



BOARD OF GOVERNORS

July 2, 2018

1:30 P.M.

Room 220

Blum Student Union



Missouri Western State University
4525 Downs Drive, St. Joseph MO 64507
www.missouriwestern.edu

Office of the President

AGENDA

BOARD OF GOVERNORS FINANCE COMMITTEE MEETING July 2, 2018

BLUM UNION - PDR
Noon

Diversity and Inclusion Task Force

FY19 Budget

Enrollment Update

Strategic Plan

As May Arise



AGENDA

MISSOURI WESTERN STATE UNIVERSITY
BOARD OF GOVERNORS
JULY 2, 2018
1:30 P.M.
BLUM UNION, ROOM 220

PUBLIC SESSION

Approval of April 26, 2018 Minutes of Finance Committee and Board Meetings

Ratification of May 8, 2018 Board Poll

Reports of the Vice Presidents

- Academic Affairs (Jeanne Daffron)
- Student Affairs (Shana Meyer)
- University Advancement (Jerry Pickman)
- Financial Planning and Administration (Cale Fessler)

Financial Report

- Approval of May 31, 2018 Financial Report
- Approval of FY19 Budget

Report of the President

Other Business

- Approval of Strategic Plan: *Pathways to Excellence* (2018 – 2022)

Report of the Chair

- Election of Officers

Board Member Comments/Questions

A vote will be held to close the meeting pursuant to Missouri Statutes 610.021 (1), (2), (3) and (13) to consider legal, personnel, and real estate matters

EXECUTIVE SESSION

Personnel Items and Legal Matters

PUBLIC SESSION

Vote to Approve Personnel Recommendations

Adjournment

MINUTES, BOARD OF GOVERNORS
FINANCE COMMITTEE MEETING
MISSOURI WESTERN STATE UNIVERSITY
April 26, 2018

UNIVERSITY REPRESENTATIVES

Board Members Present

Joseph Kellogg – Student Governor
David Liechti
BG Greg Mason
Al Purcell
Debbie Smith

Faculty/Staff Members Present

Jeanne Daffron, Provost and Vice President for Academic Affairs
Doug Davenport,
Cale Fessler, Vice President for Financial Planning and Administration
Kent Heier, Assistant Director, Public Relations and Marketing
Shana Meyer, Vice President for Student Affairs
Carey McMillian, Associate VP for Financial Planning and Administration
Jomel Nichols, Director of Public Relations and Marketing
Jerry Pickman, Vice President for University Advancement
Brandt Shields, Director of External Relations
Kim Sigrist, Executive Associate to the President and Secretary to the Board of Governors
Robert Vartabedian, President

Others Present

Stephen Briggs, University Attorney
Colton Cichoracki, KQ2

Dr. Fessler, Vice President for Financial Planning and Administration reviewed the anticipated FY19 budget outlook from the State. Governor Greitens initial recommendation regarding higher education funding included a \$2 million (10%) cut with penalties tied to performance funding. The legislature is recommending the elimination of the appropriation cut and performance funding penalties in exchange for the Universities agreeing to only charge a 1% increase in tuition.

The University, under the Higher Education Student Funding Act (HEFSA) – SB 389 is able to increase the tuition rate by the CPI or 2.4% for FY19. This would increase in-state tuition \$4.90/credit hour for a total of \$209.04/credit hour. The University proposes charging a 1% tuition increase or \$2.23/credit hour for a total of \$206.37/credit hour. This reduced 1% tuition increase is subject to level state appropriation funding.

Increases in room (1% - 3%) and board (-6% - 5.8%) were also presented with amounts varying based on the residence hall and board plan selected.

Brandt Shields, Director of External Relations, gave a legislative update.

Dr. Jeanne Daffron, Provost and Vice President for Academic Affairs, provided Fall, 2018 student enrollment projections including comparisons in freshman applications, freshman

admits, Griffon Orientation registrations, freshman housing applications and campus visits in comparison to Fall 2016 and Fall 2017. The anticipated 2018 freshman enrollment looks promising.

Doug Davenport, Associate Provost for Research, Planning and Institutional Effectiveness, updated the Board on the status of the strategic plan.

There being no further discussion, the meeting adjourned.

Respectfully submitted,

Kim Sigrist, Secretary
Board of Governors

APPROVED:

David Liechti, Chair
Board of Governors

MINUTES, BOARD OF GOVERNORS
MISSOURI WESTERN STATE UNIVERSITY
April 26, 2018

The meeting was called to order at 1:30 p.m. by Chair Dave Liechti in Room 220 of the Blum Student Union Building.

UNIVERSITY REPRESENTATIVES

Board Members Present

David Liechti –Chair

Debbie Smith – Vice Chair

Gen. Greg Mason

Al Purcell

Joseph Kellogg – Student Governor

Faculty and Staff Members Present

Bryan Adkins, Director of Physical Plant

Ben Caldwell, Dean of Graduate School

Aubrey Carpenter, Public Relations and Marketing Assistant

Cori Criger, Instructional Technology Director

Jeanne Daffron, Provost and Vice President for Academic Affairs

Doug Davenport, Associate Provost for Research and Planning

Cale Fessler, Vice President for Financial Planning and Administration

Tom Flaska, Event Technology Coordinator

Sara Freemyer, Director, Human Resources

Susan Garrison, Center for Academic Support Director

Sally Gibson, Director of Library

Judy Grimes, Associate Vice President for Student Affairs & Dean of Students

Barb Harris, Administrative Assistant, Department of Criminal Justice, Legal Studies & Social Work

Crystal Harris, Interim Associate Dean, School of Nursing & Health Professions

Kent Heier, Assistant Director, Public Relations and Marketing

Tim Kissock, Risk Manager

Colleen Kowich, Director of Alumni Relations

Josh Looney, Director of Athletics

Mark Mabe, Director, Information Technology Services

Gordon Mapley, Dean of Western Institute

Carey McMillian, Associate VP for Financial Planning and Administration

Shana Meyer, Vice President for Student Affairs

Andrew Molloy, Associate Executive Director and MWSU Foundation Chief Financial Officer

Fred Nesslage, Manager of ITS

Jomel Nichols, Director of Public Relations and Marketing

Kathleen O'Connor, Dean of Professional Studies

Paul Orscheln, Associate Vice President for Enrollment Management

Peggy Payne, Director of Admissions

Jerry Pickman, Vice President for University Advancement

Nathan Roberts, Director of Residential Life

Angela Sanders, Accountant, Foundation

Kendy Scudder, Director, Campus Printing and Design Services

Brandt Shields, Director of External Relations

Kim Sigrist, Executive Assistant to the President and Secretary to the Board of Governors
Melody Smith, Interim Assistant Dean
Robert Vartabedian, President
Kim Weddle, Director of Development
Dixie Williams, Associate Director of Admissions
Bob Willenbrink, Dean, School of Fine Arts

Others Present

Steve Briggs, University Attorney
Colton Cichoracki, KQ2
Zach McNulty, St. Joseph News Press

APPROVAL OF MINUTES

Chair Liechti asked for a motion to approve the minutes of the March 23, 2018 Board of Governors meeting. Governor Purcell made a motion to approve the minutes as presented; Governor Gen. Mason seconded the motion. By voice vote, motion passed 4-0.

VICE PRESIDENT REPORTS

Dr. Jeanne Daffron, Provost and Vice President for Academic Affairs

- Pam Clary, assistant professor of social work was recognized as the recipient of the Missouri Governor's Excellence in Teaching Award
- Introductions/recognitions were made in relation to retirements and personnel changes within the Academic Affairs Division

Dr. Shana Meyer, Vice President for Student Affairs

- The Diversity Task Force has completed their charge. The written report was provided to the Board
- Several events to bring awareness and education were presented during Sexual Assault Awareness Month
- Recreation Services held two lifeguard trainings and were able to certify 25 individuals
- Career Development & Student Employment has added two staff members. Vince Bowhay has filled the position of Director and Claudia Baer will serve as Student Employment Coordinator
- Evan Banks was named the MWSU Student Employee of the Year and has been recognized as the Student Employee of the Year for the state of Missouri
- 2018-19 Student Government President is Austen Hall and Vice President is Reece Christensen

Jerry Pickman, Vice President for University Advancement

- Andrew Molloy '13 has been hired as the Associate Executive Director & CFO for the MWSU Foundation and Angela Sanders '05 has been hired as the Foundation Accountant. Tammy Durbin is retiring and Rachel Graves has accepted a position outside of the University.
- Several events have been held, including the Engineering Technology Advisory Committee Awards Banquet, Foundation Appreciation Reception and the Ambassadors Night at the Ritz

Cale Fessler, Vice President for Financial Planning and Administration

- Bryan Adkins was introduced as the Director of Physical Plant
- Missouri Department of Higher Education visited campus for a facilities/HB19 fund review
- Financial Aid staff attended an extensive 4.5 day Fundamentals of Federal Student Aid Administration Training
- Work is scheduled to resume mid-April on the new Spratt Stadium Pavilion and installation of the new bleacher system in the Looney Basketball Arena will begin on April 25
- Members of the University Police attended CIT (Crisis Intervention Team) and active shooter training was conducted for faculty and staff
- Risk Management office sponsored "Stop the Bleed" training for members of University Police, Housing and Physical Plant

FINANCIAL REPORT

Dr. Fessler presented the unaudited financial report for the period ending March 31, 2018. Gen. Mason made a motion to approve the financial report as submitted. Governor Smith seconded the motion. By voice vote, motion passed 4-0.

Dr. Fessler provided an overview of the 2018-19 Tuition, Fees, Room and Board rates, which were presented in the April 26 Finance Committee meeting. Administration asks for approval of SB 389 allowed increase (2.4% CPI or \$209.04/in-state credit hour) but recommends a 1% or \$2.23/credit hour increase be charged for the FY19 (Rate to be charged: \$206.37/in-state credit hour). Room rates will increase 1 – 3% depending on the hall and Board rates will adjust, depending on the plan. Governor Smith made a motion to approve the 2018-2019 Tuition, Fees, Room and Board rates as presented. Governor Gen. Mason seconded. By voice vote, motion passed 4-0.

STUDENT GOVERNOR REPORT

- Student Governor Joseph Kellogg reported that the three candidates for Student Governor have completed phone interviews with the Governor's Office.

PRESIDENT'S REPORT

- Commencement will be held Saturday, May 5 at 11:00 a.m. in Spratt Stadium
- Administrative transitions effective July 1 were announced, including the retirements of Dr. Mike Lane, Dr. Kathleen O'Connor and Dr. Jeanne Daffron
- Sundance Wicks was announced as the new Men's Basketball coach
- T&G Real Estate Solutions will provide the University with land development findings by June 30
- Campus projects underway: Spratt Stadium pavilion, Looney Gym bleacher replacement, EMS Memorial (pending Board approval)

Other Business

Doug Davenport updated the Board on the progress of the University's strategic plan

REPORT OF THE CHAIR

Chair Liechti appointed Gov. Al Purcell and Gov. Gen Greg Mason to serve as the nominating committee for next year's board leadership roles.

Chair Liechti provided the date of the next scheduled Board meeting, which will be Thursday, June 28, 2018, at 1:30 p.m. in Blum 220.

There being no additional Board comments or questions, Chair Liechti asked for a motion to meet in executive session, pursuant to Missouri Statutes 610.021 (1), (2) (3) and (13) to consider legal and personnel and real estate matters. Governor Gen. Mason moved to meet in executive session; Governor Purcell seconded the motion. By voice vote, motion passed 4-0.

EXECUTIVE SESSION – CLOSED

REGULAR SESSION RE-CONVENED

President Vartabedian presented personnel items and Governor Gen. Mason made a motion to approve the personnel items as submitted. Governor Smith seconded the motion. By voice vote, motion passed 4-0.

