The University of Missouri (MU) invites applications and nominations for the position of Executive Vice Chancellor for Academic Affairs and Provost. The executive vice chancellor for academic affairs and provost reports directly to the chancellor and will serve as chief executive officer in the chancellor's absence. S/he is MU's chief academic officer, with responsibility for academic programs, operations, planning, and budgeting. The provost will work closely with a variety of colleagues, including the vice chancellors, vice provosts, deans, unit leaders, staff, the Faculty Council, and the UM System president, to advance overall academic and strategic initiatives for MU and allocate funds to move those priorities forward.

Founded in 1839, the University of Missouri (MU) was the first public university west of the Mississippi River. MU is a comprehensive major public university and one of 62 member institutions, including 34 public institutions, in the prestigious Association of American Universities (AAU). A research university (RU/VH), it is the largest and most diverse member of a four-campus system. The University offers 317 degrees and certificates to nearly 35,000 students, who make up the most diverse student body in University history. With over 2,100 faculty and 11,000 staff, the University is home to 11 major research centers and the world's No. 1-ranked School of Journalism. Also, MU has two exemplary divisions consistently ranked in the top five nationally, the Department of Family and Community Medicine and the School of Law's Dispute Resolution program. MU has an annual budget of more than $2.1 billion and totaled $236.4 million in research expenditures in FY13.

As Missouri’s 1862 land-grant university, MU provides unparalleled access and public service to support the citizens of the state. MU engages in collaborative activities with industrial, educational, and agricultural partners within Missouri and abroad to generate, disseminate, integrate, and apply knowledge that is valuable to society. MU Extension provides faculty in all 114 Missouri counties and those in urban St. Louis and Kansas City with access to the
University's resources and expertise; in 2013, more than one million people participated in MU extension programs.

This search comes at a time of significant and exciting transitions at the University. R. Bowen Loftin, former president of Texas A&M University, assumed the role as the 22nd chief executive officer of the University of Missouri in February 2014. Under Chancellor Loftin’s guidance, the MU community will soon be launching a series of conversations to develop a collective vision for the next 50 years at the University. The new executive vice chancellor for academic affairs and provost will have the opportunity to help craft this vision and strengthen the academic programs, research, service, and extension activities that make MU an exceptional institution. S/he will be welcomed into a strong intellectual community eager to bolster MU's stature and success, and capitalize on the University’s many assets, including its inclusive, collaborative, and kind culture; the diversity of disciplines represented; and the strength of its people.

In the next executive vice chancellor for academic affairs and provost, the University of Missouri seeks an experienced academic leader with a strong inclination towards partnership along with superb communication skills, a decisive leadership style, the proven capacity for innovation, and a deep commitment to MU’s land-grant mission. S/he should be a scholar of impeccable judgment who models MU’s values of respect, responsibility, discovery, and excellence. S/he will be an articulate and visible advocate for the academic mission of the University and all of those who contribute to it.

The University of Missouri will be assisted in this search by Isaacson, Miller, a national executive search firm. All inquiries, nominations, and applications should be directed in confidence as noted at the end of this document before the Appendix. For more information on the University of Missouri, please see the Appendix and visit http://missouri.edu/.

THE UNIVERSITY OF MISSOURI

The University of Missouri, which celebrated its 175th anniversary in February 2014, is considered one of the nation’s top-tier institutions. It is both a major land-grant institution with a statewide mission of service to citizens, and Missouri's largest public research university. In a long history of innovation in higher education, the University established the world’s first School of Journalism, Missouri's first and only College of Veterinary Medicine, the first engineering program west of the Mississippi, and the nation’s first College of Education at a public university.

MU has a diverse enrollment with 35,000 students from every county in Missouri, every state in the nation, and 120 countries. In fact, MU was the fastest growing public member of the AAU from 2001-11. The University attracts more valedictorians, Curators Scholars, and Bright Flight Scholars than any other college or university in Missouri. MU graduates more than 8,000 students annually, granting 26 percent of all bachelor’s degrees, 24 percent of all master's degrees, and 60 percent of all doctoral degrees earned at Missouri's public universities. Roughly one third of these degrees are in math, engineering, information technology, health, and other science fields.

MU’s nationally prominent faculty are pushing the frontiers of research and scholarship. Faculty published more than 1,440 books and scholarly articles last year and spent about $236.4 million in FY13 on scientific research—accounting for 71 percent of the research dollars flowing to Missouri public universities. In the last eight years, 25 startup companies have licensed
technology invented by MU scientists. The Association of Public and Land-Grant Universities (APLU) named MU to its inaugural list of 16 “Innovation and Economic Prosperity” institutions, a designation that recognizes exceptional technology transfer, entrepreneurship, workforce development, and community partnerships.

