

**Contact: Diana Gonzalez**

**REQUEST TO ADOPT A NEW PEER GROUP AT THE UNIVERSITY OF NORTHERN IOWA**

**Action Requested:** Consider recommending approval of the request by the University of Northern Iowa to replace the existing peer group.

**Executive Summary.** A 2014 Peer Institution Selection Committee (Attachment A) at the University of Northern Iowa conducted an extensive study of U.S. institutions using an iterative set of criteria that included student characteristics, institutional characteristics, and faculty characteristics (Attachment B). Based on the results of the Committee’s study, the following peer institutions are being proposed by UNI:

<b>PROPOSED PEER GROUP</b>	<b>CURRENT PEER GROUP</b>
College of Charleston (SC)	California State University – Fresno (CA)
Eastern Illinois University (IL)	Central Michigan University (MI)
Ferris State University (MI)	Illinois State University (IL)
James Madison University (VA)	Indiana State University (IN)
Marshall University (WV)	Northern Arizona University (AZ)
Southern Illinois University – Edwardsville (IL)	Ohio University – Athens (OH)
Truman State University (MO)	University of Minnesota – Duluth (MN)
University of Massachusetts – Dartmouth (MA)	University of North Carolina – Greensboro (NC)
University of Minnesota – Duluth (MN)	University of North Texas (TX)
Western Washington University (WA)	University of Wisconsin – Eau Claire (WI)

**Background:** There were 115 institutions in the initial selection. A cluster analysis was conducted using the criteria shown below. The results of the cluster analysis showed three groups of institutions that were most similar to UNI. Branch One included the 15 institutions most like UNI based on the selection criteria. The Committee reduced the list from 15 to 10 institutions which are described below.

<b>Student Characteristics</b>	<b>Institutional Characteristics</b>	<b>Faculty Characteristics</b>
Ratio UG to Grad (FT only)	Selectivity	# F/T Faculty
Ratio F/T to P/T	Tuition and mandatory fees (in-state only)	Ratio F/T to P/T
% Pell eligible	Total operating budget	Student to faculty ratio
In-state/Out-of-state (UG only)		% minority
ACT/SAT (ACT comp. 75 <sup>th</sup> percentile)		
Ratio new freshmen to transfer		

**PROPOSED PEER GROUP**

Institution	UNI	S. Illinois University – Edwardsville	Northern Kentucky University	Marshall University	Eastern Illinois University	Ferris State University
Ratio UG to Grad students	14.19	8.61	12.12	5.13	12.77	11.86
Ratio F/T to P/T students	5.42	3.28	2.18	2.94	4.51	2.32
% Pell eligible students	24.00	36.00	35.00	43.00	39.00	42.00
Ratio in-state/out-of-state students	12.46	12.92	2.02	3.23	22.69	14.76
ACT comp. 75 <sup>th</sup> percentile	25.00	25.00	24.00	24.00	24.00	24.00
Ratio new freshmen to transfer	1.73	1.70	2.40	2.77	1.34	1.42
Selectivity	78.00	82.00	64.00	73.00	65.00	71.00
Number of F/T Faculty	1,696.00	2,109.00	1,599.00	1,654.00	1,696.00	1,489.00
F/T to P/T Faculty Ratio	3.56	5.39	3.06	5.51	7.01	2.57
Student to Faculty Ratio	16.00	18.00	18.00	19.00	15.00	16.00
Faculty Minority %	0.11	0.20	0.10	0.13	0.10	0.10
In State Tuition & Fees	\$7,635.00	\$9,251.00	\$8,064.00	\$5,930.00	\$10,930.00	\$10,354.00
Total Operating Budget	\$239,505,616.00	\$251,060,667.00	\$189,637,000.00	\$248,741,543.00	\$190,242,032.00	\$199,707,207.00

**PROPOSED PEER GROUP**

Institution	UNI	S. Illinois University – Edwardsville	Northern Kentucky University	Marshall University	Eastern Illinois University	Ferris State University
City, State	Cedar Falls, IA	Edwardsville, IL	Highland Heights, KY	Huntington, WV	Charleston, IL	Big Rapids, MI
Highest degree offered	Primarily baccalaureate or above					
Carnegie classification	Master's Colleges and Universities (larger programs)					
Institution size (2011 FTE)	12,081	10,504	12,795	12,022	10,125	12,019
Campus setting	City – Small	Suburb – Large	Suburb – Large	City – Small	Town – Remote	Town - Remote

**PROPOSED PEER GROUP**

Institution	UNI	University of Mary Washington	Western Washington University	University of Massachusetts - Dartmouth	University of Minnesota – Duluth	Truman State University
Ratio UG to Grad students	14.19	27.72	24.13	10.19	13.40	19.62
Ratio F/T to P/T students	5.42	3.75	9.30	3.64	6.05	9.28
% Pell eligible students	24.00	16.00	25.00	37.00	25.00	20.00
Ratio in-state/out-of-state students	12.46	5.87	7.10	20.96	8.18	4.12
ACT comp. 75 <sup>th</sup> percentile	25.00	27.00	28.00	25.00	26.00	29.00
Ratio new freshmen to transfer	1.73	3.26	2.57	2.87	3.67	6.91
Selectivity	78.00	77.00	80.00	70.00	78.00	74.00
Number of F/T Faculty	1,696.00	699.00	1,518.00	1,156.00	1,366.00	727.00
F/T to P/T Faculty Ratio	3.56	3.00	3.68	3.31	4.91	9.69
Student to Faculty Ratio	16.00	14.00	21.00	18.00	19.00	17.00
Faculty Minority %	0.11	0.15	0.16	0.27	0.12	0.07
In State Tuition & Fees	\$7,635.00	\$9,306.00	\$8,805.00	\$11,681.00	\$12,785.00	\$7,216.00
Total Operating Budget	\$239,505,616.00	\$87,745,652.00	\$224,111,633.00	\$208,697,000.00	\$179,256,570.00	\$93,656,278.00