Faculty Hires:

Dr. Emily Gioielli	History & Geography
Dr. Erin McLaughlin	Craig School of Business

Tenure & Promotion – Associate Professor:

Dr. Csengela Barta	Department of Biology
Dr. Pam Clary	Department of Criminal Justice, Legal Studies and Social Work
Dr. Regan Dodd	Department of Health, Physical Education and Recreation
Dr. Melinda Kovács	Department of Economics, Political Science and Sociology
Dr. Jay Lemanski	Department of History & Geography, Philosophy & Religion
Dr. Jon Mandracchia	Department of Psychology
Dr. Dan Shepherd	Department of Education
Dr. Kipton Smilie	Department of Education
Dr. Christine Ziemer	Department of Psychology

Promotion – Professor:

Dr. Susan Bashinski	Department of Education
Dr. Paul Choi	Department of Health, Physical Education and Recreation
Dr. Cynthia Jeney	Department of English and Modern Languages
Dr. Joachim Kibirige	Department of Economics, Political Science and Sociology
Dr. Justin Kraft	Department of Health, Physical Education and Recreation
Dr. Jim Okapal	Department of History & Geography, Philosophy & Religion

Reemployment Recommendations:

<u>ART</u>	Rebecca Foley
Peter Britton	Eric Fuson
Tori Christgen (one-year temporary)	David Harris

Art Continued

Teresa Harris
Matt Hepworth
Peter Hriso
Kathy Liao
Madeline Rislow

BIOLOGY

Jason Baker
Csengele Barta
Cary Chevalier
Melissa Daggett
Todd Eckdahl
Carissa Ganong
Michael Grantham
Julie Jedlicka
Karen Koy
Mark Mills
Tilottama Roy
Kristen Walton

CRAIG SCHOOL OF BUSINESS

Perry Adkins
Michael Chiao
Phillip Frank
Konrad Gunderson
Michael Kimmell
Mark Lewis
Brett Luthans
Dalong Ma
Shiva Nandan
Bin Qiu
Cassandra Samuel (one-year temporary)
Prashant Tarun
Amit Verma
Kirill Yurov
Irene Zhang (one-year temporary)

CHEMISTRY

Gary Clapp
Michael Ducey
Shauna Hiley
Deborah Jeffries
Steven Lorimor
Natalie Mikita
Jonathan Rhoad
Dan Stasko
Stanley Svojanovsky
Jeffrey Woodford

COMMUNICATION STUDIES AND JOURNALISM

Jordan Atkinson
Robert Bergland
Christopher Bond
James Carviou
Shawna Harris
Jennifer Jackson
David McMahan
Robert Nulph
Mei Zhang

COMPUTER SCIENCE, MATHEMATICS, PHYSICS

Kevin Anderson
Brian Bucklein
Lori Chester (one-year temporary)
Connie Hecker
Jennifer Hegeman
Steven Klassen
Yipkei Kwok
Greg Lawson (one-year temporary)
Lori McCune
Joseph Kendall-Morwick
Evan Noynaert
Kent Pickett (one-half time)
Jeffrey Poet
Glenn Rice
Alec Sithole
Gavin Waters
Baoqiang Yan

CRIMINAL JUSTICE, LEGAL STUDIES, SOCIAL WORK

Pam Clary
Grey Endres (one-year temporary)
Jana Frye
Suzanne Godboldt
Suzanne Kissock
Gregory Lindsteadt
David Marble
Montella Smith
David Tushaus
Gregory Vecchi
Kip Wilson

ECONOMICS, POLITICAL SCIENCE, SOCIOLOGY

Sourav Batabyal
Jonathan Euchner
Reza Hamzaee
Jeannette Holland (one-year temporary)

ECONOMICS, POLITICAL SCIENCE,
SOCIOLOGY Continued

Ali Kamali
Joachim Kibirige
Melinda Kovács
Patrick McMurry
Edwin Taylor

EDUCATION

Susan Bashinski
Ronda Chesney (one-year temporary)
Beth Gregory
Deborah Irvine
Adrienne Johnson
Elizabeth Potts
Daniel Shepherd
Kipton Smilie
Elizabeth Thorne-Wallington

ENGINEERING TECHNOLOGY

Krishna Kisi
Long Qiao
Shensheng Tang
George Yang
Zhao Zhang
Jinwen Zhu

ENGLISH AND MODERN LANGUAGES

Kaye Adkins
Dana Andrews
Cynthia Bartels
Ana Bausset
Stacia Bensyl
Michael Cadden
Elizabeth Canon
F. Eduardo Castilla-Ortiz
Michael Charlton
William Church
Cynthia Jeney
Meredith Katchen
Brooksie Kluge
Marianne Kunkle
Susan Martens
Amy Miller
Gaywyn Moore
Miguel Rivera Taupier
Ian Roberts
Kay Siebler
Dawn Terrick
Kristy Weiberg (one-year temporary)
Caroline Whiteman

HEALTH, PHYSICAL EDUCATION,
RECREATION

Paul Choi
Regan Dodd
Britton Johnson
Marla Jones
Justin Kraft
Greg Kriewitz
Sergio Molina
Linda Oakleaf
William Russell
Gerald Small (one-year temporary)

HISTORY & GEOGRAPHY/PHILOSOPHY &
RELIGION

Jason Costanzo
Dominic DeBrincat
Lane DesAutels
Dawn Drake
Angela Haas
Evan Hart
S. Jay Lemanski
David Kratz Mathies
James Okapal

MUSIC

Matthew Edwards
Nate Gay
R. Lee Harrelson
Elise Hepworth
Paul Hindemith
Jeffrey Hinton
Josh Knight
Bob Long
David McIntire
Rico McNeela
Nathanael May

NURSING AND HEALTH PROFESSIONS

Julie Baldwin
Evelyn Brooks
Cristi Campbell
Kelly Fast
Cosette Hardwick
Heather Kendall
Dana McDaniel
Jill Morsbach
Gretchen Quenstedt-Moe
Laura Nold (.65 time)
Maureen Raffensperger
Karmen Romero (one-year temporary, grant-funded position)
Fiona Sansone

NURSING AND HEALTH
PROFESSIONS continued
H. Machel Skinner
Stephanie Stewart
Latha Varghese
Pi-Meng Yeh

THEATRE, CINEMA & DANCE
Toby Lawrence
Morgan Mallory
Tee Quillin
Jeff Stover

PSYCHOLOGY
Brian Cronk
Teddi Deka
Benjamin England
Kelly Henry
Jon Manndrachia
Stacey Rieck
Corey White
Christine Ziemer

Professor Emeriti Status

Dr. Carolyn Brose	School of Nursing & Health Professions
Dr. Kathleen O'Connor	School of Nursing & Health Professions
Dr. Mike Smith	Department of Education

Provost and Professor Emerita Status

Dr. Jeanne Daffron	Academic Affairs
--------------------	------------------

Governor Purcell made a motion to enter into a long-term lease agreement with the Missouri EMS Memorial Foundation as presented. Governor Smith seconded. Motion passed 4-0.

There being no further business, Governor Smith made a motion to adjourn the meeting; Governor Gen. Mason seconded the motion. By voice vote, motion passed 4-0.

Respectfully submitted,

Kim Sigrist, Secretary

APPROVED:

David Liechti, Chair
Board of Governors



MEMORANDUM
Office of the President
Missouri Western State University

TO: MEMBERS OF THE BOARD OF GOVERNORS
FROM: Robert Vartabedian
DATE: June 28, 2018
RE: Board Poll Ratification

The Administration recommends that the Board of Governors ratify the telephone poll conducted on **May 8, 2018** approving the following recommendations:

- Acceptance of the base low bid of \$87,740 and alternate low bid of \$84,196 totaling \$171,936 from Keller Construction.

The Administration also recommends that a \$17,194 (approximately 10%) contingency budget be approved to cover any unforeseen costs.

Total amount for this project requested is \$171,936 and \$17,194 totaling \$189,130. This project is being paid for through the Parking Lot Repairs Local Fund (PLRLF) account in the amount of \$125,000 and Major Renovation (MAJREN) in the amount of \$64,130.

The Administration recommends that the Board of Governors ratify the telephone poll conducted on **May 29, 2018** approving the following recommendations:

- Acceptance of the 2018 Kansas City Chiefs Training Camp Amended and Restated Agreement as submitted to you via email.
- Eight (8) new faculty hires as submitted to you via email.
- The new pavilion at Spratt Stadium be named the, "Bill Snyder Pavilion"

MEMORANDUM

TO: Dr. Robert Vartabedian, President

FROM: Dr. Jeanne Daffron, Provost and Vice President for Academic Affairs

DATE: June 18, 2018

SUBJECT: Provost's Office Report to the Board of Governors for June

Office of the Provost and Vice President for Academic Affairs

- ❖ Enrollment Update
 - Summer 2018
Summer enrollment is up 4% as of the first day of class
 - Fall 2018
 - Freshman applications are up 41%
 - We are currently still up about 14% in RSVPs for Griffon Orientation (GO); 440 students have attended GO as of June 14.
 - Overall Fall 2018 enrollment is still projected at about +2%, if trends hold through the summer
 - Summer Online
Summer 2018 online course enrollments are up 13% compared to Summer 2017.
- ❖ Military-Friendly Campus

All veterans and active duty military and their dependents are now eligible for in-state tuition at MWSU.

 - MWSU has been approved as an AU-ABC university – Air Force Associate to Baccalaureate Cooperative program. With this status, Air Force GEM status (General Education Mobile) and in-state tuition, enrollment of Air Force personnel should increase.
 - Social media marketing to veterans and active duty military of the revised Bachelor of Science in Technology (BST) degree has resulted in about 10,000 people visiting MWSU's military friendly site.

Meetings/Events Attended

Jeanne Daffron, Provost

- Reception for the Steven L. Craig School of Business Advisory Council
- Honors Medal Ceremony
- MWSU Employee Awards and Retirement Ceremony
- MWSU Ambassadors Night at the Ritz
- St. Joseph Metro Chamber Board Development Committee
- MWSU Graduate Hooding Ceremony
- Missouri Chief Academic Officers
- MWSU Governance Advisory Council
- Heartland Foundation E2 Bridging Team
- MWSU Entrepreneurship Program Dinner
- Athletic Honors Program

- Heartland Foundation Board Meeting
- Military Science Commissioning at the Liberty Memorial in Kansas City
- Robert Newhart's (St Joseph School District Superintendent) Retirement Reception

STEVEN L. CRAIG SCHOOL OF BUSINESS

Dr. Mike Lane, Dean

Presentations/Conferences/Workshops

- Brett Luthans presented at Western Decision Sciences Institute in Kauai, Hawaii. His presentation was accepted in his stream of research on PayCap and Grit in the management /OB track.
- Mike Lane and Logan Jones attended the AACSB International Conference in Hawaii.
- Tom Williamson attended the AACSB Redesigning of the MBA Curriculum Conference in Salt Lake City, Utah. The conference focused on the latest trends and challenges around designing, positioning, and delivering the MBA curriculum. The conference gave him an opportunity to interact with other MBA program directors and learn best practices of successful programs.
- Logan Jones attended AACSB New Dean's Seminar in San Diego, CA.
- Mike Lane attended Missouri Society of CSP's Ethics Committee in Columbia, MO.

Student/Community Involvement/Successes

- Beta Gamma Sigma, the business honor society, had their tapping ceremony in which students were invited to join the organization. Natalie Lombardi, Tyler Snow, Nate Pieren, and Vinh Thi Xuan Bui were inducted into Beta Gamma Sigma.
- Mark Lewis met with representatives from Sabre Airline Industries (part of <https://www.sabre.com/>) along with his PhD advisor from SMU in Dallas to discuss new modeling and solution approaches for the Crew Scheduling problem. This is part of an EAGER grant proposal (https://www.nsf.gov/about/transformative_research/submit.jsp) led by Dr. Richard Barr from SMU. It would provide summer research funding and PhD student funding to work on the Crew Scheduling problem in a fundamentally unique and industry-transforming way (a requirement of the EAGER proposal).
- Mark Lewis is a co-author of an Air Force Research Logistics grant proposal that was accepted for funding. The project is a \$500K one-year effort researching quantum computing modeling and robust optimization of dynamic logistics situations. The funding will be used to sponsor two graduate students (one at Ole Miss, the other at Southern Methodist University) and three faculty. The \$125K one-year funding to MWSU provides research and course release support. Increased levels of future funding may be available
- Nathan Nold, who graduated spring 2018 with a BSBA, was awarded a Rocky Mountain Chocolate Factory in Petaluma, CA.
- During the Celebration of Entrepreneurs dinner, this year's Champion of Entrepreneurs Awards were presented to community members Bill Severn and Sherry Sansone Scott in recognition of their support of young entrepreneurs. Special recognition was given to three franchise program alumnae. Cassandra Cyril, Leslie Burris, and Erica Ricker received Outstanding Young Entrepreneur Awards.
- Annette Weeks attended the Federal Reserve KC's Growing Entrepreneurship Summit. This event focused on providing information how to effectively develop disadvantaged urban and rural communities.

LIBERAL ARTS AND SCIENCES

Dr. Murray Nabors, Dean

Presentations/Conferences/Workshops

- Kristen Walton and Melissa Daggett, together with two undergraduate students, presented their work at a national professional conference, Experimental Biology 2018, in San Diego, CA.
- Carissa Ganong gave an oral presentation on incorporating independent research into upper- and lower-division courses and presented a poster on her tropical entomology research at the International Society for Freshwater Science conference in Detroit, MI.
- Tilottama Roy presented her ongoing research with undergraduate students on the evolutionary relationships within the lamoid mints at two different seminar series: at Western Washington University in Bellingham, WA and Seattle University in Seattle, WA.
- Jordan Atkinson served as Vice-Chair of the Instructional Communication Division at Eastern Communication Association as well as continuing to serve on the Executive Council.
- Jordan Atkinson was invited to serve on the editorial board of the *Journal of Communication Pedagogy*.
- Jordan Atkinson recently attended the 2018 Basic Course Communication Conference in Greenville, SC.
- Jordan Atkinson recently reviewed 20 papers for four different divisions for the National Communication Association.
- Alec Sithole attended and presented at the Missouri Academy Science 54th Annual Meeting at Rolla, MO.
- Dominic DeBrincat presented "Selling and Saving Spirits: Regulating Strong Drink in Colonial New England," at the New England Historical Association Spring Conference at Saint Anselm College, in Manchester, NH. He also presented "Learning Right from Wrongs: Benefitting from the History Student's Errors" at the same conference.
- Dawn Drake sat on a panel entitled "Promoting Geography through Cross-Disciplinary and Cross-Institutional Partnerships" at the 2018 American Association of Geographers annual meeting. In addition, she presented a paper entitled "From Blossom to Ash: The Tobacco Industry in Northwest Missouri" and chaired a session of papers on "Rural Geography in Africa, Asia, and Middle and South America."
- Christine Ziemer presented two posters at the Southwestern Psychological Association Conference.
- Jon Mandracchia presented "Suicide Among Incarcerated Offenders: Implications from the Interpersonal Theory of Suicide" at the Advancements in Corrections Practices conference, Southern Illinois University Department of Criminology & Criminal Justice, Carbondale, IL.
- Bob Bergland published a refereed research article, "Newspapers and TV: Who is Taking the Most Advantage of the WWW?" in the *Online Journal of Communication and Media Technologies*, with co-authors Heather Heater, Abby Bonwell, Sunny Medapati and Sarika Gongalla. He also published an article on the Cronkite New Voices Act in "Grassroots Editor" and articles in *Men's Fitness*, *Men's Journal* and *Muscle & Fitness* magazines.
- Jeff Poet attended and presented at the Kansas Section Meeting of the Mathematics Association of America (MAA) at Johnson County Community College.

