



## **BOARD OF GOVERNORS**

### **Finance Committee Meeting**

**February 25, 2021**

**12:00 P.M.**

**Room 220**

**Blum Student Union**

### **Board of Governors' Meeting**

**1:30 P.M.**

**Room 220**

**Blum Student Union**



Missouri Western State University  
4525 Downs Drive, St. Joseph MO 64507  
[www.missouriwestern.edu](http://www.missouriwestern.edu)

Office of the President

## AGENDA

### **BOARD OF GOVERNORS FINANCE COMMITTEE MEETING February 25, 2021**

BLUM UNION, ROOM 220  
12:00 pm

Notice is hereby given that Missouri Western State University's Board of Governors will convene a virtual Finance Committee Meeting beginning at 12:00 p.m. on Thursday, February 25, 2021. The virtual meeting will originate from Blum 220 on the main campus of Missouri Western State University, St. Joseph, Missouri. The meeting will also be livestreamed at [griff.vn/FB022521](https://griff.vn/FB022521).

Note: Due to social distancing requirements, attendance in the Blum 220 will be limited to Board members and required personnel.

FY21 Update

FY22 Forecast

As May Arise



AGENDA

MISSOURI WESTERN STATE UNIVERSITY  
BOARD OF GOVERNORS

February 25, 2021 - 1:30 P.M. BLUM UNION, ROOM 220

Notice is hereby given that Missouri Western State University's Board of Governors will convene a virtual Board meeting beginning with its Public Session at 1:30 p.m. on Thursday, February 25, 2021. The virtual meeting will originate from Blum 220 on the main campus of Missouri Western State University, St. Joseph, Missouri. The meeting will also be livestreamed at [griff.vn/BOG022521](http://griff.vn/BOG022521).

Note: Due to social distancing requirements, attendance in the Board Room will be limited to Board members and required personnel.

PUBLIC SESSION

Approval of December 3, 2020 Board Meeting Minutes  
Approval of December 17, 2020 Finance Committee Meeting Minutes  
Approval of January 29, 2021 Board of Governors' Retreat Minutes

Division Reports

- Academic & Student Affairs (Doug Davenport)
- Athletics & University Advancement (Josh Looney)
- Marketing & Communications (Kent Heier)
- Enrollment Management (Melissa Mace)
- Financial Planning & Administration (Darrell Morrison)

Financial Report

- January 2021 Update

Report of the Student Governor

Report of the Interim President

Report of the Chair

Board Member Comments/Questions

A vote will be held to close the meeting pursuant to Missouri Statutes 610.021 (1), (2), (3), and (14) to consider legal matters, real estate, personnel, other matters protected by law. This virtual meeting in executive session will also originate from Blum 220 on the main campus of Missouri Western State University.

EXECUTIVE SESSION

Personnel Items & Legal Matters

PUBLIC SESSION

Adjournment

MINUTES, BOARD OF GOVERNORS  
MISSOURI WESTERN STATE UNIVERSITY  
December 3, 2020

Due to COVID-19 and social distancing requirements, attendance at the Board meeting was limited to Board members and required personnel. Some Board members were in attendance virtually through Zoom (noted below). The public session of the Board meeting was live streamed on YouTube at [griff.vn/BOG120320](https://www.youtube.com/watch?v=griff.vn/BOG120320). The highest number of viewers during the meeting was 28.

The meeting was called to order at 1:36 p.m. by Chair Lee Tieman in person in Room 220 of the Blum Student Union Building and virtually via Zoom/YouTube.

UNIVERSITY REPRESENTATIVES

**Board Members Present**

Lee Tieman – Chair  
Rick Ebersold – Vice Chair  
Al Landes  
Greg Mason  
Lisa Norton (virtually)  
Kayla Schoonover  
Hannah Berry – Student Governor

**Faculty and Staff Members Present**

Cori Criger, Instructional Technology Director  
Doug Davenport, Provost and Vice President for Academic Affairs and Student Affairs (virtually)  
Tom Flaska, Event Technology Coordinator  
Kent Heier, Assistant Director of Marketing and Communication  
Elizabeth Kennedy, Interim President  
Josh Looney, Vice President of Intercollegiate Athletics and Interim Vice President for Advancement  
Logan Jones, Special Assistant to the President for Strategic Initiatives and Dean, College of Business & Professional Studies  
Melissa Mace, Vice President for Enrollment Management  
Darrell Morrison, Vice President for Finance and Administration  
Steve Johnston, Director of External Affairs  
Betsy Wright, Executive Associate to the President and Secretary to the Board of Governors

**Others Present**

*(not listed individually - open livestream via YouTube)*

**APPROVAL OF MINUTES**

Chair Tieman asked for a motion to approve the August 20, 2020 Board meeting minutes as presented. Governor Mason made a motion to approve the minutes; Governor Schoonover seconded the motion. By voice vote, motion passed 5-0.



Chair Tieman asked for a motion to approve the October 22, 2020 Board meeting minutes as presented. Governor Ebersold made a motion to approve the minutes; Governor Landes seconded the motion. By voice vote, motion passed 5-0.

Chair Tieman welcomed Dr. Melissa Mace to the University.