Designated a botanic garden, MU’s 1,262 acre main campus features more than 42,000 plants and trees, and is an important outdoor laboratory for 10 academic programs. Many University buildings are listed on the National Register of Historic Places.

THE ROLE OF THE EXECUTIVE VICE CHANCELLOR FOR ACADEMIC AFFAIRS AND PROVOST

The University seeks as executive vice chancellor for academic affairs and provost a leader of academic distinction with a distinguished record of teaching and scholarly, creative, or research accomplishments. S/he should have a strong commitment to the academic values tied to the University’s mission of teaching, research, service, and outreach, and the ability to articulate these values in a variety of settings.

The provost serves as the chief academic officer of the University of Missouri with oversight over MU’s 18 colleges and schools, 11 major research centers, and other units that support academics. S/he oversees the development of the University’s academic budget. S/he will work closely with the University’s senior leadership to promote MU’s rich and diverse intellectual community by recruiting and retaining the most exceptional scholars, to attract a diverse group of talented students, and to implement a shared academic vision that includes the wide-ranging interdisciplinary activities that characterize the University. S/he will employ her/his understanding of university finances, budgeting, fundraising, and strategic planning to gather and direct resources to strategic academic priorities. As the chancellor’s principal senior executive for day-to-day campus operations, s/he will also make decisions on behalf of the chancellor when he is not available.

CHALLENGES AND OPPORTUNITIES

To ensure the University of Missouri’s continued growth and distinction, the next executive vice chancellor for academic affairs and provost will be expected to place high on her/his agenda several key opportunities and specific challenges:

Increase cohesion and efficiency to sustain the financial and intellectual health of the University

With a new chancellor, the University is considering the structures, processes, programs, and people that will best support MU in the future. Significant changes are taking place, including streamlining distributed finance areas into a comprehensive finance function led by a chief financial officer, and the evolution of the Graduate School to an office of graduate studies, thus allowing some functions to be handled at the college level. This fall, the chancellor will launch a long term visioning exercise with the campus community that will form the basis for both strategic and tactical planning to move the University ahead.

As a member of the senior leadership team, the executive vice chancellor for academic affairs and provost will play a key role in these developments, contributing to MU’s long term plan,
utilizing data to drive decision making, and directing activities that are deeply tied to MU’s future goals and mission. S/he needs to be 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, rising tuition, changing student populations, and advancing 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.

**Lead with openness, creativity, and optimism**

The next executive vice chancellor for academic affairs and provost will be welcomed by an enthusiastic community of faculty, staff, and students committed to excellence and ready for change. The University is primed for a new model but change—even successful, popular change—can unsettle, and the executive vice chancellor for academic affairs and 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. Faculty and staff desire an executive vice chancellor for academic affairs and provost who confidently approaches challenges, operates with an optimistic attitude, and seeks creative solutions. S/he should focus attention on continuing to strengthen the lines of communication between the academic administration and the faculty at every level, and support strong collaborative relationships with the chancellor, leaders in the system office, and other universities across the UM system.

**Solidify the University’s place as an exceptional public research institution**

Significant attention and assets have been invested to ensure that the University continues to support and increase its academic standing and attract exceptional faculty and students. It is important that the executive vice chancellor for academic affairs and provost recognizes MU’s strengths and areas that can be improved, and is energized by the idea of leading the University’s expansion of research and the realization of ever higher levels of excellence. Proud of its affiliation with the Association of American Universities (AAU), MU strives to continually develop and demonstrate its commitment to research through significant contributions to both basic research and the application of research to address real-world problems. In partnership with the senior vice chancellor for research and graduate studies, the provost will work closely with deans, faculty, faculty governance, and others to hire, support, develop, and retain faculty who are at the core of achieving high-impact research and other creative activity. This must be balanced with highlighting excellent teaching and a holistic approach to how faculty are supported, reviewed, and rewarded so that research and teaching are not in competition. S/he will ultimately support the entire University while making necessary investments in areas that will strengthen MU.