Student/Community Involvement/Successes

- Chris Watson and Rebecca Prest were awarded funds to conduct aquatic ecology research for nine weeks with Carissa Ganong this summer at La Selva Biological Station, Costa Rica. Chris Watson is funded by a National Science Foundation REU supplement, and Rebecca Prest is funded by an Emerging Challenges in Tropical Science Early Career research grant awarded to Dr. Ganong.

- Rachael Prawitz has been awarded the prestigious summer undergraduate research fellowship (SURF) from the American Society of Plant Biology (ASPB) for her project with research advisor Csengele Barta in "The Role of Isoprene in Plant Development."
- Rebecca Prest presented her 2017 Summer Research on aquatic insect thermal intolerance, co-authored by undergraduate Benjamin Allen and research advisor Carissa Ganong, at the International Society for Freshwater Science conference in Detroit, MI.
- Todd Eckdahl, Jeff Poet, and nine MWSU student synthetic biology researchers traveled to Davidson College in Davidson, NC to kick off their NSF-funded summer research project with their Davidson College collaborators.
- The Communication Club and Lambda Pi Eta sponsored a canned food drive where 150 items were collected and given to the Campus Cupboard in Blum.
- MWSU Lambda Pi Eta was featured in the Spring 2018 Edition of Simply Speaking for their service project.
- Study abroad students Devin Guerrero, Rose Cadden and Rachel Bertram gave two presentations at the Athens International Mass Media Conference. Student Lance Lawton presented a paper at the 17th Annual Internet Technology and Journalism Conference in Dubrovnik, Croatia. At the Dubrovnik conference Bob Bergland, Caleb May and Chloe Rhein presented their paper, "The Internet and Changing Ad Revenues and Publication Frequency of Daily U.S. College Newspapers."
- Six mathematics students attended the Kansas Section meeting of the MAA at Johnson County Community College, where Junior math major Devin Mattoon presented a session.
- Undergraduate history major Evan Banks presented "Surgeon or Shellback: The Whaling Journal of Theodore Lewis, M.D.," prepared under the supervision of Dominic DeBrincat, at the New England Historical Association Spring Conference at Saint Anselm College, in Manchester, New Hampshire.
- Jon Mandracchia, along with undergraduate students M. Leggett, C. Enciso, E. Dwyer, B. Johnson, D. Johnson and D. Skinner presented the poster "Suicidality and social connectedness: Comparing college students to their non-college peers" at the annual convention of the Southwestern Psychological Association, Houston, TX.
- Jon Mandracchia, along with students T. Porter, C. Fells and A. Allen presented the poster "Exploring the factor structure of the Interpersonal Hopelessness Scale" at the annual convention of the Southwestern Psychological Association, Houston, TX.
- Jon Mandracchia, along with student M. Sunderland and MWSU Director of Assessment and Institutional Research, Yen To, presented the poster "Evaluating the role of hopelessness in the interpersonal theory of suicide" at the annual convention of the Southwestern Psychological Association, Houston, TX.

Faculty Recognition/Other

- Bob Bergland received the Missouri Journalism Education Association Taft Award for service to scholastic journalism.
- Dawn Drake, as faculty coordinator, guided the team representing the Southeastern Division of the American Association of Geographers to a second place finish in the annual World Geography Bowl competition. The honor of Most Valuable Player also went to a member of the Southeastern Division's team.
- Dawn Drake was elected to the position of Secretary/Treasurer for the Stand-Alone Geographers Affinity Group of the American Association of Geographers.

PROFESSIONAL STUDIES

Dr. Ben Caldwell, Dean

Presentations/Conferences

- Justin Kraft presented "Relationships among Perceived Recovery, Vertical Jump And Change In Repeated Sprint Performance" at the American College of Sports Medicine 65th Annual Meeting in Minneapolis, MN.
- Marla Jones and Justin Kraft presented "Perceptions of Employers of Personal Trainers: A Pilot Study" at the American College of Sports Medicine 65th Annual Meeting in Minneapolis, MN. Greg Kriewitz and two MWSU students, Tiffany Domon and Cassidy Chappel, were also co-authors on the presentation.
- Susan Bashinski co-presented a webinar with Megan Cote, Family Engagement Initiative Lead for the National Center on Deaf-Blindness. The webinar, "Utilizing Routines with Learners Who Experience Deaf-Blindness," was presented for the New England Consortium of Deafblind Technical Assistance and Training.
- Adrienne Johnson and Susan Bashinski led Missouri Department of Elementary and Secondary Education Workgroup sessions on "English Learners with Disabilities" in Jefferson City, MO. The goal of the workgroup was to create state-level guidance on identifying English learners with possible disabilities from English language support services.
- Elizabeth Thorne Wallington presented "Geospatial Limitations to Community College Access" at the American Educational Research Association Annual Meeting (AERA) along with Lyndsie Schultz (Washington University in St. Louis).
- Susan Bashinski presented at the Deafblind International Conference of the Americas in Cape Cod, MA. She served as a member of the international panel reviewing research in the field of deaf-blindness from around the world. Susan presented "A Longitudinal Case Study of Communication Skill Development." She also presented, along with Carol Darrah (State of Georgia Deaf-Blind Sensory Assistance Project), "Strategies for Supporting Learners with Deafblindness and Complex Communication Needs" and co-presented with Susan Bruce (Boston College) "Implementing the Tri-Focus Framework Strategies." Susan also had a poster presentation entitled "Communication Bill of Rights."

Publications/Exhibitions/Peer Reviews

- Pi-Ming Yeh published "The Relationships among Nursing Students' Family Interaction, Personality and Psychological Well-being" in *EC Psychology and Psychiatry*.
- William Russell published an article with Dr. Matthew Symonds (Northwest Missouri State University) titled "Intrinsic and Extrinsic Motivation of Small College Sports Officials" in the issue of *The Journal of Sport Behavior*.

Student/Community Involvement/Successes

- The Law Enforcement Academy, Department of Criminal Justice, Legal Studies and Social Work, School of Nursing and the Western Institute hosted the 6th Annual Child Abuse Conference: Prevention, Education and Investigation. Approximately 250 professionals and students participated in the conference.
- The MWSU Social Work program hosted a Brown Bag Lunch Series. This event featured Vladimir Sainte presenting "Just Like a Hero."
- The Department of Criminal Justice, Legal Studies and Social Work hosted "Police Use of Force Realities: Human Beings Dealing with Human Beings During Critical Incidents" presented by Canadian Detective Sgt. Jeff Johnsgaard, who discussed public and police misconceptions in police use of force training, police officer realities, common myths versus realities in critical decision making and ways of simplifying the job.

- The MWSU Organization of Student Social Workers (OSSW) hosted their Annual Spring Banquet that honored graduating seniors, Phi Alpha recipients and field instructors. Approximately 100 people attended this event.
- MWSU Organization of Student Social Workers (OSSW) participated in Adopt-A-Highway for the No MOre Trash Bash.
- The MWSU Legal Studies Association and Student Government Association co-sponsored the "Two Death Row Exonerees: Death is Not Justice" event with Missourians for Alternatives to the Death Penalty (MADP). This on-campus event featured two death row exonerees speaking of their experiences within the criminal justice system and on death row after being wrongfully accused.

Awards/Accomplishments

- Pi-Ming Yeh received the Marita G. Titler Conduct of Research Poster Award for her poster titled "Factors Influencing Family Caregivers' Finances, Schedule, Health and Burden in the USA." at the 25th National Evidence-Based Practice Conference: Evolving Evidence, RE-Solving Care that was held in Coralville, IA.

SCHOOL OF FINE ARTS

Dr. Bob Willenbrink, Founding Dean

Publications/Exhibits/Performances

- Elise Hepworth published an article entitled "Build a Community, Build Your Choir" in the MCDA Reporter Quarter (June, 2018).
- Elise Hepworth published an article entitled "Taking Stock: Music Education as Building Soft Skills for Workforce Development" in the Missouri Music Educators Association Quarterly (May, 2018).
- Kathy Liao had work accepted into an exhibition called "Painters Who F*cking Know How to Paint" at the Center on Contemporary Art in Seattle, WA. She was also part of a Panel Discussion on Contemporary Painting.
- Kathy Liao has an exhibition in The StudiosINC Exhibition Space in the crossroads area of Kansas City, MO.

Student/Community Involvement/Successes

- Jeff Stover will design the lights for the Maples Rep Production of *Tom, Dick and Harry* in Macon, MO the week of June 17-22.
- Morgan Mallory played Soupy Sue in *Urinetown* for the Barn Players. Performances were April 19-29.
- Ms. Mallory is playing Molly Brown in *The Unsinkable Molly Brown* for the Metropolitan Ensemble Theatre in Kansas City. Performances are June 14-24.
- Ms. Mallory is choreographing *Legally Blonde* for Rockhurst Musical Theatre Camps. Performances are June 22-24.
- Ms. Mallory is directing/choreographing a new musical entitled *Nelly Don* at the Crown Center in Kansas City. It performs March 12-March 31, 2019.
- Student Jake Proffit completed his sculpture located in the front of Potter Hall titled, "Kacoon". This sculpture was possible through the funding from the MWSU Foundation.
- Lee Harrelson, Steve Molloy, Josh Knight, Nate Gay, Jen Oliverio, Kelly Misko and four clinicians from the Fountain City Brass Band conducted a Brass and Percussion Camp May 29-June 2. The camp was attended by 11 MWSU music students and 19 area high school music students.

- Elise Hepworth served as contest clinician for the St. Joseph Christian Academy Middle School Choir.
- Elise Hepworth served as clinician for the NE Missouri Junior High Honor Choir in Columbia, Missouri.
- Elise Hepworth and Paul Hindemith performed a spring concert with Kantorei, a professional Kansas City area choir.
- Bob Long toured with the Kansas City Jazz Orchestra in Germany and Poland in May. They were featured on the Hannover Jazz Festival on May 10th, performing in front of 25,000 fans. During the tour they were also invited by jazz vocalist Deborah Brown to perform two concerts in Szczecin, Poland. In all, the Kansas City Jazz Orchestra performed four concerts while in Europe, and plans are being made for a return to Hannover and Poland in 2020.
- Steve Molloy performed in the orchestra for the Kansas City Repertory Theatre's production of "Sweeney Todd" that ran March 23 through April 15.
- Steve Molloy and Bob Long performed a special showcase concert, "Building Cultural Bridges Through Jazz," with the Kansas City Jazz Orchestra at the Gem Theater with guest vocalist Deborah Brown, her guests from Poland, and jazz icon Bobby Watson.
- The Chamber Singers performed a "Celebration of Life" concert at Mosaic Hospital in St. Joseph.

Calendar of Events

- Drumline Camp – July 15-18

LIBRARY

Sally Gibson, Director of Library

- Doug Freemyer accepted the position of Interlibrary Loan Assistant. He started on June 6.
- Rachel Lundy accepted the position of Information Services: Special Collections Librarian. She started on June 18.
- The library has partnered with the Rolling Hills Public Library to offer a summer book club for MWSU staff. We will be reading *All the Light We Cannot See* by Anthony Doerr. There will be a lunchtime discussion on July 10.
- The library is reducing the footprint of the Reference collection. Older encyclopedias, print indexes, etc. will be removed. Two ranges of shelving will be eliminated and additional student study space will be gained.

WESTERN INSTITUTE

Dr. Gordon Mapley, Dean & Executive Director

Military Friendly & BST

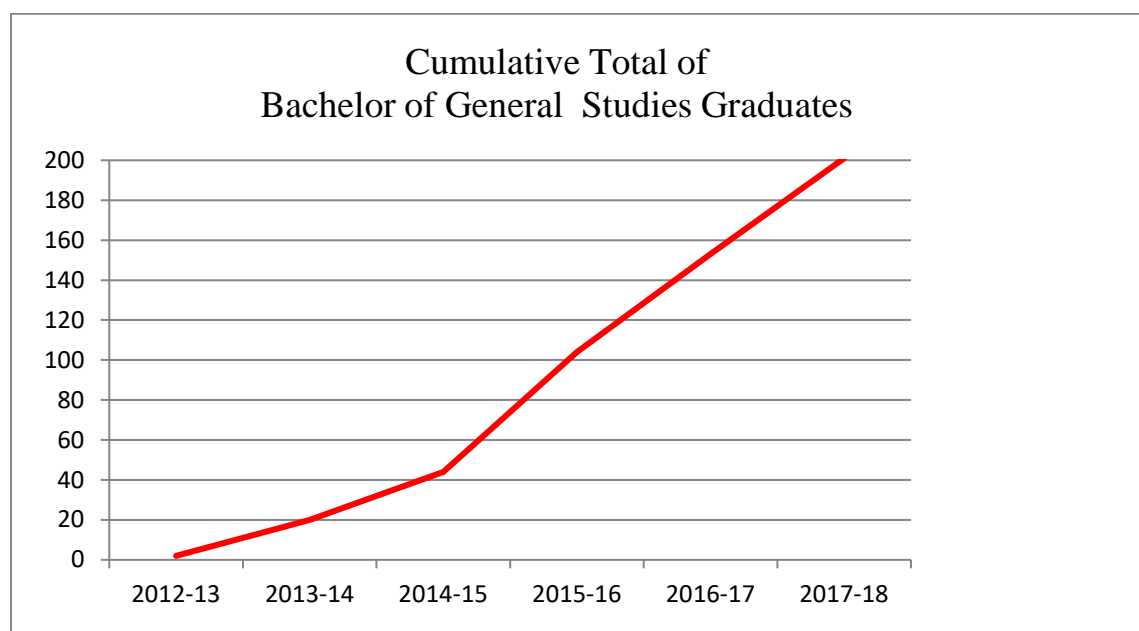
- All veterans and active duty military and their dependents are now eligible for in-state tuition at MWSU.
- MWSU has been approved as an AU-ABC university – Air Force Associate to Baccalaureate Cooperative program. With this status, Air Force GEM status (General Education Mobile) and in-state tuition, enrollment of Air Force personnel should increase.
- Social media marketing to veterans and active duty military of the revised BST has resulted in 10,000 people visiting MWSU's military friendly site. With the new in-state tuition rate and continued marketing, it is hoped that the BST will grow MWSU enrollment.