**PROPOSED PEER GROUP**

Institution	UNI	University of Mary Washington	Western Washington University	University of Massachusetts - Dartmouth	University of Minnesota – Duluth	Truman State University
City, State	Cedar Falls, IA	Fredericksburg, VA	Bellingham, WA	North Dartmouth, MA	Duluth, MN	Kirkville, MO
Highest degree offered	Primarily baccalaureate or above					
Carnegie classification	Master’s Colleges and Universities (larger programs)	Master’s Colleges and Universities (medium programs)	Master’s Colleges and Universities (medium programs)			
Institution size (2011 FTE)	12,081	4,599	14,002	7,811	7,910	5,571
Campus setting	City – Small	Suburb – Midsize	City – Small	Suburb – Midsize	City – Small	Town - Remote

**2014 PEER INSTITUTION SELECTION COMMITTEE**

Jennifer Cooley, College of Humanities, Arts and Sciences

Joe Gorton, College of Social and Behavioral Sciences; United Faculty

Mickey Mack, College of Education

Jessica Moon, University Honors Program

Kristin Moser, CIO's Office & Institutional Research

Farzad Moussavi, College of Business

Gary Shontz, Financial Accounting & Reporting Services

V Eugene Wallingford, College of Humanities, Arts and Sciences

Kristin Woods, Dean of Students Office

The following tables include the cluster analysis for UNI's 10 current peer institutions.

**CURRENT PEER GROUP**

Institution	UNI	California State University – Fresno	Central Michigan University	Illinois State University	Indiana State University	Northern Arizona University
Ratio UG to Grad students	14.19	6.93	3.39	7.45	4.94	5.15
Ratio F/T to P/T students	5.42	5.36	2.76	7.64	3.63	3.56
% Pell eligible students	24.00	53.00	37.00	25.00	43.00	41.00
ACT comp. 75 <sup>th</sup> percentile	25.00	22.00	25.00	25.00	22.00	25.00
Ratio new freshmen to transfer	1.73	1.88	2.26	1.62	3.56	1.77
Selectivity	78.00	60.00	69.00	74.00	86.00	76.00
Number of F/T Faculty	1,696.00	1,509.00		3,061.00	1,495.00	2,679.00
F/T to P/T Faculty Ratio	3.56	5.39	3.06	5.51	7.01	2.57
Student to Faculty Ratio	16.00	26.00	22.00	19.00	19.00	21.00
In State Tuition & Fees	\$7,635.00	\$6,228.00	\$10,950.00	\$12,726.00	\$8,098.00	\$9,272.00
Total Operating Budget	\$239,505,616.00	\$187,539,947.00	\$389,650,765.00	\$404,089,866.00	\$185,874,786.00	\$345,109,997.00

**CURRENT PEER GROUP**

Institution	UNI	California State University – Fresno	Central Michigan University	Illinois State University	Indiana State University	Northern Arizona University
City, State	Cedar Falls, IA	Fresno, CA	Mount Pleasant, MI	Normal, IL	Terre Haute, IN	Flagstaff, AZ
Highest degree offered	Primarily baccalaureate or above	Primarily baccalaureate or above	Primarily baccalaureate or above	Primarily baccalaureate or above	Primarily baccalaureate or above	Primarily baccalaureate or above
Carnegie classification	Master's Colleges and Universities (larger programs)	Master's Colleges and Universities (larger programs)	Doctoral/ Research	Doctoral/ Research	Doctoral/ Research	Research University (High research activity)
Institution size (2011 FTE)	12,081	18,812	23,832	19,434	10,346	24,232
Campus setting	City – Small	City – Large	Town – Distant	Suburb – Midsize	City – Small	City - Small

**CURRENT PEER GROUP**

Institution	UNI	Ohio University – Main Campus	University of Minnesota – Duluth	University of North Carolina – Greensboro	University of North Texas	University of Wisconsin – Eau Claire
Ratio UG to Grad students	14.19	4.81	9.04	4.33	4.16	19.23
Ratio F/T to P/T students	5.42	2.47	6.05	3.50	2.51	7.63
% Pell eligible students	24.00	24.00	25.00	44.00	36.00	27.00
ACT comp. 75 <sup>th</sup> percentile	25.00	26.00	26.00	23.00	26.00	26.00
Ratio new freshmen to transfer	1.73	1.92	3.67	1.48	1.00	3.50
Selectivity	78.00	78.00	78.00	59.00	64.00	77.00
Number of F/T Faculty	1,696.00	3,016.00	1,366.00	2,509.00	3,601.00	1,042.00
F/T to P/T Faculty Ratio	3.56	5.39	3.06	5.51	7.01	2.57
Student to Faculty Ratio	16.00	19.00	19.00	17.00	23.00	21.00
In State Tuition & Fees	\$7,635.00	\$10,282.00	\$12,785.00	\$6,136.00	\$8,357.00	\$8,685.00
Total Operating Budget	\$239,505,616.00	\$541,678,838.00	\$179,256,570.00	\$291,397,738.00	\$484,711,222.00	\$152,397,739.00

**CURRENT PEER GROUP**

Institution	UNI	Ohio University – Main Campus	University of Minnesota – Duluth	University of North Carolina – Greensboro	University of North Texas	University of Wisconsin – Eau Claire
City, State	Cedar Falls, IA	Athens, OH	Duluth, MN	Greensboro, NC	Denton, TX	Eau Claire, WI
Highest degree offered	Primarily baccalaureate or above	Primarily baccalaureate or above	Primarily baccalaureate or above	Primarily baccalaureate or above	Primarily baccalaureate or above	Primarily baccalaureate or above
Carnegie classification	Master’s Colleges and Universities (larger programs)	Research University (High research activity)	Master’s Colleges and Universities (med. programs)	Research University (High research activity)	Research University (High research activity)	Master’s Colleges and Universities (med. programs)
Institution size (2011 FTE)	12,081	26,477	7,910	16,585	31,723	10,285
Campus setting	City – Small	Town – Distant	City – Small	City – Large	City – Midsize	City - Small

Mission, Vision, and Other Facts for 10 Proposed Peers

College of Charleston  
Charleston, South Carolina

Mission, Purpose, & Values

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**Mission**

The College of Charleston is a state supported comprehensive institution providing a high quality education in the arts and sciences, education and business. Consistent with its heritage since its founding in 1770, the College retains a strong liberal arts undergraduate curriculum. Located in the heart of historic Charleston, it strives to meet the growing educational demands primarily of the Lowcountry and the state and, secondarily, of the Southeast. A superior quality undergraduate program is central to the mission of the College.