**Nurture external relationships and MU’s extension activities**

The University of Missouri is proud of its land-grant status and the impact of MU Extension, which helps people make better use of their resources, contribute to the economy, and improve their quality of life. Responding to societal needs expressed through local county councils, MU Extension provides educational programs in every county of the state and urban St. Louis and Kansas City. These programs span a wide range of subject areas as they extend University-based research and knowledge to individuals, business, industry, and government. These cooperative extension efforts represent the University’s commitment to fulfilling the land-grant responsibilities associated with the Smith-Lever Act of 1914. The executive vice chancellor for
academic affairs and provost will strongly and visibly support such programs that serve the state, nation, and world while also ensuring that access for students is maintained as mandated in the Morrill Acts.

Extension and engagement activities bring the executive vice chancellor for academic affairs and provost in close contact with leaders from corporate sectors, such as health and agriculture, as well as government and civic organizations. S/he must foster and maintain positive relationships with these various groups to ensure the success of MU's extension and engagement activities, the University's important place in the state, and the support of alumni, donors, and others invested in MU's land-grant mission.

Promote a culture of interdisciplinary partnership and innovation in line with the future direction of public research universities

MU enjoys an unusually strong interdisciplinary culture. There are nine Core Facilities, such as the Informatics Research Core and the Molecular Cytology Core, providing resources across disciplines. In addition, there are dozens of collaborative environments, such as the Center for Studies in Oral Tradition, the Christopher S. Bond Life Sciences Center, the Dalton Cardiovascular Research Center, the Donald W. Reynolds Journalism Institute, and the Thompson Center for Autism and Neurodevelopmental Disorders, that facilitate the long tradition of partnerships across disciplines. This rich environment provides unlimited opportunities for interdisciplinary activities that can be found in nearly every area of the University.

The executive vice chancellor for academic affairs and provost needs to embrace the interdisciplinary work already happening at MU and consider how this can be furthered and expanded. S/he will work closely with deans and other leaders to foster a culture in which differences in academic disciplines and professions are respected and viewed as great assets for approaching societal issues that are broader than any one disciplinary perspective. S/he should encourage the appointment of people who push the boundaries of their disciplines and who seek to partner with others in different fields to further their work, and work creatively with faculty to remove any systemic or structural impediments to cross-disciplinary collaboration.

The executive vice chancellor for academic affairs and provost will be a champion for innovation, supporting an entrepreneurial culture at MU, and allowing faculty and students to take risks. S/he will lead the University in understanding, exploring, and implementing a new approach to higher education that maintains its high caliber of educational programs, research, and service. A visionary executive vice chancellor for academic affairs and provost can ensure both that MU continues to offer the highest-quality undergraduate and graduate programs and research experiences while crossing traditional boundaries, and utilizes new pedagogical methods, such as hybrid courses and innovative delivery methods, to prepare the next generation of global leaders.

QUALITIES AND EXPERIENCE

The University of Missouri seeks an executive vice chancellor for academic affairs and provost with a demonstrated capacity for sound judgment and effectiveness in academic matters. S/he will encourage superior teaching, scholarship, research, and creativity; have the ability to manage a large and complex budget; and, more generally, understand and demonstrate the qualities needed to help lead and advance the University in the pursuit of academic excellence.
The following are essential qualifications and strengths:

- 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.

- 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.

- 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 astute understanding of university finances and the relationships among academic priorities, budgeting, and fundraising, and the ability to marshal relevant information and data to inform university decision making.

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

- 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, and staff to realize the University’s strategic vision and land-grant mission. A discerning, forward-thinking leader, primed to make bold decisions that further MU 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 a passion for education, research, and broad humanistic values. A deep appreciation and respect for the wide range of disciplines and fields of study at MU.

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

**NOMINATIONS AND APPLICATIONS**

Applications, including a CV and cover letter, and nominations should be sent via Isaacson, Miller’s website: www.imsearch.com/5106.

This search is being facilitated by: Michael A. Baer, Elizabeth Ramos, and Amy Segal.

*The University of Missouri is committed to equal opportunity policies and practices and to the principles and goals of affirmative action. It seeks an individual who has demonstrated a commitment to diversity and inclusion. The University strongly encourages nominations of, as well as applications from, women and minorities.*
APPENDIX

THE UNIVERSITY OF MISSOURI: AN OVERVIEW

University History

In 1839, in order to win the bid to locate a new state university in Columbia, 900 citizens of Boone County pledged $117,921 in cash and land. 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 and the first in Thomas Jefferson's Louisiana Purchase Territory.