- A new YouTube video featuring Dr. Mike Mastio should increase enrollments among military affiliated students – see <https://www.youtube.com/watch?v=DHm8axsqlCM&feature=youtu.be>
- MWSU's Fall and Spring offerings at the 139th Airlift Wing are being followed up with a Fall 2018 offering.

Bachelor of General Studies

- For Spring 2018 there were 21 BGS graduates. This brings the total of BGS graduates to 201 since the degree was implemented in 2012.
- Below is a grid and a chart showing cumulative growth of BGS graduates

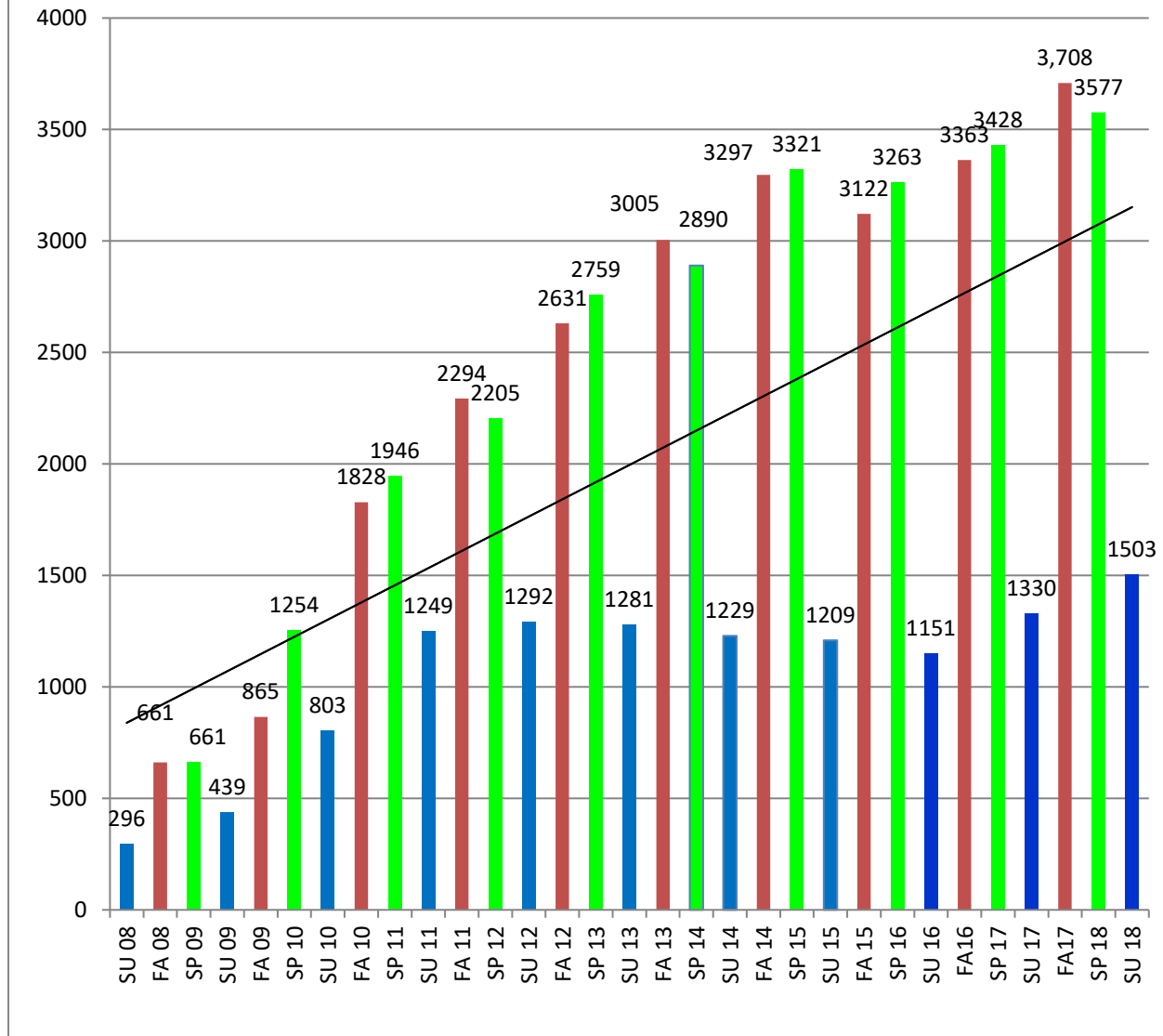
Year	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Cum. BGS Grads	2	20	44	104	153	201



Online Learning

- Due to year-around Pell grants being available again, as well as other lessor factors, summer 2018 enrollments in online courses reached a new high of 1,503. This is a 13% increase over summer 2017 online enrollments.

Growth of Online Enrollment at MWSU Summer 2008 through Summer 2018



Buchanan County Degree Attainment Initiative

- Seven BCDAI participants graduated in May, bringing the total graduate count to 48 of 74 funded participants.
- Nineteen participants are still pursuing degrees.

Study Away

- A group of eight students, led by Mark Mills, traveled to Belize to study the plant and animal life there as part of a Field Natural History course.
- A group of 17 students, led by Dave Tushaus, took part in a Civil Rights History of Washington, DC.
- Art professor Kathy Liao led a group of eight students on an art tour of San Francisco.

- Three Spanish students took part in a three-week intensive language course at Intercultura Spanish Schools in Costa Rica.
- English professor Kay Siebler and a group of 10 students spent 10 days in London and York studying Harry Potter and the Popular Culture and Theatre of London.
- Graduating student Robert Evilla has begun a teaching internship at Guizhou Forerunner College in China. Robert took part in a summer Study Away semester in Shanghai in 2016, and he has served as a student ambassador for the MWSU Study Away program.

Conferences & Special Programs

- April 7, Showcase Saturday, 400 guests
- April 10, Great Plains Committee Meeting, 15 guests
- April 10, Foundation Donor Appreciation Reception, 150 guests
- April 12, Lions Scholastic Honors Luncheon, 148 guests
- April 14, North Platte Prom, 75 guests
- April 14, Lafayette Prom, 300 guests
- April 17, Community Blood Center Donor Luncheon, 100 guests
- April 18-19, Child Abuse Investigation Conference, 250 guests
- April 19, Allied Arts Council Board Meeting, 25 guests
- April 20, Social Work Spring Banquet, 100 guests
- April 21, Central Prom, 350 guests
- April 21, Savannah After Prom, 250 guests
- April 24, Percussion Solo and Ensemble Fest, 200 guests
- April 25, St. Joseph School District Foundation Dinner, 412 guests
- April 26, Multidisciplinary Research Day, 150 guests
- April 28, South Holt Prom, 70 guests
- April 29, Breakfast and Bingo, 425 guests
- May 1, Physicians Recognition Reception, 160 guests
- May 2, Benton Booster Banquet, 280 guests
- May 4, Graduate School Hooding Ceremony, 250 guests
- May 5, Nursing Pinning Ceremony, 500 guests
- May 7, Allied Arts Cabinet Meeting, 20 guests
- May 8-10, Hurst Live Review, 30 guests
- May 10, Call to Action Luncheon, 70 guests
- May 14, Boehringer Ingelheim Event, 1,000 guests
- May 15-June 7, Aussie Spirit, 25 guests
- May 17, United Electric Annual Meeting, 500 guests
- May 17, Allied Arts Council Board Meeting, 25 guests
- May 20, South Park Christian Academy Graduation, 300 guests
- May 29-June 2, Brass and Percussion Camp, 30 guests
- May 30-June 3, ShoToKan Karate Camp, 30 guests
- May 31, CSB Celebration of Entrepreneurs, 150 guests
- June 5, MODOT Diversity Training, 90 guests
- June 6, Buchanan County Sheriff's Training, 150 guests
- June 7, Missouri Department of Corrections Meeting, 90 guests

MEMORANDUM

TO: Dr. Robert Vartabedian, President

FROM: Shana L. Meyer, Vice President for Student Affairs

DATE: June 18, 2018

SUBJECT: Report to the Board of Governors

Vice President's Office

4/27/18- 6/28/18

Happy Summer!

The semester concluded with many going away celebrations and, of course, Commencement. Dianah Hidzir was selected to provide the student Commencement speech, with a topic of, "We Were Here." Her inspirational speech concluded with Dianah singing. Dianah received her Bachelor of Science Degree in Public Relations; graduating Cum Laude. She is an international student from Malaysia and spent three years at Missouri Western, involved as the president of the International Student Council, a program assistant at the Center for Multicultural Education, a member of the Alpha Chi College Honor Society and an editor for the Griffon Yearbook. This summer, Dianah is interning with Open Client Services (a UK-based marketing company), in Chicago, IL.

The Diversity & Inclusion Task Force was appointed in the fall of 2016 to identify current strengths of Diversity & Inclusion efforts at Missouri Western and make recommendations for quality improvement. In particular, the task force studied staffing and campus climate. Three sub-committees were created as part of the task force: campus climate survey; data analysis; and policy analysis & best practices. The Task Force created recommendations, based on the information they gathered. This information will be presented at the Board meeting by a member of the Task Force.

This summer, members of the Student Affairs team are reviewing the Student Code of Conduct. This is a lengthy process of debate, research, and wordsmithing as we work to provide an equitable system of conduct adjudication to address student behaviors in an educational manner.

The Food Services Committee met on May 8 to discuss summer renovations; needs; and plans for the fall. Major topics of discussion were that of flex dollars on students' meal plans;

changing meal plans, per the contract renewal; and renovation timelines for Starbucks and the Cafeteria.

Student Government continues to fund the Ridership program, which allows MWSU students and employees to ride City Transit for no cost with their MWSU ID. Following is a summary of ridership by MWSU students and employees for the 2018 fiscal year (July 1 – June 30). Based on these ridership figures, we do not anticipate that ridership in the spring semester will increase to the point of moving the rate to the next higher tier. The fee for the upcoming school year will most likely remain at \$14,950, paid by the Student Government Association.

	FY2018	FY2017	FY2016
July	1,368	1,325	<i>Trial started Aug 26, 2015</i>
August	1,669	1,642	249
September	2,430	2,386	2,296
October	2,454	2,412	2,396
November	1,954	2,090	1,597
December	1,446	1,586	1,443
January	1,669	1,707	1,568
February	2,170	1,870	2,317
March	1,947	1,875	1,895
April		1,709	1,962
May		1,252	1,220
June		1,141	1,345
Total YTD	17,107	20,996	18,288

Shana Meyer travelled to Beijing and Guangzhou, China and Central and Western Hong Kong with representatives from Northeastern State University (OK); University of Arkansas – Rich Mountain; and Henderson State University (AR) for a 10-day study abroad trip. Sites visited included: the Great Wall; Oracle China; Hyundai Motors; the Temple of Heaven; the Pearl Market; Tiananmen Square / Forbidden City; China Everybright Bank; The Garden International Primary School; Chimelong Safari Park/Zoo; International Night Circus; Croc's Shoes OEM Factory; Speedo Swimgear Factory; Victoria's Peak; Hong Kong Island; Kowloon Peninsula; and much more. I appreciate the Student Affairs team who covered our responsibilities while I was away, and for their patience as I have caught back up.

Conferences/Meetings/Events Attended

- Beer Walk for the Arts Volunteer, April 28
- Strategic Plan Q & A Session, May 1
- International Chatroom with Prospective Students, May 2
- Serving Finals Pizza, May 2
- YWCA Women of Excellence Awards Reception, May 2
- Multicultural Graduation Reception, May 3

- Commencement practice, May 4
- International Farewell & Sash Ceremony, May 4
- Commencement, May 5
- Food Services Committee, May 8
- Travel to China! May 11-24
- NASPA IV-W Regional Advisory Board Meeting, May 30-June 1
- PIP Breakfast, June 5
- Transit Working Group Quarterly Meeting, May 7
- Griffon Orientation Days, June 12, 13, 14; June 19, 20, 21
- YWCA Women of Excellence Luncheon, June 21
- A multitude of 1-1 meetings with direct reports, President Vartabedian & Vice Presidents
- Weekly Cabinet & Dean's Council meetings; Student Affairs Directors' meetings every other week; Governance Advisory Committee
- Regular Allied Arts Board meetings, once/month

Associate Vice President for Student Affairs

Dr. Judy Grimes

The academic year ended with so many excellent events. Two of the staff members I work closely with were given awards at the annual Faculty and Staff Awards & Retirement Reception. Teresa Crist was named the Student Employment Supervisor of the Year and Fumi Cheever was presented with the Missouri Western Foundation Award for Staff Service to Students. Also, Jessica Frogge was nominated for the Women of Excellence Award.