The College of Charleston seeks applicants capable of successfully completing degree requirements and pays particular attention to identifying and admitting students who excel academically. The College of Charleston serves a diverse student body from its geographical area and also attracts students from national and international communities. The College provides students a community in which to engage in original inquiry and creative expression in an atmosphere of intellectual freedom. This community, founded on the principles of the liberal arts tradition, provides students the opportunity to realize their intellectual and personal potential and to become responsible, productive members of society.

In addition to offering a broad range of baccalaureate degree programs, the College currently provides an increasing number of masters' degree programs, which are compatible with the community and the state. As a prominent component of the state's higher education system, the College encourages and supports research. Its faculty is an important source of knowledge and expertise for the community, state, and nation. Additionally, the College provides an extensive credit and non-credit continuing education program and cultural activities for residents of the Low country of South Carolina.

**Purpose**

- To pursue and share knowledge through study, inquiry and creation in order to empower the individual and enrich society.

**Values**

- EDUCATIONAL EXCELLENCE that furthers intellectual, creative, ethical and social development through a broad range of programs centered on the liberal arts and sciences.
- STUDENT-FOCUSED COMMUNITY that embraces mutual respect, collaboration and diversity for the welfare of the individual and the institution.
- THE HISTORY, TRADITIONS AND ENVIRONMENT OF CHARLESTON AND THE LOWCOUNTRY that foster distinctive opportunities and relationships that advance our public mission in the city of Charleston, state of South Carolina, and the world.

Headcount

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Student (Fall 2013)

Undergraduate ----- 10,488 students  
Graduate ----- 1,131 students

Employee (Fall 2013)

Instructional Faculty ----- 949 people

Facts

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- *PARADE* magazine's *College A-List*
  - o best small public schools in the nation -- "the communal feel of a small liberal-arts college with the breadth of choice offered by a big university."
  - o "The campus itself is a piece of history located in the heart of Charleston's historic district, and students studying historic preservation and arts management (Charleston is home to the Spoleto Festival) have a living laboratory at their disposal."
- *The Princeton Review*
  - o offers students the best values for their education:
  - o "a moderately sized school that manages to make itself feel like a small school, a 'Southern secret' that is 'extremely diverse' and offers 'many great fields of study.'"
  - o Small class sizes -- "allows professors to pay individualized attention to students and to make time to advise their students outside of class."
- Best 387 Colleges
  - o Personalized atmosphere, caring professors, great weather, beautiful city, great education for a reasonable price
  - o "provides a truly unique Southern experience with strong liberal arts and sciences academics"
- *U.S. News & World Report*
  - o No. 4 among Southern public regional universities in its 2014 edition of Best
- *Colleges Newsweek*
  - o one of the country's most interesting schools.
- "Best Buy" in the newest edition of *Barron's Best Buys in College Education*
- No. 60 among Kiplinger's 2013-2014 top 100 "Best Values in Public Colleges"
  - o high four-year graduation rate, low average student debt at graduation, abundant financial aid, low sticker price, and for being an overall great value.
- Fiske Guide to Colleges
  - o finest public liberal arts and sciences institution in South Carolina
  - o traditional Lowcountry cuisine or delving into the wide range of courses offered at this strong liberal arts institution
  - o solid education based on creative expression and intellectual freedom
- *Forbes Magazine*
  - o #7 on the list of the top 25 "Best Value Colleges" in the United States
- Traditions:
  - o Graduation
  - o women students wear white dresses, men wear white dinner jackets
  - o Convocation
  - o annual celebration where students and faculty celebrate the official opening of the scholastic year
  - o Rights of Passage
  - o pass through the arch at Porters Lodge on their first day and enter the Cistern Yard to sign "the book."

Eastern Illinois University  
Charleston, Illinois

**Mission & Vision Statement**

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**Mission**

Eastern Illinois University is a public comprehensive university that offers superior, accessible undergraduate and graduate education. Students learn the methods and results of free and rigorous inquiry in the arts, humanities, sciences, and professions, guided by a faculty known for its excellence in teaching, research, creative activity, and service. The University community is committed to diversity and inclusion and fosters opportunities for student-faculty scholarship and applied learning experiences within a student-centered campus culture. Throughout their education, students refine their abilities to reason and to communicate clearly so as to become responsible citizens and leaders.

**Vision**

Eastern Illinois University will be a premier comprehensive university, global in its reach and impact, where personal connections with faculty and staff support students' academic success.

**Headcount**

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**Student (Fall 2013)**

Undergraduate ----- 10,417 students

**Employee (Fall 2013)**

Staff & Faculty ----- 2,000 people

**Facts**

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- Prominently known for their Communication Disorders and Sciences and Biological Sciences program
- Masters university – has no doctoral programs and draws students in locally
- Selective admission
- prepares students to accomplish their life goals through a great combination of quality academics and personal relationships.
- *U.S. News and World Report*
  - o ranked in the top third of Midwest universities in its class
  - o offers a wide variety of undergraduate and graduate programs taught by an experienced and caring faculty
  - o reasonable tuition, fees, and room and board rates
- compact 320-acre campus
- graduation and retention rates are well above state and national averages
- ranks high in job placement, alumni satisfaction and employer satisfaction.
- Contains an Honors College

- National Science Foundation survey

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  - Ranking first in the state, EIU ranks in the top 5 percent nationwide.
  - Prepares more undergraduates who go on to earn doctoral degrees than any other master's college/university in Illinois.
- Environmentally friend with the Renewable Energy Center, one of the largest biomass facilities in the country
- Center for Clean Energy Research and Education will provide students and faculty hands-on research opportunities in cutting-edge technology.
- English faculty member David Raybin was named the 2011 Illinois Professor of the Year by The Carnegie Foundation for the Advancement of Teaching and the Council for Advancement and Support of Education, the only national program to recognize excellence in undergraduate teaching and mentoring
- The Doudna Fine Arts Center combines state-of-the-art facilities for art, music and theatre students with top-quality cultural activities for the entire region.
- EIU is the first choice for more than 75 percent of new students in the Honors College, which attracts some of the best and brightest in the state.
- Our **alumni satisfaction** rate is 98 percent after one year from graduation and 99 percent after nine years from graduation

Ferris State University  
Big Rapids, Michigan

**Mission, Vision, & Values**

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**Mission**

Ferris State University prepares students for successful careers, responsible citizenship, and lifelong learning. Through its many partnerships and its career-oriented, broad-based education, Ferris serves our rapidly changing global economy and society.