The cultural life of the University began in 1842 with the formation of two literary societies, the Union Literary and the Athenaean Society, and a department of art. These developments were soon followed by two University firsts: in 1849 the first course in civil engineering west of the Mississippi River was taught at MU; and in 1867, the “Normal College,” now the College of Education, was established to prepare teachers for Missouri public schools, and enrolled the University's first female students. (Women were admitted to all academic classes in 1871.)

The real impetus for growth occurred in the late 1800s when MU was awarded land-grant status. While other states created separate research and land-grant institutions, Missouri took a comprehensive view of education and combined its research and land-grant efforts at one university. In 1870, the College of Agriculture and Mechanic Arts, later renamed the College of Agriculture, Food, and Natural Resources, opened its doors. The Missouri Agricultural Experiment Station began operation in 1888; today it encompasses 17 centers and research farms, allowing scientists to test discoveries from University laboratories and share their research results with the public. During those early years, MU also added schools of law and medicine. Undaunted by a disastrous fire in 1892, the University rebuilt around all that remained of its first academic building: six Ionic Columns that now symbolize public higher education in Missouri.

By the beginning of the 20th century, the University had increased the number of graduates, acquired an affectionate nickname, Mizzou, and blossomed as a major research university. During this time, a number of programs were added, including home economics, later renamed the College of Human Environmental Sciences; nursing, which in 1975 became the Sinclair School of Nursing; the College of Business; and an interdisciplinary graduate school. In 1908, MU established the world's first journalism school, now globally famous for its Missouri Method of teaching students in authentic media outlets, which include a daily city newspaper, an NBC-affiliate TV station, and one of National Public Radio's top affiliates.

Significant changes took place at MU following World War II. In part due to the passage of the GI Bill, the University's enrollment escalated. It became fully integrated in 1950 when it opened its doors to African-American students. By 1962, the University became part of a four-campus system with Mizzou as the flagship and largest university member.
The University Today

The University of Missouri today is a flourishing institution with a student body of almost 35,000 students and over 25,000 full- and part-time employees. The University is focused on achieving its land-grant mission of education, research, and service. As a major land-grant institution with a statewide mission of service to citizens and Missouri's largest public research university, the University’s prominent faculty bring discoveries into the classroom, publishing more than 1,440 books and scholarly articles each year. Ninety-one percent of its full-time, ranked faculty hold doctorates or the highest degree in their fields.

MU students have access to unique programs and opportunities through the University, and are well-prepared for success in life as global citizens. Mizzou is nationally known for its campus writing program, learning communities, and first-year experiences. The National Science Foundation (NSF) has recognized MU as one of the top-10 universities in the country for undergraduate research opportunities. MU offers more than 300 study-abroad programs, and a record 1,371 students studied abroad in 2012, making the University one of only 66 campuses in the country to send more than 1,000 students abroad annually.

The state’s most comprehensive university, MU offers more than 300 degree programs through 18 colleges and schools. MU is one of only five universities nationwide with law, medicine, veterinary medicine, and a nuclear research reactor on one campus. It is one of only 34 public universities, and the only public institution in Missouri, to be selected for membership in the Association of American Universities.

A wide array of information about the University, including information on students, faculty, and staff, is available through the University's website and, in particular, through its Office of Institutional Research and Quality Improvement.

THE OFFICE OF THE PROVOST

The Office of the Provost encompasses a broad portfolio across the entire University. The Office’s organizational chart gives a perspective of the breadth of influence of the position.

MU’S STRATEGIC VISION

After more than three years of extensive discussion and collaboration among faculty, staff, students, administrators, and alumni, One Mizzou: 2020 Vision for Excellence, was published in 2011. A second document, known as MU’s Strategic Operating Plan (MUSOP), builds on the more comprehensive plan by identifying top priorities for the next five years—those on which the University of Missouri’s success most depends. Created in response to a system-wide strategic planning process that University of Missouri System President Tim Wolfe launched in 2012, MUSOP targets specific investments necessary to operationalize “One Mizzou.” Like “One Mizzou,” MUSOP was created collaboratively after campus-wide discussions.

In the coming months, the campus will be working with the new chancellor to create a very long term strategic vision for the institution as a companion to the existing plans. This vision will provide goals for campus growth and direction over the next several decades.
THE MIZZOU ADVANTAGE

Known for its collaborative, interdisciplinary culture, MU has incomparable expertise and resources on a global scale in four areas—all on one campus. Collectively these areas are known as The Mizzou Advantage:

- Food for the Future: Culture, economics, and production of health and affordable food
- One Health/One Medicine: Health solutions and the convergence of human and animal medicine
- Media of the Future: New ways to communicate, educate, and market
- Sustainable Energy: Sustainable energy development, distribution, and education

ACADEMICS

Undergraduate Experience

The University of Missouri offers 93 undergraduate majors and 280 degree programs or concentrations. The undergraduate degree programs 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, communicating, and forming good judgments.