It was the time to celebrate the accomplishments of many different groups of students through events such as Honor's awards, Student Government Association awards, Residence Life student awards, the Farewell & Sash Ceremony for graduating international students and the departure of our exchange students and the student-athlete honor's celebration. The growth that we see in students over their four years here is simply amazing and I am privileged to be just a small part of that. An important undertaking over the summer is to work with the International Strategic Enrollment Management team (ISEM) that I co-chair with Dr. Ben Caldwell, Dean of the Graduate School and Professional Studies, to review and update our enrollment policies, admissions guidelines, and look at the research on our international students. We are very pleased to have students from over 30 countries on our campus and the added world-view they bring is critical to us.

I was recently appointed to the Advisory Council for Global KC (formerly the International Visitor Council) and hope to bring some special international groups to Missouri Western again through that State Department sponsored group as we have done in the past. We appreciated the efforts of the Ambassadors organization to lead the way in raising funds for nontraditional students through their Night at the Ritz event. I was pleased to be able to help out with the Gold Coat membership drive this spring which supports student-athletes. Meetings I have attended include: Admissions & Graduation, Student Affairs Director's meetings and individual

meetings with the Vice President for Student Affairs, Assistant Dean of Health & Wellness and the Director and Asst. Director of International Recruitment & Student Services; assisted with Graduation; attended the on-campus women's national fast pitch softball game between the Australian National Team and the Beijing Team; and meetings of the Governance Advisory Council, Campus Development Council, the College Completion Team, the ADA Committee and the International Strategic Enrollment Management meeting.

Also, at the most recent Partners in Prevention (PIP) meeting we were able to look at the results for Missouri Western students taking the statewide student behavioral risk assessment that is done yearly by colleges and universities across the state. This is a statewide coalition composed of institutions of higher education in Missouri and relevant state agencies to collaboratively develop strategies for promoting positive, healthy choices among Missouri's college students.

We are completing the annual review of our Student Code of Conduct and updates to some campus policies and looking at strategies that the DART group (Disrupted Attendance Response Team) can provide for students which short-term challenges that make class participation difficult. June is a busy time for orientation as we all are participating in welcoming incoming freshmen to campus during the GO (Griffon Orientation) events.

Title IX

Adam McGowan

I chaired weekly Behavioral Intervention Team meetings throughout May and June. We discussed the actions of a few students as well as recent actions taken in regards to those students. We also welcomed a new representative from the Athletic Department in Rachel Petty, Assistant Athletic Trainer, who will replace Signe Coombs as she departs the University. We will continue to meet on a weekly basis through the summer as we work on materials for the next academic year.

I attended the June 1 meeting of the Missouri Council on Student Affairs at the offices of Husch-Blackwell in Kansas City for VP of Student Affairs Shana Meyer. This was the summer meeting for the Council, which is a statewide panel of chief student affairs officers. The Council serves as an advisory council and educational resource to Missouri institutions and leadership, the Missouri Department of Higher Education, and other state officials regarding issues and policies affecting the welfare and development of students enrolled in the state higher education system. The Council also serves as a forum where student affairs officers meet to discuss matters of common interest.

At this meeting we were provided an update on legal issues facing institutions of higher education by Haley Hanson of Husch-Blackwell. She covered topics on admissions, freedom of expression, student organizations, Title IX updates, and data security. In particular interest to my field, Hanson expects that the Department of Education will announce their proposed rulemaking on the obligations educational institutions regarding sexual violence will be released in September. It is expected that our Sexual Misconduct Policy will have to be updated to reflect

potential changes in the proposed regulations. Hanson suggested some changes that can be made now given the *Q&A on Campus Sexual Misconduct* from the Office of Civil Rights released in September 2017. It has been suggested that we remove the reference to a 60 day timeframe to resolve complaints and replace that with language reflecting a "prompt and equitable" investigation. Also we will need to include in our process the opportunity for parties to review a draft of the investigative reports and provide comments prior to a determination of responsibility. We are currently taking that step but will add that into our Complaint Resolution Procedures.

I also attended the inaugural Show Me Title IX Conference in Columbia, Missouri on June 4 and 5. This conference was developed and hosted by the University of Missouri System to share their best practices and programming; training for coordinators and investigators; and allow experts from across the state to share their knowledge. The two days were packed with multiple presentations and opportunities to meet colleagues across the state.

Presentations addressed policies and procedures, education and prevention efforts, and social justice for universities, community colleges and K-12 practitioners. Of particular interest in the presentations was one on working with university media relations during a crisis. The presenter from the Missouri University of S&T provided useful information on planning with the various stakeholders of the institution on a clear communication plan for various types of crises.

I also attended presentations of formulating investigative reports, training of hearing panels, cross-complaints, and the language we use during presentations and trainings. The last presentation I attended was titled, "*Can We Prevent Sexual Assault with Sex Positivity?*" by faculty from the University of Missouri - St. Louis. Their presentation shared their results of a pilot program developed on their campus that focused on the positive messages of communication and pleasure of healthy sexual relationships. Their research found some positive results on changing attitudes towards consent and sexual assault, although they had small sample sizes. Their work was intriguing and I was able to speak with the presenters about possible collaboration in the future.

I continue to work on presentation and training plans for campus for the upcoming academic year. I have already scheduled presentations for International Student Orientation, Residence Assistance Training and Western Warm-Up, and am slated, but not yet scheduled, to speak with the Athletic Department staff and coaching staff.

Health & Wellness

Harold David Brown

The Partners in Prevention (PIP) state meeting at Columbia, MO, was held on May 4. A total of 22 campuses from across the state were represented at the meeting. Dan Wrona and Jenny Rabas of RISE Partnerships facilitated the discussion entitled, "Collaborating to Address High Risk Behavior in Collegiate Fraternal Organizations."

Counseling Center Director, Dave Brown, shares information from the state PIP meetings with colleagues and discussed the possible ramifications for Missouri Western at the monthly PIP meetings held on campus.

The staff members from various departments including Risk Management, Athletics, Residential Life, Dean of Students, Esry Student Health Center, University Police and others are invited to the on campus meetings held on May 8 and June 5. The purpose of the meetings was to determine resources and coordinate prevention efforts on campus throughout the semester. Because many of us are doing so great things individually, but our efforts have greater impact when we support each other. Prevention efforts were reviewed and events planned for the coming year were discussed. The campus meetings are a requirement of the college's participation in the state-wide coalition.

The Counseling Center will experience its annual rollover in counseling interns. Katie Jeffers will complete her internship this summer and receive a Master of Arts degree in counseling psychology from the University of Saint Mary, Leavenworth/Overland Park, KS. This fall, Richard Ashby will start his two-semester internship, and Donna Goodman, Missouri Western alum, will start her experience next spring. Both are seeking a Masters of Arts degree from the University of Saint Mary.

Missouri Western alum Denise Price has completed her 3,000-hour supervision with Counseling Center director Dave Brown and has applied for status as a licensed professional counselor.

Interns provide a valuable resource to the counseling center that extends beyond their time on campus. In 2014, Missouri Western alum Andrew Fisher served as intern and later was employed as director of counseling for the Missouri Academy on the Northwest Missouri State University campus. Currently, Mr. Fisher has his own private practice, Fisher Counseling Services, and primarily focuses on anxiety, depression, grief, children, adolescents, women's issues and trauma.

The Counseling Center staff attended several professional development events this past month. Counselor Vincenza Marash, Ph.D., went to the seminar, "Contemporary Applications of Neuroscience to Diagnosis and the Practice of Psychotherapy." Counselor Steve Potter attended two workshops, "Chronic Anxiety," and "Mindfulness-Based Interventions to Rewire the Brain."

Ongoing professional development is required for maintaining state licensure. Therefore, Missouri Western counselors, through professional development and continuing education courses, stay up-to-date with current trends and new research. This allows counseling center staff to learn about new and successful techniques to not only remain effective in their careers, but offer the best support service to MWSU students.

Recreation Services just finished up helping Health Physical Education and Recreation with Sports Academy in the pool and ponds with lifeguards and instructors for swimming. The pool held up great with the number of children using it. We did not have to close the pool any days due to cloudy water or thunderstorms. The children not only learned how to swim better they also got to learn how to log roll and make regatta boats that they raced to see who could make it to the other side of the pool without sinking. They had a good time.

The arena seating is almost done. The workers continued working past the deadline of June 4 to include dates around Sports Academy then through the weekend. They still have about a row

and a half on the top chair back right side if you are looking from the arena floor. They also have the numbers to put on the top chair backs. All in all not much needs to be done to complete the renovation. The painting and floor refinishing is going to be done starting around July 28.

The patio for Baker Fitness Center was started on June 11. Word has it that they will be pouring concrete Monday 18 or Tuesday 19. The Fitness Center will need to close for two curing days to allow them to pour and cure the concrete that will go across the main walkway where the gutter spouts will be diverted. The games that are going in front of Baker are in a bid process now. There will be two permanent corn-hole games with a griffon logo on them and a table tennis game with a MWSU on the ends of the permanent net. Hopefully they will be here before school starts.

The Accessibility Resource Coordinator, Mike Ritter, presented a breakout session at the Narrowing the Gulf Conference at St. Petersburg College in Clearwater, FL on April 6. Narrowing the Gulf is an annual conference designed to explore best practices, emerging trends and innovative practices in supporting under-represented students in higher education. Ritter serves as the Accessibility Resource Coordinator and Chair of the ADA (Americans with Disabilities Act) and DART (Disrupted Attendance Response Team) committees at MWSU.

Career Development & Student Employment

Vince Bowhay

Fifty-six on-campus student employee supervisors attended the Student Employment Supervisor Trainings held June 5, 6 and 7. These trainings were a result of collaborative efforts between Career Development Center, Human Resources, Financial Aid and Payroll. Additional dates have been scheduled each month during the fall semester to provide all Missouri Western personnel who supervise students the opportunity to attend.

Training sessions for Griffons4Hire will be held monthly during the fall semester to allow all current Missouri Western staff and new hires the opportunity gain a better understanding the on-line career management portal that lists on-campus employment positions.

Vincent Bowhay, Career Development Director, attended the Clifton Strengths Seminar in Dallas, TX, June 11 –15. Bowhay is now a Gallup-Certified Strengths Coach which allows him to apply the principles of strengths-based development when meeting individually with students or with small groups to help them understand their talents and how to use them to achieve their goals.

Claudia Baer, Student Employment Coordinator, and Jean Foster, administrative assistant, represented Career Development and Student Employment during the Griffon Orientation Resource Fair June 12-14 and provided information about the resources offered to over 100 students and parents.

Baer presented on Student Employment and Career Readiness during the breakout sessions for Griffon Orientation. In total, there were 75 guests (parents, grandparents, guardians) that attended the sessions.

The Career Development Center participated in Project CEO, a national benchmark study. The purpose of this study was to determine to what extent, students believe they are gaining the 12 skills identified as most desirable by employers in new college graduates by the National Association of Colleges and Employers. The study was completed by 464 MWSU students. A full report will be compiled and shared at a future date.

The Career Development team facilitated a Professional Dining Etiquette Program and Dinner, April 26 with over 20 students participating.

Teresa Crist, Administrative Coordinator, Student Affairs, was named the 2018 Student Employment Supervisor of the Year at the Missouri Western State University Faculty and Staff Awards and Retirement Reception.

The 2,100 employers who currently use Griffons4Hire; MWSU's student job portal to post employment opportunities, received an upgrade to their dashboard on May 21. GradLeaders redesigned their platform with employers in mind by adding widgets that make it easier to navigate when posting jobs or viewing upcoming events to register in addition to being mobile friendly.

Monthly Griffons4Hire Training sessions will be held during the fall semester to allow all current MWSU Personnel and new hires the opportunity to have a better understanding of navigating the on-line career management portal where on-campus employment positions are housed.

The Career Development Center offers CareerSpots Videos as a resource to students and alumni that are accessible via Griffons4Hire, the Career Development Center's webpage and are promoted on the center's social media platforms; Facebook, LinkedIn, and Twitter. CareerSpots cover a wide variety of career readiness topics that help students learn and develop skills needed to help them become better prepared for their careers; such as teamwork and collaboration, interview etiquette, social media best practices and many more.

The Student Employment Coordinator attended the Student Employment Essentials (SEE) Training at Loyola University-Chicago Chicago, IL, June 25-26. SEE Training is comprised of two, 8 hour one-day, professional seminars that teach the skills critical to the success of every student employment professional as well as their university's student employment program. These "hands-on" workshops immerse participants in all aspects of running a successful student employment office and provide a framework to sharpen existing skills and acquire new ones.

The Federal Work-Study program "Learn, Serve, Change the World" reached the 7% federal requirement of drawing down FWS funds through community service for the 2018 academic year. This was achieved by having the following nine community partners participate in the program: Heartland Regional DBA as Mosaic, Bartlett Center, YWCA, USGS, Second Harvest,

United Way, Habitat ReStore, Loess Bluffs and Missouri Department of Conservation. In addition, 16 students worked as either Community Assistants or Reading Tutors.

Residential Life

Nathan Roberts

The Office of Residential Life is up 29 contracts this year compared to June 2017. This includes 584 new incoming students, 540 returning students, and 35 resident assistants. The department is preparing for a "full house" this fall!