**Vision Statement**

**Ferris State University will be:** The recognized leader in integrative education, where theory meets practice throughout the curriculum, and where multi-disciplinary skills important in a global economy are developed with the result that Ferris State University will also be:

- The preferred choice for students who seek specialized, innovative, career- and life-enhancing education
- The premier educational partner for government, communities, agencies, businesses, and industries through applied research and joint ventures
- A stimulating, student-centered academic environment that fosters life-long engagement, leadership, citizenship, and continuing intellectual development
- A university that aligns its practices and resources in support of its core values of collaboration, diversity, ethical community, excellence, learning, and opportunity

**Values**

- **Collaboration:** Ferris contributes to the advancement of society by building partnerships with students, alumni, business and industry, government bodies, accrediting agencies, and the communities the University services.
- **Diversity:** By providing a campus which is supportive, safe, and welcoming, Ferris embraces a diversity of ideas, beliefs, and cultures
- **Ethical Community:** Ferris recognizes the inherent dignity of each member of the University community and treats everyone with respect. Our actions are guided by fairness, honesty, and integrity
- **Excellence:** Committed to innovation and creativity, Ferris strives to produce the highest quality outcomes in all its endeavors.
- **Learning:** Ferris State University values education that is career-oriented, balances theory and practice, develops critical thinking, emphasizes active learning, and fosters responsibility and the desire for the lifelong pursuit of knowledge.
- **Opportunity:** Ferris, with a focus on developing career skills and knowledge, provides opportunities for civic engagement, leadership development, advancement, and success.

**Headcount**

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Student (Fall 2013)

Undergraduate ----- 13,469 students  
Graduate ----- 441 students Graduate  
Professional Practice ----- 738 students  
Doctorate ----- 59 students

Employee (Fall 2013)

Faculty & Staff ----- 2,103 people

**Facts**

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- 9th largest university in the state
- located on the southern edge of the City of Big Rapids, straddling the border between Big Rapids Township and the city, the university has over 880 acres (3.6 km<sup>2</sup>) for its main campus
- high rate of employment amongst graduates
- has programs at 19 off-campus locations
- 8 college with 170 education programs:
  - o Kendall College of Art and Design
    - Graduate & B.S degree in Art History
  - o Michigan College of Optometry
    - Only program in Michigan & 1 of 16 in the United States
  - o College of Pharmacy
    - Graduate more than 50% of Michigan's practicing pharmacists
  - o College of Health Professionals
    - BSN & MSN
  - o Specializations
    - o College of Education and Human Services
      - 3 areas: Corrections, Generalists, and Law Enforcement

James Madison University  
Harrisonburg, Virginia

**Mission, Vision, & Values**

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**Mission**

We are a community committed to preparing students to be educated and enlightened citizens who lead productive and meaningful lives.

**Vision**

To be the leading comprehensive university.

**Values**

Our student-centered community values excellence, integrity and mutual respect.

**Headcount**

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**Student (Fall 2013)**

Undergraduate ----- 18,431 students  
Graduate ----- 1,750 students

**Employee (Fall 2013)**

Full-time Instructional Faculty ----- 940 people  
Part-time Instructional Faculty ----- 411 people

**Facts**

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- *Kiplinger's Personal Finance's* top 100 "Best Values in Public Colleges" for 2013
  - o High graduation rates and low costs
  - o placed 20th on the list of four-year public schools that combine outstanding education with economic value
  
- One of the top master's-level institutions in the country in study-abroad participation
  
- Ranked second in the nation in participation in short-term programs and second in total number of students who studied abroad, with 1,101 students.
  
- *The U.S. News & World Report* 2013 edition of its "Best Colleges" guidebook
  - o ranks the university No. 2 on the list of top public schools in the South
  - o most often cited by college presidents, provosts and admissions deans who were asked to identify up to 10 schools in their *U.S. News* ranking category where the faculty has a strong commitment to teaching.

- o students are involved in undergraduate research and creative projects that result in original scholarly papers that can be formally presented on or off campus.
- *Bloomberg Businessweek* magazine
  - o College of Business remains in the top 5 percent of undergraduate business schools ranked annually
  - o ranked 11th among public institutions and 29th among all business schools.
- Ranks No. 38 on *The Forbes Top 100 Best Buy Colleges* 2012 special report.
- Institute for Stewardship of the Natural World was recognized for its learning outcomes and assessment work - was recognized with a Governor's Environmental Excellence Award bronze medal in April 2013
- *The Princeton Review's "Guide to 322 Green Colleges: 2013 Edition."*
  - o One of the country's most environmentally responsible colleges
  - o Wayland Hall became the first renovated residence hall in the country to receive the Leadership in Energy and Environmental Design platinum award, the highest LEED certification status.
- (2014) *The Fiske Guide to Colleges*
  - o 1 of the 300 of the country's best and most interesting colleges and universities.
- 2013 President's Higher Education Community Service Honor Roll
  - o Distinction for commitment to service and civic engagement on campus and in the nation
  - o Awards in active citizenship

Marshall University  
Huntington, West Virginia

### Mission

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Marshall University is a multi-campus public university providing innovative undergraduate and graduate education that contributes to the development of society and the individual. The University actively facilitates learning through the preservation, discovery, synthesis, and dissemination of knowledge.