As part of the MU undergraduate experience, undergraduate research programs allow students to explore the unknown through hands-on work with faculty members.

At the Honors College, a team of faculty and staff provides challenging classes and extracurricular options for about 2,500 high-ability Mizzou students. The College provides these students with both the intimacy of a small college and the breadth of a large, pluralistic, and distinguished research institution. The Honors College works closely with departments and colleges on campus to provide a range of honors courses, academic programs, and co-curricular events and activities. One of its goals is to create a close community of scholars where motivated, high-ability students are nurtured and challenged to become leaders in the acquisition and application of new knowledge.

The University maintains a strong assessment program for undergraduate student learning. It includes both a) assessing student competence by determining if graduates know enough to have earned their credentials, and b) assessing whether learning and teaching strategies faculty members use can be more effective.

Graduate Experience

MU is home to more than a hundred graduate programs offered through many different academic colleges, continuing education on campus and through distance learning. With a wide array of expertise and resources all located on the same campus, the University has established many opportunities for collaboration, and made interdisciplinary programs and interdisciplinary research in graduate education hallmarks of MU. The Department of Graduate Studies oversees a number of interdisciplinary graduate degree and certificate programs where faculty from different colleges and departments come together to create cutting-edge courses of study.
that prepare students for the quickly shifting world of academic and industry research and practice.

MU’s nationally prominent faculty scholars and scientists contribute heavily to graduate education as they bring discoveries into the classroom, publish more than 1,440 books and scholarly articles each year, and attract multi-million-dollar research grants. The faculty members are committed educators, researchers, and scholars at the top of their respective fields. Their spirit, enthusiasm, and love for knowledge create a strong foundation for mentor-mentee relationships that last a lifetime.

Extension

University of Missouri Extension, with more than 1,000 individuals including 350 FTE faculty, accomplishes its work through an extensive web of partnerships that includes numerous state and local agencies, University of Missouri campuses, Lincoln University, 2,200 county extension council members, the U.S. Department of Agriculture, and the Small Business Administration. A major strength of MU Extension is its faculty network. It includes campus-based faculty as well as local faculty who serve in the state’s 114 counties. With academic connections in eight of the University’s colleges and schools, extension has a major impact on the daily lives of Missourians and the Institution.

Reporting to the provost’s office, extension assures that the University successfully meets its goal of providing public education throughout the state and remains an engaged institution. In addition to helping the agricultural community provide an abundance of quality food, extension provides youth programs that serve one in five of Missouri’s children. Communities across the state look to extension faculty for research and knowledge in the areas of business and community development, and to the University as a source of continuing education. Extension faculty make nearly 2.3 million personal contacts per year and directly serve more than 1 million people.

UNIVERSITY OF MISSOURI HEALTH SYSTEM

University of Missouri Health System, with more than 7,500 faculty and staff and approximately $883 million in expenditures annually, touches the lives of Missourians through the quality care provided at its hospitals and clinics, the education of future health professionals, and its significant and innovative research.

MU’s Health System includes three health sciences schools. The deans of these three schools report to the provost for their academic programs.

- **MU School of Health Professions** offers a wide variety of programs of study from the Bachelor of Health Sciences to several clinical doctorate degrees in six departments.

- **MU Sinclair School of Nursing**, recently rated as the best nursing school program in the country by CollegeAtlas.org, provides educational programs for traditional students, college graduates seeking a career change, and graduate programs for nurses seeking master's or doctoral degrees. The 2007 Chronicle of Higher Education ranked the School third in the nation in faculty scholarly activity among universities that offer doctoral degrees.
• **University of Missouri School of Medicine** was established more than 160 years ago as the first public medical school west of the Mississippi River. The school's primary care, family and community medicine, rural health, and biochemistry programs are ranked among the best in the nation. The School provides training annually to approximately 900 medical students, residents, fellows, and doctoral students.