Mark Moultrup is the newest addition to the Residential Life team. He joins us from Oklahoma State University where he completed his Master's degree in Higher Education and Student Affairs. Mark also completed his undergraduate degree from Central Michigan University.

In addition to welcoming Mark to the team, the housing department has also enjoyed having Victoria Walsh as their ACUHO-I intern since May. Victoria comes all the way from New York where she is an undergrad at SUNY Oneonta. She is working closely with Samantha Wemple to oversee summer housing.

Residential Life is assisting with the screening of two positions in other departments on campus. Director Nathan Roberts is on the committee for the Auxiliary Maintenance Coordinator working with the Residence Halls, and for the Missouri Western Chief of Police. The Maintenance Coordinator selection is nearing completion while the Chief of Police search is just ramping up.

International Center

Ann Rahmat

The spring semester ended on a high note. On April 27, the Assistant Director of International Center, Fumi Cheever, was awarded this year's the highest recognition with the Missouri Western Foundation award for Staff Service to Students. This is in recognition of her dedication and passion for international education, as well as service to students, on- and off-campus community. The nomination was strongly supported with stories of students' success and the notable increase of global engagement awareness across campus.

Also, one of the much-anticipated end-of-semester programs is the International Student Farewell & Sash Ceremony held on May 4. One of the main purposes of the event is for the international family and local community to gather and celebrate in students' success in completing their respective degree requirements, and the end semester/year of students' exchange program. Approximately 100 student, faculty, staff, family and friends came to the celebration. The number includes 29 graduates who received their country sash for spring and summer commencement ceremony, as well as certificates of participation for 11 departing exchange and scholars.

Between June 12-14 and June 19-21, the International Center participates in the Student Affairs resource fair at the Freshman GO summer orientation. It is an opportunity to introduce International Center programs and encourage student engagement and active involvement while at Missouri Western. Visitors receive a flyer of scheduled events for the coming fall semester, including the date for the annual International Fair.

Staff are preparing for International Orientation including scheduling airport pick-ups and coordinating the schedules of volunteers who will be assisting with the various activities involved during the week of orientation starting with the first arrivals in mid-August.

Fumi Cheever, Assistant Director and Primary Designated School Official, actively engaged and participated in the NAFSA International Educator conference in Philadelphia, PA from May 28 to June 1. The conference is an opportunity to network, discover and experience hot topics in international education. Topics range from emerging student/scholar immigration regulation, best practices in international admissions, overseas recruitment opportunities, emerging technology and support services, to opportunities in study abroad for higher education.

The International Center held a series of online/virtual meetings, webinars, chatroom sessions and other activities to assist international students through the process of visa preparation, familiarization with on campus resources and personnel they will interact with when arriving at Missouri Western. Using online methods is both cost effective and a good resource for the students and the university.

Shana Meyer, Vice President for Student Affairs, participated in a chatroom session with admitted undergraduate and graduate international students on May 2. Topics of discussion included campus safety, security, student services and support.

A Zoom virtual meeting for admitted international students was held on May 7 with Assistant Director of the International Center, Fumi Matsumoto Cheever. It was an opportunity to connect virtually with immigration advisors on the topic of the F1 Visa application guidance and processes. The same virtual meeting will be offered throughout the summer.

A "J-1 Visa Application Process and Expectations" webinar was offered on June 6.

Amy McLarren, Assistant Director of Housing, held a chatroom session on June 6 for admitted international students on the topic of on-campus housing and residential life.

An "F-1 Visa Application Process and Expectations" webinar was offered on May 8 and June 6.

Fumi Cheever, Assistant Director, held a webinar for admitted international students regarding U.S. visa application and preparation on June 5.

The International Center held a video conferencing and meet/greet opportunity for admitted international students on June 9. It was hosted and moderated by Ann Rahmat.

A virtual meet/greet for participants in the WhatsApp New Student group was held on June 9. In addition, a "Pre-arrival Question and Answer" webinar was held on June 27.

Student Life & Leadership

Isaiah Collier

The Center for Student Involvement (CSI) and Phi Beta Sigma hosted a Trap Painting class on April 12. Students were provided with canvasses and painting supplies to paint while listening to Trap music. Supplies were limited as the class was fully signed up for with 16 participants.

The CSI held a 90s Day Celebration and Stress Relief Program on April 25. Students and staff were encouraged to wear their best 90s style outfit while enjoying an ice cream sundae bar. Music, photo booth, personalized flip books, license plates, and stuff-a-plush stations were also provided. There was an estimated 250 students who came through to relax and have fun.

The CSI will be implementing a new Griff Card initiative for students to attend programs. Students will be given a Griff Card that can be stamped when they attend on-campus programs (that are marked as Griff Card sponsored events). Once the card is stamped they will be eligible for a Raffle at the end of the academic year for a prize. They will also receive VIP seating at Griff Card events. There will be door prizes given out in the CSI every first Wednesday of the month to the first 10 people who can show their card.

The Center for Student Involvement's website will now feature an Anonymous Hazing Reporting form. The page explains the University's stance on hazing and will have a fillable form that anyone can use to anonymously report hazing incidents to the CSI.

Ending the semester and Minority Health Month, the CME hosted a Roll Your Stress Away Skating Party at the B&J Skate Center downtown St. Joseph on April 27. The sign-up was completely full with 30 people. The student feedback was entirely positive with most asking to repeat the program next year.

The Black Student Union held a Carwash on April 27 in Lot G on campus to raise money for student programming for the upcoming 2018-19 academic year. The students washed 20 cars.

The CME hosted its final event for the semester on May 3. The Multicultural Graduate Dinner is designed to recognize our students of color who are graduating. Over 30 Spring and Summer of 2018 graduates, their families and friends attended the dinner.

The caricature artist booked for the Spring Fling Block Party had to be rescheduled from April 25 to the 26 due to inclement weather. They were set up in the Blum Lobby and over 100 students had their portraits drawn.

Western Activities Council (WAC) put on their final program of the semester on April 26. The Spring Fling Block Party was held next to the Greek Rock in front of Logan Hall. A variety of

events were offered including Laser Tag, inflatables, Buffalo Wild Wings, drawings and prizes, music and more. Over 100 students came out to enjoy the fun.

The Nontraditional and Commuter Student Center held a Coffee and Conversation luncheon for students to destress from their workload in the center on April 18 in the center. The central location in Eder allowed students to take a quick break before returning to classes. Approximately 15 students stopped by for coffee and a little bit of relaxation.

The Nontraditional and Commuter Student Center held their Summer Kick-off party on April 25. They had light snacks, music, and conversation to help send the students off for the summer. Nontraditional students can continue to connect with staff and each other via the Facebook page.

The Nontraditional and Commuter Student Center administrative assistant, Kathy Frost, and Minerva Correa Torres, Executive Administrative Associate, attended the 4th Annual Vet2Vet Fair at the Civic Arena on June 9. The fair had a good community turnout and several veterans were referred to the appropriate areas or resources at Missouri Western.

Student Services

Shana Meyer

Student Government Association (SGA) and the Greater St. Joseph Area MPO have finalized a contract to bring the Pony Express Bike Share program to Missouri Western. SGA contributed funding to the program to be able to bring 18 bikes and 3 bike racks to campus. The 18 bikes have already been put on campus in current bike racks until the 3 Pony Express bike racks have been painted black to match campus colors. Once they are painted, one will be placed on the outside of Blum, one near Hearnese and one near Baker Fitness Center. The bikes are free to use by anyone on campus and in the St. Joseph community. They can also be taken off campus and the ability to go on the St. Joseph Transit buses. The Pony Express Bike Share program has volunteers that will go around to all the bike racks in St. Joseph and collect bikes to redistribute back to each of the locations. More information will be added to the SGA webpage as the program rolls out.

This year's Student Homecoming Steering Committee has been hard at work. The committee is being led by SGA Assistant Director of Homecoming, Jashira Bolden. The committee has announced the theme for Missouri Western's 2018 Homecoming, "Griffons Under the Big Top". This will be a circus based theme. Each participating student organization or created group will be able to pick a sub-theme from a list to use as their focal point for the theme. The week will start off with "Under the Big Top Kickoff", which will be a cookout with circus themed games, DJ, bonfire, and other fun activities. They will have the traditional events, such as, blood drive, create-a-board, pep rally dances and of course the parade as well. The committee is working in final stages of a branding logo and t-shirt for the theme. As more information becomes available, it will be posted on the Homecoming webpage.

Memorandum

To: Dr. Robert A. Vartabedian, President
From: Jerry Pickman, Vice President for University Advancement
Date: June 18, 2018
Re: UNIVERSITY ADVANCEMENT BOARD OF GOVERNORS REPORT

Activities (arranged by area) since the last meeting of the Board of Governors includes the following:

Vice President

Award-winning journalist and television host Chris Wallace will be the featured speaker at the 25th annual R. Dan Boulware Convocation on Critical Issues this fall. The Convocation will be held later this year on November 13. Mr. Wallace is currently the host of "FOX News Sunday." He previously reported from the ABC News desk as a senior correspondent for "Primetime" and "20/20," and as an anchor on the longest-running show on television, NBC News' "Meet the Press," in his long career. His topic is "A View from Washington" and will follow the mid-term elections on November 6.

Representatives from T & G Real Estate Solutions and Clark-Enerson Partners are nearing the completion of Phase I of the Land Development plan. Over the past few weeks, they have visited with several internal and external stakeholders to help determine proposed uses for a 78-acre tract of land east of the residence halls. They also subcontracted with a firm to complete a typography study to inform future development in other areas of the campus. The Phase I report is on track to be presented to MWSU around the end of June or early July.

The Bill Snyder Pavilion will be dedicated on July 12 with a ceremony beginning at 5:30 p.m. A reception and private dinner will follow the ceremony. A great deal of planning is underway to make this a very special and well-attended event.

- Special Events and Meetings Attended
 - Assessment Lunch and Learn
 - Strategic Plan blueprint review meeting
 - Night at the Ritz
 - Griffons Uncorked alumni gathering
 - MWSU Retirement/Awards Ceremony
 - Athletic Awards/Reception
 - Spring Commencement
 - Commerce Bank Maifest
 - Accounting Clerk and Development Officer interviews
 - Athletic/YWCA Charity Auction
 - Pavilion Dedication planning meetings
 - CSB Annual Franchise Dinner
 - CSB Franchise Competition announcement
 - Gray Manufacturing Tour (Sen. Blunt)
 - Governor Pason Listening Tour event
 - MWSU Foundation Board of Directors meeting
 - MWSU Foundation Investment Committee meeting
 - MWSU Foundation Allocations Committee meeting

- MWSU Foundation Executive Committee meeting
- Land Development meeting (Cassie Paben, T&G Real Estate Solutions)
- Gold Coach Luncheons
- Donor/prospect visits

Alumni Relations (Colleen Kowich, Director of Alumni Relations)

- Homecoming
 - MWSU: "Under the Big Top" is this year's Homecoming theme selected by the student committee
 - The Alumni Association is planning its usual list of activities for Homecoming the week of Oct, 7-14, including the second Black Alumni Reunion which will be held in conjunction with Homecoming.
- Enrollment Management
 - "Legacy" alumni (alumni who are also parents to other Missouri Western alumni) are attending GO activities this summer; working an alumni/parent table, signing parents and family members up for the family e-newsletter and answering questions of incoming parents.
- Alumni Board
 - The Alumni Association Board of Directors meet on Saturday, April 15 for their annual Spring retreat. During this meeting, they choose new officers, board members, and award recipients.
 - Officers for FY 19 are:
 - President - James Jeffers '72
 - Vice-President - Tona Williams '00
 - New Board members include:
 - David Karleskint '90, DeKalb
 - Jake Cuning '16, Atlanta
 - Award Recipients are as follows:
 - Distinguished Alumni - Dr. Keith Evans '78, Director, Atlanta Human Performance Center
 - GOLD - Dr. Brian Dow '11, Pharmaceutical Regulatory Scientist, Johnson & Johnson
 - Herb '35 & Peggy Iffert Award for Outstanding Service to the University - Drew Brown, local philanthropist
 - Distinguished Faculty - Dr. Bill Church '89, Associate Professor of English
 - Great Griffon Awards
 - Craig School of Business - Jaime Habersat '99, Regional Membership Manager, Team Rubicon Region 7
 - College of Liberal Arts & Sciences - Kristi Bailey '00, Marketing Director, St. Joseph Chamber of Commerce
 - College of Professional Studies - Dr. Rachel Pepper '03, Senior Nursing Director, University of Kansas Hospital
 - School of Fine Arts - Patrick Larsen '15, Professional Sculptor

Development (Kim Weddle, Director of Development)

- Patti Long was hired as the new Development Officer to fill the vacancy left by Rachel Graves. She comes to us most recently from the Ag Expo where she served as Director of Development. Patti has a communications and marketing background as well.
- Centennial Capital Campaign

- Patterhn-Ives will be presenting the final construction drawings and cost estimates to the building committee at the end of August.
- A private gathering of potential lead donors to the Potter Project is being planned for late summer.
- 38 new bricks were purchased for the Victory Plaza and were recently installed.
- The installation of new bleachers in the Looney Complex arena is nearing completion.
- Major Giving
 - Chrissy McCan, Major Gifts Officer, has continued meeting with prospective major and planned gift donors. Her activity has included qualification contacts, face-to-face meetings, stewardship calls, thank you calls, and Western League and Arts Society membership enrollment. She recently worked with a donor to establish an endowed scholarship. Her visits have included travel to Kansas City, St. Louis, Omaha, Manhattan(KS), Topeka, Dallas and Houston
- Arts Society
 - Membership is up by 11 members since last year at this time.
- Annual Fund
 - Phone-A-Thon
 - Calls are completed and pledges are being paid
- Western League for Excellence
 - There are 393 members as of May 31, an increase of 30 members from last year at this time
- Planned Giving
 - A gift in the amount of \$137,000 was received from the Estate of William Wright. These funds will be added to an endowed scholarship established by Mr. Wright during his lifetime. The scholarship provides financial assistance for students majoring in the Arts.
- Foundations and Grants
 - The MWSU Foundation received a check from an anonymous trust in the amount of \$50,000. No restrictions were placed on the gift.