#### Marshall University will...

- provide affordable, high quality undergraduate and graduate education appropriate for the state and the region;
- provide services and resources to promote student learning, retention, and academic success;
- foster faculty, staff, and student outreach through service activities;
- provide a safe and secure employee work environment;
- make instruction available throughout Marshall's service area using all appropriate modes of delivery;
- enhance the quality of health care in the region;
- promote economic development through research, collaboration, and technological innovations;
- educate a citizenry capable of living and working effectively in a global environment;
- support and strengthen the faculty, staff, student, and administrative governance structures in order to promote shared governance of the institution;
- further the intellectual, artistic, and cultural life of the community and region; and
- adhere to the Marshall University Creed and to the Statement of Ethics.

#### Marshall University faculty will...

- remain current in their fields of expertise and incorporate that expertise in the educational process as appropriate;
- improve instruction through the use of innovative teaching methods that require students to become actively involved in the learning process and develop the critical thinking skills necessary for life-long learning;
- contribute to the body of knowledge through completion of scholarly and creative activities;
- actively engage and mentor students in scholarly, artistic, and creative endeavors;
- help students develop the ability to navigate through a rapidly changing society; and
- regularly review the curriculum, degree, and programs offered, and recommend necessary additions and deletions to meet changing needs of the state and region.

#### Marshall University staff will...

- support the mission of the University in their transactions with students, staff, faculty, administrators, and the public;
- develop a positive, just, and equitable workplace; and
- be a quality workforce equipped with appropriate skills and knowledge.

#### Marshall University students will have the opportunity to...

- use their knowledge, creativity, and critical thinking skills to make their communities better places in which to live;
- examine critically the many issues facing society and, through the process of civil discourse, prepare themselves to become socially responsible individuals who contribute to the betterment of society;
- appreciate and cultivate diversity, and value differences;
- participate in activities such as artistic and cultural programs, social and residential life activities, and intercollegiate/intramural athletic teams; and
- undertake intensive graduate-level education in their chosen fields upon admission to graduate school, giving them solid foundations for becoming competent professionals.

#### Marshall University administration will...

- actively seek resources to support the mission and goals of the institution as stated in this document;
- secure funding to support scholarship, artistic, and creative endeavors, faculty and staff development, and state-of-the-art classrooms;
- provide leadership to facilitate the institution's achievement of its mission and vision;
  - administer the policies of the university in a fair, ethical, and equitable manner;
  - communicate the vision, mission, goals, achievements, and difficulties of the institution in a clear, effective, and forthright manner to both internal and external constituencies; and
  - actively support shared governance of the institution.

**Headcount**

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Student (Fall 2013)

Undergraduate -----	9,889 students
Graduate -----	3,430 students
1 <sup>st</sup> Professional -----	396 students

**Facts**

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- A historic public university located in downtown Huntington with additional campuses and centers in South Charleston, Point Pleasant, and Teays Valley.
- Receives more than \$50 million of research funding annually
- The West Virginia Research Trust Fund - "Bucks for Brains" program - created by the West Virginia Legislature in 2008 to stimulate both world-class research at the state's leading research universities *and* the related benefits of high-tech industries.
- Offers two prestigious and academically rigorous scholarship programs
  - o the John Marshall Scholars and the Society of Yeager Scholars program
- The Jomie Jazz Center is a \$2.6 million facility that houses the University's study program in jazz.
- (2007) Marshall's Joan C. Edwards School of Medicine was ranked fifth in the nation in producing family physicians.
- (2009) Marshall's Forensic Science Graduate Program ranked #1 in the nation
- (2011) Marshall's Digital Forensics Program was the first program in the world to obtain full accreditation in digital forensics from the Forensic Science Education Programs Accreditation Commission (FEPAC).
- MU also allows students to complete the first two years of a specific engineering degree and then transfer to one of the two campuses of West Virginia University. MU has a goal of developing specific engineering programs of its own.
- MU offers a PhD in Biomedical Sciences, the EdD in Educational Leadership or Curriculum and Instruction, and first professional doctorates in Nurse Anesthesia, Psychology, and Physical Therapy.
- Ranked by APB News as one of the safest universities in the country.
- Non-residential branch campus – focused on graduate students
- Undergraduate classes are also hosted at 3 other centers
- Added a pharmacy school in 2012
- Resources
  - o Buck Harless Student-Athlete Program
  - o Campus Christian Center
  - o Catholic Newman Center
  - o Center for African American Students
  - o The College Program for Students with Autism Spectrum Disorder
  - o H.E.L.P. Program
  - o Honors College
  - o Lesbian Gay Bisexual Outreach
  - o Memorial Student Center
  - o Military & Veterans' Affairs
  - o Speech and Hearing Center
  - o Women's Center

Southern Illinois University-Edwardsville-

Mission, Vision, and Values

**Mission**

Southern Illinois University Edwardsville is a student-centered educational community dedicated to communicating, expanding and integrating knowledge. In a spirit of collaboration enriched by diverse ideas, our comprehensive and unique array of undergraduate and graduate programs develops professionals, scholars and leaders who shape a changing world.

**Vision**

Southern Illinois University Edwardsville will achieve greater national and global recognition and academic prominence through innovative and interdisciplinary programs that empower individuals to achieve their full potential.

**Values**

1. Citizenship
2. Excellence
3. Inclusion
4. Integrity
5. Wisdom

Headcount

Student (Fall 2013)

Undergraduate -----	11,229 students
Graduate -----	2,091 students
Dr – Professional Practice -----	530 students

Employee (Fall 2013)

Faculty Rank -----	1,005 people
Administrative/Professors -----	354 people
Civil Service -----	1,121 people

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Facts

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6. Small, liberal arts college with one of the lowest tuition of 12 state universities in Illinois.
7. Emphasize that students are able to interact with faculty at all levels because they feel that it is a critical factor in academic success.
8. Campus is situated on 2,660 acres of beautiful woodland atop the bluffs overlooking the natural beauty of the Mississippi River's rich bottom land.
9. SIUE has achieved excellence in undergraduate education:
  - o SIUE's Senior Assignment Program
    - o a national model in the effectiveness of academic programs offered.
  - o *U.S. News & World Report Best Colleges of 2014*
    - o ranks SIUE among the best Regional Universities
  - o *Washington Monthly*
    - o ranks among the TOP 60 out of the 684 master's universities in the nation.
  - o The School of Engineering
    - o one of the most comprehensive engineering schools in the region offering a broad range of professionally accredited programs.
  - o The School of Education prepares professionals in areas including:
    - o sports management, community recreation, clinical psychology, speech-language pathology and audiology, and instructional technology.
  - o *Princeton Review*
    - o School of Business is one of the top 296 business schools in the United States.
  - o Biology and chemistry graduates are regularly accepted and do well in medical and dental schools.
  - o The School of Nursing
    - o uses state-of-the-art, simulated learning lab
    - o enrollment of students that is at an all-time high
  - o The School of Pharmacy
    - o the only pharmacy program in Southern Illinois
    - o offers a fully-accredited professional program leading to the PharmD degree
  - o School of Dental Medicine graduates
    - o rank high among the nation's 64 accredited dental schools on national board exams.
  - o (2013) More than \$14 million in grants was given to the East St. Louis Center for its comprehensive programs, services and training for children and families in the community.

