically excellent. With a new Chancellor in place, the University is proactively considering the structures, processes, programs, and people that will best support it in the future. The campus is currently undergoing a number of comprehensive assessments and planning exercises, including a strategic plan set to be completed in May 2018, a system-wide administrative review that will inform both strategic and tactical planning to move the University ahead, and an academic program review to gather both qualitative and quantitative data to
determine areas for improvement and efficiency through program investment, collaboration, or deactivation.

The next Provost will play a key role in these developments, utilizing data to drive decision-making and to direct activities that are central to MU’s future goals and mission. This will require both a superb academic leader and a brilliant operations and finance manager who understands the new business models for higher education and can position MU to respond to the powerful pressures created by declining state support and the changes in student populations and workforce needs. The University will ultimately look to this leader to set academic priorities, work with faculty to craft a compelling curriculum, reduce costs, increase efficiencies, and reallocate resources to support these decisions.

**Ensure strong enrollments and attend to student retention and success**

After experiencing a decline in enrollments over the last two years, Mizzou has repositioned itself and expects to see enrollment growth in the immediate future. The Provost will work with the Vice Provost for Enrollment Management as well as the Deans and key leaders to identify and execute effective means of developing and sustaining robust applicant pipelines across the state of Missouri, with continued attention to growing out-of-state and international student enrollment, on top of ensuring a broad, diverse student body in overall composition. The Provost, working with faculty, staff and students, will employ operations and strategies to enhance student recruitment, including ways to more closely link recruitment and financial aid and mechanisms to attract the best students and increase yield. Through this effort, Mizzou remains fully committed to the ideal that higher education is a public good, and that high-quality college degrees should be accessible to all students regardless of identities, backgrounds and/or lived experiences.

In the future, MU needs to link a comprehensive student success program with appropriate strengths in systems, scheduling, alerts for students in difficulty, links to finance and a strong advising program that crosses all colleges. Pioneering work all over the country offers many models for success. MU intends to develop a comprehensive and effective system that dramatically improves the metrics and the reality of student learning and this initiative will be a clear agenda item for the next Provost.

**Convey the importance of diversity, the campus climate, and inclusion to all campus constituencies, and be a public advocate for the importance of diversity in both academic programs and society**

The campus has adopted the principle of “inclusive excellence” and seeks a Provost who is guided by these principles in their leadership and service and recognizes the criticality of these principles in achieving the mission of higher education as a public good. The Provost will provide leadership in recruiting and retaining a diverse faculty and staff, and in identifying and executing effective means of marketing the University to prospective students at all levels and from all backgrounds. The Provost will be a key figure in MU’s efforts to advocate and model
inclusive behavior to its populations and communities and oversee the continued development of structures to assure the success of all students, faculty, and staff. It is expected that the Provost will embrace cultural and other differences and will demonstrate a personal commitment to equity, community, and inclusiveness, as well as publicly encouraging an atmosphere that is welcoming and celebrates diversity, including difference in social and economic backgrounds, gender, race, ethnicity, political affiliation, religion, and sexual orientation.

**Lead with openness, creativity, and optimism and continue to enhance effective communication between the academic leadership team and the faculty**

The next Executive Vice Chancellor and Provost will be welcomed by an enthusiastic community of faculty, staff, and students committed to excellence. Led by Chancellor Cartwright, the University is primed for ambitious progress, but change—even successful change—can unsettle, and the Provost needs to serve as an engaged, consultative leader who addresses issues directly and decisively while frequently and openly communicating with faculty, staff, and students.

The Provost will confidently approach challenges, operate with an optimistic attitude, and seek creative solutions. S/he will also be expected to uphold practices of transparency to continually strengthen the lines of communication between the academic administration and the faculty. The Provost will be a highly visible academic leader who builds strong ties to the institution’s faculty leadership through the shared governance structure and interaction with key faculty committees. Additionally, the Provost should be capable of building strong ties between their office and the robust student leadership culture at Mizzou

**Qualities and Experience**

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

- A scholar and person of impeccable academic judgment with an uncompromising commitment to, and broad appreciation of, academic excellence in recruiting, developing, evaluating, and retaining faculty; assessing academic programs; and supporting world-class teaching and research.
- An astute understanding of university finances and the relationships among academic priorities, budgeting, and the ability to marshal relevant information and data to inform university decision-making.
- An enthusiastic and sincere facilitator who is dedicated to the University of Missouri and to partnering with the Chancellor, vice chancellors, vice provosts, deans, faculty, staff, and student leaders to realize the University’s strategic vision and land-grant mission. A discerning, forward-thinking leader, primed to make bold decisions that further Mizzou as a leader in modern higher education.
- A superb communicator and enthusiastic advocate for the academic mission of the University, for its faculty, staff, and students, and for their commitment to excellence, with
passion for education, research, and broad humanistic values. A deep appreciation and respect for the wide range of disciplines and fields of study at Mizzou.

● A global and interdisciplinary thinker able to harness and facilitate the potential for collaborative activities across school, campus, and disciplinary boundaries.

● A collegial, accessible, and consultative academic leader with absolute integrity and unwavering commitment to deepening the richness and diversity that characterize the Mizzou community, and to leading the University from excellence to eminence.

● A demonstrated commitment to supporting a culture of integrity, mutual respect, and civility, and to enhancing the diversity and inclusion of the student body, faculty, and staff.

● Confidence, experience, and demonstrated excellence in academic and administrative leadership at the level of dean, provost, and/or other senior administrative positions of a major university or equivalent organization, with a track record of success in a large, complex research environment.

● An earned doctorate or equivalent with an outstanding record in research and education commensurate with the appointment to the rank of full professor with tenure.

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, Micah Pierce, and Sarah Hadjian
Isaacson, Miller
263 Summer Street
Boston, MA 02210
https://www.imsearch.com/6490

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 I: 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, the Division of Applied Social Sciences, Food Systems and Bioengineering, Plant Sciences and the School of Natural Resources. The School of Natural Resources 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 28 departments, representing arts and humanities, social and behavioral sciences, and physical and mathematical sciences. The College of Arts and Science is academic home to approximately 9,000 students, 500 full-time faculty, and 200 staff and offers more than 90 degree programs, including 20 doctoral programs. The college is also responsible for teaching most of the core courses required of all undergraduate students on campus. A&S includes the Harry S. Truman School of Public Affairs, the School of Music, the School of Visual Studies, two museums, two ROTC units, and a nationally ranked literary magazine.

A&S researchers, scholars, and artists have national and international reputations for addressing and understanding many of the most pressing challenges of our time, including disease, international conflict, addiction, poverty, economic development, religious diversity, and many
others. 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. 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 nine 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 2017, enrollment is at 2,892 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 more than 1,700 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] 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/](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/](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 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 2017, 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 40. 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/

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

Appendix II: University of Missouri Health System (MU Health System)

University of Missouri Health (MU Health) is 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. 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 $3.0 billion dollars into the State’s economy.

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 hospitals and clinics throughout Missouri; the system is composed of 5 hospitals including Ellis Fischel Cancer Center, Missouri Orthopaedic Institute, Missouri Psychiatric Center, Women’s and Children’s Hospital, and University Hospital, all in Columbia; and a network of more than 50 primary and specialty clinics located throughout Missouri. 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 216,000 patients served annually by MU Health Care. And the School of Medicine’s 632 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, please visit: http://www.muhealth.org/about/health-system/