Patients from every county in the state of Missouri are served by University of Missouri Health System's clinical facilities. One of the most comprehensive health care networks in Missouri, MU's six hospitals and numerous clinics, all staffed by University Physicians, offer the finest primary, secondary, and tertiary health care services, including Ambulatory Care, Cancer, Children's Hospital, Digestive Health, Heart Care, Minimally Invasive Surgery, Neurosciences, Orthopedic Surgery, Psychiatric Care, Trauma Center, and Women's Health. The University Hospital, a 307-bed acute care hospital in Columbia, operates the Frank L. Mitchell Jr., MD Trauma Center, the only American College of Surgeons (ACS)-verified Level I Trauma Center in mid-Missouri and one of only three in the state. MU's Ellis Fischel Cancer Center is the first academic health center to join the renowned MD Anderson Cancer Network as a certified member. Staff in University of Missouri Health Care's emergency rooms treat more than 43,000 patients each year.

**UNIVERSITY LIBRARIES**

The **MU Libraries** have a collection of 3.1 million print volumes, 53,400 journal titles (in print or online), and over 7.5 million microforms. With an annual budget of $16.8 million, the Libraries support the instruction, research, service, and economic development missions of the University of Missouri. By acquiring scholarly resources, developing innovative services, and applying new information technologies, the MU Libraries fulfill their primary purpose: to serve their users.

**UNIVERSITY OF MISSOURI PRESS**

The **University of Missouri Press** was founded in 1958 by William Peden, writer and dedicated member of the University’s English Department faculty. Throughout its history, the Press has been committed to publishing important books, including those unlikely to turn a profit for commercial publishers. The Press endeavors to share original scholarly research, outstanding writing, as well as uniquely focused studies by, for, and about Missourians. Making these books available to the public enables the Press to fulfill its mission as a partner to the University of Missouri in the dissemination of scholarship and knowledge. The specific areas in which the Press publishes include American and world history; military history; intellectual history; biography; journalism; African American studies; women's studies; American, British, and Latin American literary criticism; journalism; political science; regional studies; and creative nonfiction.

**STUDENTS**

Some of the most talented students from across the country and world seek admission to the University of Missouri's academic programs. Mizzou has a diverse enrollment with almost 35,000 students from every county in Missouri, every state in the nation, and 120 countries. For the fall of 2013, there were 20,956 applications for full time, first-year (freshman) undergraduate admission, with a first-year baccalaureate class of 6,201. There are more than 2,200 international students at MU (graduate, first professional, and undergraduate). The
undergraduate student body is composed of 52 percent female students and 48 percent male students. Approximately 37 percent of the first time, first-year students (excluding international students) are from out of state. Students from underrepresented minorities comprise about 13 percent of total enrollment.

More information about student enrollment can be obtained from the [Office of Institutional Research and Quality Improvement website](#).

**FACULTY**

Students choose MU for the opportunity to work with faculty members who are among the world’s top researchers and scholars, and devoted to building an academic community where every student can flourish. There are almost 2,100 full-time and 750 part-time faculty members at the University of Missouri. Of the full-time faculty, almost 57 percent are either tenured or on the tenure track.

The excellence of Mizzou’s faculty has been recognized by major learned societies and award committees. They lead national groups; regularly edit and publish in prestigious journals; and win Fulbright and Pew Scholar Awards, Guggenheim Fellowships, NSF Career Awards and many other prestigious honors. More than 180 endowed chairs and professorships enable MU to attract top faculty candidates, such as elected members of the National Academy of Sciences and the Institute of Medicine:

- James Birchler, Curators Professor of Biological Sciences, is among the world’s most highly regarded cytogeneticists—scientists who study the structure and function of cells, especially chromosomes.
- John Boyer, plant physiologist renowned for research in grain losses, plant root genomics and drought.
- William “Buz” Brock, an economist and mathematician recognized for his application of stochastic dynamical systems theory to economics.
- Napoleon A. Chagnon, anthropology professor best known for his contributions to evolutionary theory in cultural anthropology.
- Jack Colwill, founder of the Department of Family and Community Medicine, who realized that in order for family medicine to make its mark, departments had to train physicians not only as clinicians, but also as teachers and researchers.
- Fred Hawthorne, who has spent decades working on a cure of common cancers in part through boron neutron capture therapy.
- Michael LeFevre, a nationally known expert on health policy.
- Linda Randall, biochemistry professor, who studies how cells know the destination of their thousands of proteins and how those proteins are put in their proper places.
- Marilyn Rantz, Curators’ Professor of Nursing, who has been innovative, collaborative and strategic in implementing the national model called Aging in Place.
• Michael Roberts, known for his work on biochemical communication between embryo and mother in cattle.