Truman State University

Mission & Vision Statement

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### Mission

The mission of Truman State University is to offer an exemplary undergraduate education to well-prepared students, grounded in the liberal arts and sciences, in the context of a public institution of higher education. To that end, the University offers affordable undergraduate studies in the traditional arts and sciences as well as selected pre-professional, professional, and master's level programs that grow naturally out of the philosophy, values, content, and desired outcomes of a liberal arts education.

The highest goals of a liberal arts education are to ignite the individual's curiosity about the natural and social universe and then aid him or her in developing the skills and personal resources to channel knowledge into productive, satisfying activity. In pursuing these goals, the University seeks to cultivate in its students:

- intellectual integrity, celebration of difference and diversity, informed ethical values, and courageous aspiration toward the best for oneself, one's family, one's society, and the world, a sense of the joys and uses of creative and critical thought, including skills of intellectual problem-solving through effective reading and research, clear writing, and articulate speech; and the willingness and ability to exercise personal and intellectual leadership in his or her chosen field of endeavor.

The University will achieve its mission through emphasizing and supporting excellence in teaching, in pure and applied research, and in public service consistent with the educational emphasis and goals of the University. In fulfilling this mission, Truman State University recognizes its duty to:

- maintain a student-centered and student learning-centered living and learning environment that will attract, nurture, and challenge diverse, outstanding students; prepare its students to succeed in rigorous professional and graduate programs; provide a physical environment and support services that will help members of the University achieve their educational goals and enhance their social and physical development, and that will further serve as a source of pride to the University, the alumni, the community, and the state; offer services to the community, the region, and the state in the areas of research and public service that are natural outgrowths of the academic mission of the University, and strive to ensure that the University serves as a cultural resource for the broader community of which it is an integral part; develop and maintain sources of public and private support, and merit such continued support through public accountability for the quality of its programs and the utilization of its resources; and provide appropriate encouragement and recognition of each member of the University community who contributes to the fulfillment of the University's goals.

### Vision: Living our Mission, Adapting to Change

*"The sympathetic 'ability to imagine...the predicament of another person, along with the ability to think for oneself' are the 'skills that are needed to keep democracies alive.'"—Martha Nussbaum, 2010*

*"The only sure reliance for the preservation of our liberty is to educate and inform the whole mass or people."—Thomas Jefferson to James Madison, 1787*

Truman will demonstrate its public liberal arts and sciences mission by developing educated citizens needed to protect our democracy and offer creative solutions to state, national and global problems. It will do so through transformative experiences that foster critical thought, daring imagination and empathetic understanding of human experiences at home and around the world. Truman graduates will be citizen-leaders committed to service; globally competitive; able to thrive in the complexities of an advanced, technical and multicultural world; and inspired to live healthy and meaningful lives.

Truman will act to preserve our democracy by educating "the whole mass of people" by:

- Ensuring access to an increasingly diverse student population while maintaining its commitment to academic excellence through recruitment and mentorship of students capable of succeeding in an academically challenging environment; and
- Expanding its reach to students who aspire to complete a Truman education, yet arrive through non-traditional paths.

#### Strategies for Achieving the Vision

- **"Truman will demonstrate its public liberal arts and sciences mission by developing educated citizens needed to protect our democracy and offer creative solutions to state, national and global problems" by:**  
Offering a liberal arts and sciences education that liberates minds, protects political freedom and strengthens our democracy; demonstrating students' practical reasoning through improved critical thinking and problem solving; and more intentionally integrating the residential experience into our students' intellectual and social development because the development of educated, engaged citizens is best done in community.
- **"It will do so through transformative experiences that foster critical thought, daring imagination and empathetic understanding of human experiences at home and around the world" by:**  
Awarding credit for intentionally designed, supervised and evaluated service and experiences that provide clear preparation for life after graduation; and promoting greater collaboration among all internal and external University stakeholders.
- **"Truman graduates will be citizen-leaders committed to service; globally competitive; able to thrive in the complexities of an advanced, technical and multicultural world; and inspired to live healthy and meaningful lives" by:**  
Increasing service learning and co-curricular opportunities focused on solving problems; demonstrating excellence in the discipline; creating more global learning experiences; and promoting physical and emotional wellness.
- **"Ensuring access to an increasingly diverse student population while maintaining its commitment to academic excellence through recruitment and mentorship of students capable of succeeding in an academically challenging environment" by:**  
Creating intentional pathways for degree completion such as a three-year baccalaureate degree or a two-year baccalaureate degree for transfer students holding an associate of arts degree; creating a streamlined degree completion program for qualified former undergraduate students who stopped short of earning their diploma; and creating clearer pathways for all transfer students.

- "Expanding its reach to students who aspire to complete a Truman education, yet arrive through non-traditional paths" by:  
Strategically adopting technology to improve student learning and expand Truman's reach. Truman renews its commitment to assessment to demonstrate effectiveness, support continuous improvement, and encourage innovation and adaptation.