Public Relations and Marketing (Jomel Nichols, Director of PR/Marketing)

- Publications
 - Spring Magazine. The Spring Magazine, featuring a new layout design and new name, was mailed in May. An electronic version also was emailed, and periodic social media posts featuring individual articles were run on the University's various social media channels.
 - Recruiting Materials. The PR/Marketing, Admissions and Campus Printing and Design Services teams have almost completed next year's Admissions recruiting pieces. The brand new look and feel of the printed pieces will be integrated into existing digital, social and engagement marketing campaigns.
- Marketing
 - Targeted Marketing. The PR/Marketing team has been working with individual departments to implement several targeted digital marketing campaigns. This includes lead generation campaigns, which will then be integrated into the engagement marketing campaigns in Admissions.
- Social Media
 - Facebook Yield. Targeted Facebook advertising continues to support enrollment management efforts, most recently supporting attendance at the Griffon Orientation (GO) sessions planned throughout the summer.

- Summer Social Media. Summer is a quiet time on campus, so in order to keep content fresh, the PR/Marketing team has been running several social campaigns, including #CampusInSummer, #GriffonsAbroad and a campaign highlighting various campus improvements underway during the summer months.
- Communications
 - Family Newsletter. The next issue of the family newsletter will go out in July. The theme is welcoming new families and adjusting to college life. Ongoing summer Griffon Orientation sessions also will be used to add to the family newsletter mailing list.
- Media Relations
 - News Coverage. Many Missouri Western events and developments have received positive coverage recently, including the announcement that the pavilion in Spratt Stadium will be named to honor Bill Snyder and the awarding of a Rocky Mountain Chocolate Factory franchise opportunity.

Campus Printing & Design Services (Kendy Scudder, Director of CP&DS)

- Chargeback Comparison:
 - May 2017: \$31,000; 171 chargebacks
 - May 2018: \$22,200; 193 chargebacks
 - April 2017: \$18,790; 265 chargebacks
 - April 2018: \$21,040; 250 chargebacks
- Completed Projects
 - Athletics Charity Golf materials; Griffon Orientation materials; Barbara Sprong Leadership Challenge event materials; Western League for Excellence newsletters; Night at the Ritz event materials; Athletics sports posters; Gold Coat membership drive materials; Spring Commencement materials; Graduate Hooding programs; and Annual Fund mailers.
- Projects in Progress
 - Redesign of rack cards and billboards for new graphics look; Popplewell Hall hallway photos; Admissions package materials redesign; and Snyder Pavilion dedication materials.
- Debbie Crisler was hired to replace Martha Greer as administrative coordinator in CPDS. She will begin her new position on June 18. Debbie has over 19 years of experience at Missouri Western - working in various campus offices.

MWSU Foundation (Andrew Molloy, Associate Executive Director and Chief Financial Officer)

- The MWSU Foundation Board of Directors met on May 2nd. The FY 2019 Operating Budget and FY 2019 Foundation Special Allocation selections (\$55K) were approved.
- The Foundation is busy preparing for the FY 2018 audit by our public accountants, CliftonLarsonAllen LLP, which will take place in late July.
- Debbie Kerns was hired to replace retiree Tammy Durbin as the Foundation Accounting Clerk. Debbie began her duties with the Foundation on Monday June 11th. She comes to the Foundation from the St. Joseph Youth Alliance where she worked as an administrative assistant performing a variety of duties.
- May 2018 was a solid month in terms of market performance and the Foundation saw endowed investments creep north of \$35M for the first time since January, 2018.

MEMORANDUM

TO: Dr. Robert Vartabedian, President

FROM: Dr. Cale Fessler, Vice President for Financial Planning and Administration

DATE: June 28, 2018

RE: Report to the Board of Governors – June Meeting

Activities (organized by area) since the last Board of Governors meeting, include the following:

Vice President

Key Activities & Projects

- Preparing FY 2019 Operational and Auxiliary Budgets

Conferences/Meetings/Events Attended

- Attended and Presented at the April Board of Governor's meeting
- Conducted one on one meetings with area Directors
- Conducted monthly meeting with area Directors
- Attended Retirement Reception for Dr. Lane
- Attended Griffon Athletic Luncheon
- Attended Mosaic Meeting
- Attended Innovation Stockyard Board Meeting
- Attended Nurses Pinning
- Attended Commencement
- Conducted one on one meeting with Aramark Director
- Attended Quarterly Higher Education CFO Meeting in Jeff City
- Attended Entrepreneur Dinner
- Attended Client Business Review Presentation by Aramark
- Attended meeting with Hilltop Securities
- Attended Physical Plant Open House

Financial Services, Carey McMillian, Associate Vice President

Key Projects & Activities

- The Associate VP of Finance and the Director of Human Resources have worked on completing the salary and fringe benefit part of the FY19 budget.
- The Associate VP of Finance, Chief Accountant, Director of Financial Aid and the Bursar all met with BKD, the external auditors, for a pre -planning meeting.
- Accounting Services and the Human Resource Department have been diligently working on getting the Banner Budget Module complete and ready to use for the FY20 Fiscal Year.

- The Bursars office handled pre-registration for the summer and fall classes. Preparing to enter the new rates for the classes into the banner system so that the billing may commence on July 1st for the Fall 2018 semester.
- The Purchasing Department has processed multiple bids including, but not limited to, bids for Athletic Training Equipment and Supplies, Looney Gym Painting, Craig School of Business Faculty Management Software, Baker Fitness Center Lot H Resurfacing, Baker Fitness Center Patio, Admissions Custom Flags for the Griffon Orientation.

Financial Aid, Marilyn Baker Director

Key Activities & Projects: 2017-18 Academic Year

	Month to Date As Of Jun 10			AY To Date As Of Jun 10		
	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
FAFSA's Received (Duplicated)	13742	12825	14372	13854	12966	14372
FAFSA's Received (Unduplicated)	6776	6354	7569	6794	6370	7569
Packaged Students	5590	5266	6221	5597	5290	6221
FAFSA's Selected for Verification	2582	2277	2430	2593	2290	2430
FAFSA's Verified By FAO	1572	1340	1286	1580	1362	1286
FASFA's Verified w/ Correction	1219	1025	998	1224	1044	998
Loans Certified (Duplicated)	5831	4732	4599	5857	4754	4599
Alternative	92	102	121	98	105	121
Subsidized	2592	2055	1985	2599	2062	1985
Unsubsidized	2902	2341	2253	2914	2350	2253
PLUS	245	234	240	246	237	240
Loans Certified (Unduplicated)	2837	2605	2512	2848	2612	2512
	Month to Date As Of Jun 10			AY To Date As Of Jun 10		
	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
Disbursed Funds	\$40,400,976	\$38,689,033	\$41,781,684	\$40,861,722	\$39,002,040	\$41,777,159
Student and Parent Loans	\$18,664,588	\$17,398,120	\$16,860,480	\$18,911,257	\$17,608,471	\$16,855,955
Federal Grants/Scholarships	\$9,797,003	\$8,704,791	\$9,388,892	\$9,919,775	\$8,767,962	\$9,388,892
State Grants/Scholarships	\$2,966,308	\$3,208,336	\$3,166,814	\$2,972,745	\$3,193,862	\$3,166,814
Inst/Foundation Scholarships	\$7,503,843	\$8,028,127	\$10,880,327	\$7,532,526	\$8,045,467	\$10,880,327
External Scholarships	\$1,469,235	\$1,349,658	\$1,485,172	\$1,525,419	\$1,386,277	\$1,485,172
Financial Aid Recipients	4,320	4,171	4,213	4,370	4,200	4,213

Financial Aid Information for Award Year 2018-19

- To date, the Financial Aid Office has received 6,504 unduplicated FAFSAs for the upcoming award year.
- Of the total unduplicated FAFSA's received, 3,273 are potential incoming freshmen.
- Currently, 2,192 incoming freshmen have been offered complete aid packages that include Federal, State and Institutional funding.

Key Activities and Projects

- In April and May the Financial Aid Office provided in-person Exit Loan Counseling to 327 graduating seniors.
- Missouri Western has again been asked to participate in the National Postsecondary Student Aid Study (NPSAS).
- Two Financial Aid Office staff members will attend the Association of Veterans Education Certifying Officials Conference in St. Louis June 18-22nd.

Human Resources, Sara Freemyer, Director

Key Activities & Projects

Recruiting

- Faculty recruitment continues; 10 of the 16 faculty positions have been hired for the next academic year.
- Human Resources is currently reviewing online applicant tracking software; this should streamline recruiting efforts with faculty and staff positions and decrease time spent in the office responding via hardcopy letters.

Benefits & Wellness

- Human Resources continues to meet with TRUSS, MWSU Benefit Consultants, and discussing possible options for the 2019 health insurance renewal.

Other

- Supervisors have completed 50% of the staff evaluations. We will continue to request and monitor this number throughout the summer months.
- Risk Manager, Tim Kissock, visited Human Resources in April to train the department in the event of an Active Shooter on campus.
- Human Resources has collaborated with Financial Aid, Payroll and Career Development to review processes and procedures for student employment. Processes are being reviewed to ensure compliance with state and federal employment regulations. There will be sessions in June to review these processes with student employee supervisors.
- Human Resources and Accounting are currently training on the Banner HR Salary Planner/Finance Budget Development modules. Implementation of these should take place in late summer or early fall.

Information Technology Services, Mark Mabe Director

Key Activities & Projects

- The Banner 8 to Banner 9 upgrade project continues to make progress. Ellucian continues to work on the deployment of the system. No cutover date has been set.
- The project to enhance the security authentication processes used to access our automated systems remains in the test phase.
- The ImageNow document imaging system upgrade that provides compatibility with Banner 9 remains in the test phase.
- The College Scheduler class scheduling application has been upgraded to be compatible with Banner 9.
- Plans are being developed for the upgrade of the campus-wide wireless network system.

Physical Plant, Bryan Adkins, Director

Key Activities & Projects

- The HB-19 funds have been utilized. The last of the \$4,860,000.00 has been exhausted with the purchase of a Carrier RTU for Potter Hall. The HB-19 funds have allowed the University to make several necessary improvements in many of our campus facilities from renovations to HVAC upgrades.
- Work continues on the new Pavilion at the West End of the Football Field. Director is working with E.L. Crawford Construction on this project. All concrete for patio areas and asphalt for entrance drive have been completed, brick and stone are also nearing completions with just a few areas still to be finished. Working on electrical for lighting and outlets, will be constructing pliers for entry ways and lighting stands in the next few days, the ground work and grass seeding still needs to be addressed, work appears to be on schedule for late-June completion.
- Director has been working with Heartland Seating on the installation of new bleachers in Looney Arena. The installation of the seating is nearing completion, painting will begin late July followed by the refinishing of the floor in Mid-August.
- Director is working on some potential Energy Conservation Projects in Leaverton Hall and the Remington/Agenstein Building. Both projects include HVAC and Controls upgrades.

- Craig School of Business renovation continues. Lee Grover Construction is the General Contractor.
- Renovation of the lower level of Baker Fitness continues. Areas have been painted, ceiling grid installed, exterior doors installation scheduled to begin June 18th, electrical work, HVAC installation, locker installation are ongoing and will be completed prior to athletes arrival. Physical Plant Maintenance Staff are conducting the work in house. This area will be repurposed for the Track and Field Department housing men's and women's locker rooms as well as coaches offices in the future.
- Parking Lot H (Baker Fitness) has been completed.
- Leah Spratt Hall chiller has been replaced. Replacement of the chiller was necessary due to critical failure of previous chiller.
- Welcome Corey Stewart to West Campus as the Mechanical Supervisor, Damon Graham Electrician, and Jeanna Bridgman auxiliary custodian.
- David Noah Electrician retired May 31st, David retired with 29 years of service.
- Campus Security Committee had their first meeting May 24th to discuss campus security. The initial discussions focused on card reader locks and camera installation in identified locations. Director is presently working with Alleigion Locks on specifications for software and hardware of a new one card locking system.
- Fire alarms and sprinkler systems have been inspected and deficiencies reported. Quotes for repairs are in the process of completion, with work to begin June 18th.
- Director attended the Higher Education Statewide Facility Directors Meeting May 30th in Jefferson City. Facility Review & Best Practices were the topic of discussion.

Risk Management/Police Department, Tim Kissock
Key Activities & Projects

- The State Department of Natural Resources (DNR) conducted an inspection of the campus in May. The University has numerous areas of concern to the DNR such as the science labs, physical plant and art studios. There were no major violations found. We will be requesting periodic voluntary audits in the future as a proactive measure to ensure compliance.

- The University has purchased seven severe trauma first aid kits as part of our Bleed control program. They will be distributed to various areas around campus.
- Campus training regarding active shooting situations was conducted. This training is ongoing. We are developing a training program more tailored for students at this time for training in the fall.
- Preparation are being made for Chiefs Camp this summer.