Data about faculty numbers, tenure status, and rank can be found at the Office of Institutional Research and Quality Improvement site.

The Faculty Council is part of the governance structure of the University. It represents all faculty at MU through the process of shared governance. Council members are elected by and from the faculty of MU's fourteen academic divisions. The Faculty Council organizes those efforts of the faculty that transcend department, school, and college, and helps to make the faculty more than a collection of units. University officials regularly consult with Faculty Council or its representatives—the Executive Committee and Council Chair—as an important reflection of faculty thought, and the public press regards the activities and the statements of Faculty Council as reflective of faculty opinion and policy. The Council, on behalf of the Faculty, has a) essential decision-making authority in matters directly affecting the educational program, b) shared authority in areas such as articulation of students' rights and responsibilities and application of criteria affecting professional standing of faculty, and c) advisory authority and responsibility in areas such as budget and resource allocation, planning, selection of certain administrators, and the campus standing committee structure.

STAFF

An equally dedicated staff of over 5,800 full-time administrative, managerial, professional, technical, administrative, craft, and maintenance people ensure the University functions well. Their warmth, high standards, passion, and dedication to the University are immediately evident. They are respected and valued colleagues and core members of the University community. These are the people who often serve as the go-to for students seeking assistance, academic or emotional support, or a caring adult ear.

DIVERSITY

The University of Missouri provides an inclusive, welcoming research and learning environment in order to facilitate the success of all students, faculty, staff, and the statewide community in a diverse and competitive global society. Throughout the University, MU faculty and staff enhance institutional diversity through collaborative partnerships and strategic efforts that promote inclusivity and openness. Mizzou’s goal is to attract a diverse population of students, faculty, and staff, and expand opportunities for these groups to engage and thrive in an increasingly diverse environment. These efforts are well supported by the Office of the Chancellor’s Diversity Initiative (CDI), which holds a prime position in the University’s main administration building: Jesse Hall.

The University’s commitment to diversity can also in part be seen in the work of almost 200 faculty who are working in diversity focused areas or conducting diversity-related research. This work contributes to a better understanding of the complexity of human experiences, and integrates academic research with the world of policy and action. MU informs students and practitioners of diversity-related research in a variety of ways including through the Diversity in Action seminar series.
RESEARCH

A world-class research institution, the University of Missouri is committed to fostering a strong and active research program. The University houses facilities that encourage discovery and hosts centers and institutes that frequently support interdisciplinary collaboration in all academic fields. Interdisciplinary research is MU’s hallmark. Examples of first-rate collaborative environments include the Center for Studies in Oral Tradition, the Christopher S. Bond Life Sciences Center, the Dalton Cardiovascular Research Center, the Donald W. Reynolds Journalism Institute, and the Health Activity Center.

MU has the nation’s most powerful university nuclear research reactor, and is the largest U.S. producer of radioisotopes for diagnosing and treating cancer. The University has 17 research farms, research centers, and forests, covering more than 14,500 acres. It operates one of five U.S. centers funded by the National Institutes of Health (NIH) to lead interdisciplinary research on botanicals, part of a $32 billion dietary supplement industry.

MU's nationally prominent faculty bring discoveries into the classroom and conduct extensive scientific research. MU has about 3,100 active grants and contracts and spent $236.4 million on research in FY13, including $111.5 million from federal sources. Mizzou’s licensing income from the commercialization of new technologies has reached $46.9 million since FY08. In the last eight years, 25 startup companies have licensed technology invented by MU scientists.

STUDENT ACTIVITIES AND ATHLETICS

The University understands that a good education is a lot more than courses and class related work. It makes every effort to have a large, world-class university that feels small-town friendly. Students are encouraged to get involved in the campus community and form lifelong friendships through Mizzou's 750-plus student organizations. These groups provide for students who are interested in a variety of areas including politics, arts, media, international studies, sports, community service, agriculture, and religion.

Leadership development is also a major focus at Mizzou. Students have dozens of opportunities to participate in leadership programs such as the unique Chancellor's Leadership Class, a two-credit course for 30 selected freshmen committed to achieving their leadership potential.

Service is an important component of the Mizzou culture and many students are active in volunteer activities. In the past six years, almost 20,000 students performed more than 900,000 hours of community service. MU students mentor and tutor young people, visit and assist the elderly, work at an animal shelter, and participate in countless other activities that make a difference in the community. There are also opportunities to serve globally in countries like Ghana, Ireland, Jordan, and many others.