Headcount

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Student (Fall 2013)

Undergraduate ----- 5,898 students  
Graduate ----- 251 students

Employee (Fall 2013)

Faculty ----- 191 people

Facts

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- Missouri's only highly selective public university according to Missouri Department of Higher Education guidelines.
- nationally known for its assessment program, which is designed to measure student learning and outcomes. Truman's retention and graduation rates are consistently among the highest in the state.
- recognized in national publications such as *Consumers Digest*, *Washington Monthly*, *Kiplinger's Personal Finance*, *U.S. News & World Report* and *Forbes* for being a university that offers a high-quality education at a price that is accessible and affordable.
- 240 student organizations
- 71% of students are involved in two or more organizations
- Students volunteer in the local community, working with professors and mentors
- 70% of students were in the top 20% of their high schools class
- 50% of students continue to graduate school
- *Princeton Review*
  - o No. 9 "Best Value College"
- *Kiplinger's Personal Finance*
  - o "Best College Value in the Midwest"
  - o No. 3 "Best College Value Under \$30,000 a year"
- 20 NCAA Division II athletic teams
- 90% of Truman classes have less than 40 students.
- 92% of responding Truman seniors have confirmed employment or graduate school admission by the time of graduation.
- produced the most NCAA Division II Academic All-Americans in the history of the program.
- consistently ranked by *U.S. News & World Report* as the number one public university in the Midwest.
- One in five Truman undergraduates are pursuing serious research in any given year.
- Truman has the best graduation rate of all public colleges and universities in Missouri (Missouri Department Higher Education).
- 100% law school acceptance rate for 2012 grads.
- Nearly half of our students graduate with NO federal student loan debt.

University of Massachusetts - Dartmouth

Mission & Vision Statement

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Mission Statement

The University of Massachusetts Dartmouth distinguishes itself as a vibrant public university actively engaged in personalized teaching and innovative research, and acting as an intellectual catalyst for regional and global economic, social, and cultural development.

Vision Statement

Within a climate that is inclusive, open, and diverse, UMass Dartmouth will be the university of choice for students seeking high quality liberal arts and science programs as well as professional academic programs that build a foundation for civic responsibility, individual skills and professional success.

UMass Dartmouth will distinguish itself by providing a personalized academic environment where the scholarly research and creative activities of faculty and graduate students are interwoven with the undergraduate experience.

UMass Dartmouth aspires to create additional Masters and Doctoral programs, with commensurate support, in addition to enhanced technological capabilities for the delivery of our educational and outreach programs.

Headcount

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Student (Fall 2013)

Undergraduate -----	7,562	students
Graduate -----	1,648	students
Online -----	-	3,455 students

Employee (Fall 2013)

Full-time Faculty -----	375	people
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Facts

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- With innovative ideas and a steadfast commitment, UMass Dartmouth is strengthening the economic and social fabric of its communities and the Commonwealth.
  - o \$356 million in annual economic activity
  - o 1,329 jobs created
  - o 1,509 university employees
  - o 9,225 students
  - o 47,973 alumni
  - o \$25.6 million-plus in research
- Marine Renewable Energy Consortium leverages university science and policy assets to support job creation in this emerging field.
- 22,000 square foot research facility expands the core campus science capacity, with laboratories for research on biomedical engineering, cell biology, and other life science-related fields.
- School of Marine Science and Technology is a leader in achieving the economic-environmental balance that sustains the fishing industry, and in developing technologies and strategies to chart and preserve our marine environments.
- Advanced Technology and Manufacturing Center represents the transformation of the regional economy.
- Massachusetts Accelerator for Biomanufacturing will result in a \$30 million facility offering emerging life science companies a platform for product demonstration.
- National Textile Center/Center for Regenerative Biomaterials encourages the transformation of the mature textile industry into a leading-edge life science engine.
- SouthCoast Development Partnership brings together university, business, and civic leaders to shape economic development strategy.
- Sponsored research has more than doubled in recent years and now totals more than \$25.6 million - focuses its research on areas that benefit the Commonwealth.
- University's research is conducted in centers that promote a multi-disciplinary exchange of ideas and expertise.
- Full partner in the effort to improve K-12 schools, examples include:
  - o The Kaput Center for Research and Innovation in STEM Education is funded in part by the U.S. Department of Education and National Science Foundation. The Kaput Center is dedicated to revolutionizing math education.
  - o The Center for University, School and Community Partnerships works to provide innovative professional development programs for educators throughout the region through a series of state and national grants. The goal is to build a strong and diverse corps of teachers and school administrators that will improve the educational profile of the area.
  - o The SouthCoast Education Compact convenes leaders from business, higher education, and regional K-12 schools to develop strategies to raise educational attainment levels

- Education through art exhibits, musical performances, theatrical productions, and film series including:
  - The Star Store building, our second arts campus, boasts an impressive gallery, spacious studios, and waterfront views, and has proven a major factor in downtown New Bedford's rebirth.
  - College of Visual and Performing Arts faculty are leading forces in the region's emergence as a flourishing arts community.
  - Campus radio station, WUMD-FM, brings non-traditional musical genres and public affairs programming that challenges and stimulates its audience.
  - Theatre Company productions; concerts by the jazz ensemble, steel band, and university chorus; an annual electronic imaging show; the International Film Series; Portuguese-American authors reading their works; a Kekeli African drum and dance program; and art exhibits.
- In the 2011/12 academic year, student performed thousands of service hours, including:
  - o 2,356 students performed community service
  - o 4,811 students in Service Learning
  - o 192,133 hours of community service
  - o service learning hours valued at \$5.2 million dollars
- University was honored as a finalist for The Corporation for National and Community Service, in the top 15 of all colleges and universities nationally on the President's Higher Education Community Service Honor Roll for exemplary service to America's communities.
- University was classified as a Carnegie Foundation Community Engagement Campus
- Washington Monthly - ranks 25<sup>th</sup> in nation in value for students and the community.
- America READS = 100 students annually provide more than 6,000 hours of reading and related assistance in New Bedford elementary schools.
- Nursing students work regularly with Councils on Aging to insure that senior citizens have the information needed in emergencies.
- Helping those with mental illness: In establishing friendships between mentors and persons with a mental illness, COMPEER dispels mental health stereotypes.
- Students in Enactus use their business knowledge on projects to benefit the needy and educate young persons.
- SHARE provides computer devices that assist persons with disabilities.
- The Changing Lives Through Literature alternative sentencing program has cut recidivism rates among criminal offenders, and our Clemente Course uses the humanities to inspire inner-city adults.