Missouri Western State University
Statement of Cash Position
May 31, 2018

Fund	05/31/2018 Available Balance	05/31/2017 Available Balance	05/31/2016 Available Balance
Operating, Auxiliary, Agency & Payroll	\$ 12,471,107	\$ 15,401,425	\$ 21,169,665
Auxiliary System Revenue Bond Funds	760,000	760,000	865,026
Loan Funds	82,483	82,000	514,315
TOTAL FUNDS INVESTED	<u>\$ 13,313,590</u>	<u>\$ 16,243,425</u>	<u>\$ 22,549,006</u>

Missouri Western State University
Schedule of Funds Invested
May 31, 2018

OPERATING FUND	YIELD	AMOUNT	BANK
Checking Account	2.16%	11,760,294.61	Citizens Bank
Miscellaneous Petty Cash/Change Funds	2.16%	<u>5,150.00</u>	Citizens Bank
Total Operating Fund		<u>11,765,444.61</u>	
 AUXILIARY			
Checking Account	2.16%	<u>650,000.00</u>	Citizens Bank
 AGENCY FUND			
Checking Account	2.16%	<u>55,662.00</u>	Citizens Bank
 TOTAL OPERATING, AUXILIARY & AGENCY FUNDS		<u><u>12,471,106.61</u></u>	
 AUXILIARY SYSTEM REVENUE BONDS			
SERIES 2008			
<i>Debt Service Reserve</i>			
Checking Account	2.16%	460,000.00	Citizens Bank
Repair & Replacement Reserve			
Checking Account	2.16%	<u>300,000.00</u>	Citizens Bank
 TOTAL AUXILIARY SYSTEM REVENUE BOND FUNDS		<u><u>760,000.00</u></u>	
 INSTITUTIONAL LOAN FUND			
Checking Account	2.16%	82,483.00	Citizens Bank
 TOTAL LOAN FUNDS		<u><u>82,483.00</u></u>	
 TOTAL FUNDS INVESTED		<u><u>13,313,589.61</u></u>	
 <u>Average Interest Rate</u>			
May 2018 - 2.16%			
May 2017 - .849%			

**Missouri Western State University
Educational and General Services
Budget and Activity Report
May 31, 2018**

	FY18 Budget	FY18 Actual	FY17 Actual	FY16 Actual
Revenues:				
Student Tuition & Fees	32,719,175	33,795,163	30,170,467	30,492,812
Interest Income	240,000	242,933	249,579	199,621
Athletic Receipts	26,800	21,418	26,893	62,529
Auxiliary Reimbursement	300,000	275,000	275,000	275,000
Miscellaneous Income	140,000	120,082	136,516	112,524
State Appropriation	<u>21,067,639</u>	<u>18,891,906</u>	<u>19,458,649</u>	<u>20,027,106</u>
Total Operating Revenues	<u>54,493,614</u>	<u>53,346,502</u>	<u>50,317,104</u>	<u>51,169,592</u>
Expenditures:				
Salary	27,902,307	25,289,795	25,838,209	25,370,682
Fringe Benefits	10,062,157	8,590,055	8,343,236	8,308,453
Student Labor	776,845	668,090	755,491	729,503
Operating	6,847,302	6,811,855	5,277,161	6,002,247
Scholarships	8,116,125	9,437,297	6,705,932	6,368,692
Capital	400,000	483,327	531,001	342,219
Travel	<u>388,878</u>	<u>972,411</u>	<u>913,710</u>	<u>867,005</u>
Total Operating Expenditures	<u>54,493,614</u>	<u>52,252,830</u>	<u>48,364,740</u>	<u>47,988,801</u>
Operating Reserves (in millions)	9/30/2017 8.6	12/30/2017 3.3	3/31/2018 5.4	

Missouri Western State University
Auxiliary Services
Budget and Activity Report
May 31, 2018

	FY18 Budget	FY18 Actual	FY17 Actual	FY16 Actual
Revenues:				
Students Fees	1,550,000	1,503,229	1,495,043	1,318,991
Food Service	3,622,009	3,787,457	3,495,090	3,395,750
Bookstore Commissions	225,000	212,060	205,204	213,473
Residential Hall Rentals	5,855,161	6,226,886	5,733,547	5,709,924
Conferences & Special Programs	330,000	254,022	212,648	263,105
Vending	30,000	28,554	28,337	32,147
Athletic Receipts	45,000	33,170	38,904	0
Federal Interest Rebate	267,000	261,798	267,565	272,269
Interest Income	30,000	58,074	33,096	26,959
Reserves	-	0	0	0
Total Auxiliary Revenues	<u>11,954,169</u>	<u>12,365,250</u>	<u>11,509,434</u>	<u>11,232,617</u>
Expenditures:				
Salary	1,064,313	936,678	1,011,517	983,021
Fringe Benefits	523,436	427,075	435,853	430,369
Student Labor	330,830	198,816	250,433	284,561
Operating	2,622,292	1,704,428	1,870,516	1,807,416
Debt Service	3,567,683	3,575,283	3,588,493	3,586,340
Food Service	3,504,800	3,169,415	3,361,998	3,319,241
Capital	321,415	313,775	279,568	70,450
Travel	19,400	8,111	15,807	24,444
Total Auxiliary Expenditures	<u>11,954,169</u>	<u>10,333,581</u>	<u>10,814,185</u>	<u>10,505,841</u>
Auxiliary Reserves (in Millions)	9/30/2017 4.5	12/31/2017 2.5	3/31/2018 4.7	

Report of the President
Thursday, June 28, 2018

1. We were very pleased to have Governor Mike Parson on our campus on June 12.
2. The renovation of the Looney Arena is coming along nicely.
3. The Bill Snyder Pavilion will be dedicated on Thursday, July 12th at 5:30 p.m.
4. The land development findings of T&G Real Estate Solutions should be shared with us shortly.
5. Our enrollment trend continues to look good for the fall of 2018.
6. The 9th annual Kansas City Chiefs Training Camp is set to begin on our campus on Thursday, July 26.
7. We are quite pleased to announce that Chris Wallace will be the speaker for the 25th annual R. Dan Boulware Convocation on Critical Issues on Tuesday, Nov. 13.
8. The University will be receiving from a benefactor one of the largest privately owned print collections in the region—with more than 1,000 artworks from a number of well-known artists. (A more formal and detailed announcement will be forthcoming in the fall.)

Pathways to Excellence:
A Strategic Vision for Missouri Western State University
2018-2022

Overarching Goal: Student Success

Mission Statement

Missouri Western State University is a student-centered learning community preparing individuals for lives of excellence through applied learning.

Vision Statement

Missouri Western will be the premier open access regional university, known for transforming the lives of our students and the communities we serve.

"Premier open access regional university" is defined in terms of student success, as compared against other U.S. institutions in this category.

Student Success

We will use the following indicators to define student success in relation to our open access status:

- Percent of Pell-eligible students obtaining a credential
- Six year graduation rate
- Retention rate
- Employment/placement rate of graduates

These key performance indicators (KPI's) were selected because they focus on student outcomes and allow us to benchmark our results against similar institutions. The indicators will also be examined for specific groups of students so that our success strategies can be appropriately targeted to achieve maximum results.

Key performance indicators will also be identified for individual strategies. This will enable us to determine the degree to which each one supports institutional effectiveness and advances the achievement of our objectives.

In order to achieve our vision for student success, we will shape our culture to embody the following key characteristics and engage in strategies related to the following themes.

Culture

"Culture constrains strategy"

-Edgar Schein

Strategy is our desired path, or road map, for moving forward and culture is the sum of our shared norms, beliefs and values. Our culture will influence how we operate in achieving the goals of the strategic plan. As we move forward, it is vital that we clearly affirm the culture we desire. To that end, we seek a culture that:

- Demonstrates our values of service, quality, enthusiasm, freedom, respect, and courage
- Shows that every student matters
- Encourages creativity and collaboration
- Uses evidence-based decision-making
- Fosters agile innovation
- Exhibits accountability
- Supports diversity and inclusion
- Affirms every employee as an educator (E³ principle)

In order to build this culture, each of our strategies will be shaped by these ideals and will explicitly address them.

Missouri Western completed its first Diversity and Inclusion Taskforce Report in May 2018. Diversity and inclusion is intrinsically important and related to the values of Missouri Western, including respect and freedom. To this end, the taskforce report is the beginning of a larger conversation on how Missouri Western can grow in diversity, inclusion and cultural competence to make our campus a welcoming and enriching community for all.

Planning Themes

Advancing student success requires a comprehensive, integrated approach along with the engagement of every individual associated with Missouri Western. Five broad planning themes have been identified that will guide our efforts. Each one is crucial and will help ensure that we address key aspects of institutional effectiveness.

Student Experience

A central element for student success at Missouri Western is a supportive, positive, and thriving community. We are committed to providing high quality services in the areas of co-curricular experiences, academics, and community experiences that elevate and enhance student learning.

It is also imperative that we find ways to keep the college experience affordable, despite rising costs and reduced state funding. Without this, college will be out of reach for students who would benefit the most.

Finally, we must eliminate the barriers that inhibit student access and student success. This includes revising processes where appropriate, eliminating redundancies, and using digital workflows to streamline tasks.

Objective: Missouri Western will provide a learning experience that is affordable, engaging, and barrier free.

Key Strategies

- Expand real-time data analytics to support student success
- Increase affordability by creating additional need-based scholarships, a comprehensive campus student employment program, and reducing out-of-pocket costs
- Increase engagement by implementing a co-curricular record/transcript and systematically using surveys to obtain student feedback and input

People

Student success is the responsibility of every employee and each of us plays a vital part in the student experience. Therefore, we affirm that every employee at Missouri Western is an educator, no matter his/her official capacity on campus.

It is our goal to provide every educator with the tools necessary to succeed in their work, thereby contributing to overall well-being and fostering a vibrant campus culture. Doing so will ensure that students succeed and are prepared for life.

Objective: Missouri Western will create a culture that demonstrates our values and affirms the role of every employee as an educator.

Key Strategies

- Expand the on-boarding process for employees
- Advance professional development opportunities
- Develop a process for tracking employee job satisfaction
- Pursue best practices to recruit and retain a diverse workforce

Partnerships

"If you want to go quickly, go alone. If you want to go far, go together."

-African Proverb

Since our founding as the St. Joseph Junior College in 1915, Missouri Western has relied upon community, regional and state partnerships for success. The institution was created through a partnership between community leaders from the St. Joseph School District and the Commerce Club (the predecessor to the St. Joseph Chamber of Commerce) and became a four-year institution through the collaborative efforts of the regional communities and the State of Missouri.

Continued success for our institution cannot be achieved alone; we must support the communities who support us by providing education, services, and resources to enhance the region and state. It is our goal to be the "partner of choice" for business, not-for-profits, entrepreneurs, community members and governmental entities by being accessible, responsive, accountable and user-friendly for all.

Objective: Missouri Western will expand partnerships that meet regional needs and enhance learning opportunities across campus.

Key Strategies

- Centralize responsibilities for partnerships and external relations, and charge with:
 - a. Creating a "one-stop shop" with streamlined and user-friendly service for community and campus partners
 - b. Retaining and servicing current university partnerships
 - c. Cultivating new partnerships for the benefit of the community and campus constituencies
- Create and implement an assessment process for partnerships to better evaluate time and resource allocation.
- Create and implement a comprehensive communications plan to promote University partnerships and opportunities available.

Programs

"Education is the best provision for life's journey"

-Aristotle

Quality programs are the hallmark of great institutions. Students seek out these programs, knowing that the rigor and reputation of their selected studies will pay dividends - including outstanding career opportunities, placement in graduate education, and preparation for the future. Missouri Western is fortunate to have a host of strong programs and excellent faculty who are dedicated to student learning.

Of course, past success does not guarantee the future. Meeting tomorrow's needs for our society will require innovation, agile thinking, and creativity. Essentially, we must model lifelong learning as we prepare students for the jobs of today and the careers of the future. This idea is particularly well suited for our statewide mission of applied learning, and this focus sets our institution apart from our peers. Missouri Western is committed to the idea of continuous improvement so we can lead the way as the premier open access regional university.

Objective: Missouri Western will provide quality programs that are future-focused, meet workforce needs, and prepare students for success.

Key Strategies

- Create a Center for Teaching and Learning for faculty and staff development, grant writing, and technology support
- Expand opportunities for applied learning
- Create master academic plan

Stewardship

Missouri Western has benefited greatly from the significant investments made by the citizens of this region and the State of Missouri. Thus, we have a fiduciary responsibility to protect those investments and manage wisely. Furthermore, the continued volatility of our financial circumstances require creative solutions that provide financial stability. Doing so is essential for Missouri Western to serve our students, our region, and our state most effectively.

Objective: Missouri Western will be an excellent steward of our resources and achieve long-term financial stability.

Key Strategies

- Create a strategic enrollment management plan
- Create a strategic technology plan
- Advance the goals of the facilities master plan and make infrastructure investments that increase efficient use of existing facilities and serve the institution's mission and vision
- Implement proven processes to increase organizational efficiencies, such as lean principles
- Create and implement a long-range fiscal plan that increases revenue and proactively prepares the institution for financial challenges that arise



Missouri Western State University
4525 Downs Drive, St. Joseph MO 64507
www.missouriwestern.edu

Board of Governors
816-271-4237

2018-2019 Board of Governors Meeting Dates

August 23, 2018

October 25, 2018

December 6, 2018

February 28, 2019

April 25, 2019

June 27, 2019

All meetings will begin at 1:30 p.m. in Blum Union 220