The University of Missouri has an active and well respected athletic program, competing in the Southeastern Conference (SEC). The Tiger football team has finished 8 of the past 10 seasons with bowl games. The softball team, consistently one of the nation's best, has made it to the super regional round of the NCAA Tournament for six consecutive seasons and played in the Women's College World Series three times during that span. Mizzou men's basketball has played in five straight NCAA tournaments, and the national powerhouse wrestling team won the Mid-American Conference title in its inaugural season.
ALUMNI

The University boasts more than 271,000 living alumni including Pulitzer Prize winners, artists, CEOs, and government leaders. Many MU alums are active in the Mizzou Alumni Association (MAA). The MAA network includes 121 local alumni chapters nationwide and exists to preserve traditions, connect alumni back to Mizzou and to each other, and support the University. Last year, the MAA and its affiliated groups hosted nearly 150,000 alumni, fans, and friends at more than 1,400 events. It was also a record year for philanthropy as the MAA provided $441,000 in scholarships and raised $95,720 for the Mizzou Traditions Fund.

In addition to the MAA, the Mizzou Legislative Network is a grassroots advocacy coalition of alumni, students, and friends of Mizzou who share a dedication to higher education and to Mizzou. They are called upon to contact their legislators about specific issues and to relay a positive, consistent, and constant message about the University.

ADVANCEMENT

The University of Missouri has a strong history of successfully seeking philanthropic investments to support the University’s work. In its last comprehensive campaign, the University of Missouri raised $1.03 billion. The income had a significant impact on the University, allowing MU to fund an additional 1,500 merit and need-based scholarships, create 85 new endowed faculty positions, and enhance a wide range of academic programs and facilities. Since the end of that campaign, the endowment of the University has grown over 60 percent to its current level of $783 million. In FY13, alumni and friends made 60,178 gifts to the University, totaling $103.9 million.

In January of 2012, MU embarked on the quiet phase of its second major comprehensive campaign. The goal is $1 billion plus and will be finalized before the campaign goes public, sometime in 2015. The focus of the campaign will be on building the University’s endowment, including chair and faculty support, scholarships, and endowing strategic Institutes and Centers where MU is poised to make a difference. To get there, under the direction of a new vice chancellor for advancement, MU is setting aggressive fundraising goals for the next several years and has reached its $150 million goal in gifts and pledges for FY14, one month early.

FINANCES

University Budget

The University of Missouri, like most public universities, has seen a decline in state support over the last several years. In 2005, student tuition and fees surpassed the State of Missouri’s contribution to the University. For 2013-14, tuition and fee income comprised about 61 percent of the operations budget. This, as in most states, is a reversal of state contributions which historically have provided a majority of the University’s funding.
The University is adjusting to this change. Every component of MU’s finances and operating budget will continue to require attention to ensure the University thrives. What makes the future optimistic is the University’s strong reputation as a nationally ranked research institution, the consistently careful stewardship of University resources, the potential for growth in research, and the University’s ability to attract out-of-state students with its reasonable tuition level.

In the face of budgetary challenges, the response of the University of Missouri and its new chancellor has been to reaffirm its commitment to excellence and to embark on a process that will enhance the University’s capacity to make difficult but necessary and informed decisions. Looking forward, the University will continue to seek opportunities for cost containment and prioritization, and secure other revenue sources.

The University of Missouri’s total budget for 2013-14 exceeds $2.15 billion including enterprise operations such as the hospital and physician services. MU’s operations budget of $554,000 million supports the core of the academic enterprise. Auxiliary Operations contribute 35 percent, and grants and contracts contribute 11 percent of the total budget. The total state appropriations for the current fiscal year are $170.5 million.

A summary presentation of the budget provides an overview of the funding sources for FY14.
Tuition, Fees, and Financial Aid

Mizzou has been, and will continue to be, strategic in its approach to attracting students from other states as well as from abroad. In keeping with its mission as a state public land-grant institution, MU would like to keep tuition increases to a minimum, allowing access to students from all segments of the State’s residents. Four out of five MU students receive some form of financial aid, with the average aid package totaling somewhat over $13,000. Currently, the University has resident tuition charges among the lowest for public institutions in the nation. Mizzou’s estimated costs of attendance, including tuition rates, are extraordinarily reasonable for both in-state and non-resident students. This makes the institution very attractive to Missourians and has bolstered the University’s revenues in the face of shrinking state support by allowing the University to attract strong out of state students.