University of Minnesota - Duluth

Mission Statement

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**Mission**

The University of Minnesota, founded in the belief that all people are enriched by understanding, is dedicated to the advancement of learning and the search for truth; to the sharing of this knowledge through education for a diverse community; and to the application of this knowledge to benefit the people of the state, the nation, and the world. The University's mission, carried out on multiple campuses and throughout the state, is threefold:

Research and Discovery

Generate and preserve knowledge, understanding, and creativity by conducting high-quality research, scholarship, and artistic activity that benefit students, scholars, and communities across the state, the nation, and the world.

Teaching and Learning

Share that knowledge, understanding, and creativity by providing a broad range of educational programs in a strong and diverse community of learners and teachers, and prepare graduate, professional, and undergraduate students, as well as non-degree-seeking students interested in continuing education and lifelong learning, for active roles in a multiracial and multicultural world.

Outreach and Public Service

Extend, apply, and exchange knowledge between the University and society by applying scholarly expertise to community problems, by helping organizations and individuals respond to their changing environments, and by making the knowledge and resources created and preserved at the University accessible to the citizens of the state, the nation, and the world.

Guiding Principles

In all of its activities, the University strives to sustain an open exchange of ideas in an environment that embodies the values of academic freedom, responsibility, integrity, and cooperation; that provides an atmosphere of mutual respect, free from racism, sexism, and other forms of prejudice and intolerance; that assists individuals, institutions, and communities in responding to a continuously changing world; that is conscious of and responsive to the needs of the many communities it is committed to serving; that creates and supports partnerships within the University, with other educational systems and institutions, and with communities to achieve common goals; and that inspires, sets high expectations for, and empowers individuals within its community.

Headcount	
Student (Fall 2013)	
Undergraduate -----	8,477 students
Graduate -----	716 students
Professional -----	347 students
Non-degree -----	863 students
<u>Employee (Fall 2013)</u>	
Full-time Faculty -----	619 people

Facts

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- One of the nation’s largest schools, the U offers baccalaureate, master’s, and doctoral degrees in virtually every field.
- A testament to its growing prominence and appeal, the U’s enrollment has reached 64,964 but a 16- to-1 student-to-faculty ratio ensures plenty of attention.
- Four-year graduation rates have doubled in recent years because of free tuition for credits over 13 in a semester.
- Academic excellence including: 20 Nobel Laureates, 86 Guggenheim Fellows, and 2 MacArthur “Geniuses.”
- The world’s largest collections of Sherlock Holmes literature, artifacts, and memorabilia are housed in the U’s Andersen Library.
- U alumni have founded more than 10,000 businesses in Minnesota.
- More than 250 student exchange programs around the world.
- Students from the U were behind the first wearable cardiac pacemaker, GORE-TEX®, the retractable seat belt, and Post-it® Notes.
- In the past five years, inventions by U researchers have generated nearly \$390 million in revenue for the state.
- In 2009, it gave aid to 42.2 percent of resident undergrads through the U Promise Scholarship.
- In 3 years, the university has invested more than \$37 million in fellowships, grants, and other assistance for grad and professional students.
- This university has 50 joint graduate degree programs and 200 collaborative institutes and centers.
- Every dollar the state of Minnesota invests in the U generates \$13.20 for the statewide economy

Western Washington  
Bellingham, Washington

Mission & Vision Statement

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Mission

Western Washington University serves the people of the State of Washington, the nation, and the world by bringing together individuals of diverse backgrounds and perspectives in an inclusive, student-centered university that develops the potential of learners and the well-being of communities.

Vision

Western will build a stronger Washington by being an international leader in active learning, critical thinking, and societal problem solving.

Strategic Goals

1. Build upon Western's strengths to address critical needs in the State of Washington.
2. Expand student access to rigorous and engaging baccalaureate and graduate education.
3. Foster and promote life-long learning and success in an ever-changing world.
4. Apply Western's expertise and collaborative approach to scholarship, creativity, and research in ways that strengthen communities beyond the campus.
5. Serve as a model for institutional effectiveness, innovation, diversity, and sustainability.

Headcount

Student (Fall 2013)

Undergraduate -----	14,026 students
Graduate -----	924 students

Employee (Fall 2013)

Full-Time Faculty -----	-- 535 people
Part-Time Faculty -----	323 people

Facts

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- 92% of freshmen live on campus; 55% of freshmen enrolled with college credit; 78% of transfer students
- 160+ academic programs; 98% of classes taught by faculty; 90% of Western's faculty hold the highest degree in their field; 21:1 student-to-faculty ratio; 30 is the average class size
- Green Campus
  - o \$970 Solar Research Grant - awarded a three-year \$970,000 National Science Foundation grant to continue their research into producing the next generation of solar panels
  - o Solar Demonstration Project - a set of rooftop solar panels and an interactive educational kiosk inside the Viking Union; provide information on how much power the photovoltaic cells are producing as well as explain the system and how it works
- Top national producer among public master's granting institutions for 2013 Fulbright Scholarship winners. Western produced nine Fulbright winners in 2013, a record for Western, with recipients going to such destinations as Germany, Brazil and Mexico.
- First in the nation in 2013 among medium-sized universities sending its graduates to the Peace Corps.
- National 2013 President's Higher Education Community Service Honor Roll with Distinction award, which recognizes higher education institutions across the country that reflect the values of exemplary community service and achieve meaningful outcomes in their communities.
- 2013 U.S. News & World Report
  - o the highest-ranking public, master's-granting university in the Pacific Northwest; list of Highly Ranked Universities that Operate Most Efficiently.
- Kiplinger's ranks
  - o 2013 list of 100 Best Values in Public Colleges and Universities.
- The Chronicle of Higher Education's Academic Workplace
  - o one of the best colleges in the nation to work for, winning honors in two categories: teaching environment, and tenure clarity and process.
- Forbes Magazine
  - o among the 2012 list of Nation's Top Colleges.
- G.I. Jobs
  - o (2013) "Military Friendly School" in the top 15 percent of all higher education institutions nationwide.