## **DIVISION REPORTS**

Doug Davenport, Provost and Vice President for Academic Affairs and Student Affairs

- September Commencements
  - Two commencements were held on Saturday, September 20. This was rescheduled from spring 2020 when commencement was postponed. This was complex with several unknowns but was successful. Two hundred plus graduates and over one thousand family members invited. Many thanks to the seventy-five plus faculty and staff that made sure health and safety protocols were followed.
- End of fall semester concluded successfully without any interruptions
- Kudos to Michael Grantham, Gary Clapp, and Crystal Harris as they navigated a safe fall semester
- MWSU didn't face the same COVID situation that other universities across the nation did in terms of pivoting during a pandemic, the University planned an early start and an early end to the semester that allowed us to successfully complete the full semester
- Kudos to faculty as they were successful and engaging this semester
- Kudos to staff who were outstanding in their work and the staff and leadership in Student Affairs and Residential Life for their work for a successful semester
- Many on campus were engaged in an enrollment campaign that utilized texts, EdSites, advisors, announcements, etc. to increase enrollment among students who could enroll but hadn't yet enrolled for whatever reason
- In an effort to promote spring enrollment and remove barriers, registration PINs were eliminated as a requirement to register
- The Center for Military and Veteran Services is open for business after a ribbon cutting opening
- We will not host a Winter Commencement and will invite fall graduates to the spring commencement, currently scheduled for May 8, 2021

Josh Looney, Vice President of Intercollegiate Athletics & Interim Vice President of Advancement

- Athletics
  - With the assistance of external funding for weekly COVID testing the football program was able to be one of the ten Division II football programs to have a modified season. Football wanted to schedule five games, ended up scheduling four games and played two games.
  - Out of 956 PCR tests, twenty-two were positive
  - Kudos to the student athletes and athletic trainers
  - Basketball season will open and look much different than a normal season, maximum capacity of 25% and no public ticket sales, player family pass list and season ticket holders will be in attendance

- Searching for a new head Athletic Trainer, GA and other full time trainers have assisted the COVID task force in a number of areas and thankful for their efforts
- Lacrosse has four midseason transfers joining the University in January
- Average size of women's lacrosse roster is twenty-two and we are at twenty-six
- Esports
  - Wrapping up their first season of competition, Rocket League team performed well enough to be invited to the Maui Invitational online
  - On pace to dedicate the esports arena in Blum around the time of the next Board meeting
- Advancement
  - Foundation Board welcomed four new members, Jennifer Dixon, Todd Michalski, Blake Schreck, and Ed Stroud
  - Recently wrapped up a year-end direct mailing solicitation, prior to the mailing was at 20% of its annual goal
  - Western League begins its giving campaign on December 8<sup>th</sup> and 9<sup>th</sup>
  - One late piece of information to report is that around Thanksgiving the Foundation received an endowed vocal music scholarship that will be called the George and Mary Annigan Music Scholarship.

Darrell Morrison, Vice President of Finance & Administration

- Administration Update
  - Kudos to COVID task force and their hard work in completing the semester
  - Kudos given to employees for their hard work (Kathy Gammon, Sherri Harley, and Letha Nold for their exceptional work behind the scenes)
  - Kudos to Jake Kelly, Technology Services, and the Physical Plant for their extremely hard work
  - Update provided in terms of reflection pool transformation and work is progressing in making this a year-round courtyard
  - Update provided on Potter Hall and CARES funds were spent to install new air handlers
  - Appreciative to the City for their donation of time and resources in completing the berm project, specifically in restoring the Frisbee golf area

## **FINANCIAL REPORT**

VP Darrell Morrison briefed the Board on \$7 million dollars in COVID funding from various sources. To date, almost \$6.5 million have been spent and the \$500,000 remaining will be spent by the deadlines.

VP Morrison briefed the Board that student tuition is down 12% compared to last year. This is concerning but hopeful that this number will turn around with Melissa Mace now on board.

VP Morrison briefed the Board on a financial comparison from last year to this year.

State appropriations currently from this time last year are down over a million dollars.

VP Morrison explained to the Board that the University is tracking a little below the budgeted numbers for this fiscal year. Salary and compensation are a little below what was budgeted. Supplies services are on track and travel is extremely low, given our pandemic circumstances.

VP Morrison explained to the Board that we are trending in the right direction. The University has a ways to go and will not get out of a financial emergency overnight. Cash balance and cash position have improved slightly. VP Morrison stated that while there is slight improvement resulting from changes made to the budget as a result of the retrenchment the University is still operating in a \$2 million dollar deficit.

Discussion among VP Morrison and the Board that the University is not out of the woods. Trends are positive and plans that have been put into place to "right the ship." Discussion in terms of addressing the current financial situation and making adjustments and then hopeful that the institution will move into a period of growth.

Chair Tieman asked for a motion to approve the November 15, 2020 Financial Report as presented; Governor Landes made a motion to approve the November 15, 2020 Financial Report; Governor Ebersold seconded the motion. Motion passed by voice vote 5-0.

### **STUDENT GOVERNOR'S REPORT**

Student-Governor Hannah Berry presented her report to the Board and was pleased to be writing a final report of the year and explained that this has been a difficult semester for all college students, not unique to Missouri Western but also elsewhere in a worldwide pandemic. MWSU students are glad to be finished with an early end to the semester. Student-Governor Berry expressed that she's proud of the University, the students, the faculty and leadership for finishing the semester without much interruption compared to other universities. Student-Governor Berry stated that because of the unique challenges this semester we are better students, better learners, and better educators.

Discussion among the Board and Student-Governor Berry about what her perspective was on a compressed semester. Student-Governor Berry stated that from the first day of the semester to Thanksgiving it was a long stretch without a break but that students, in general, are glad to be finished and looking forward to a long winter break.

### **PRESIDENT'S REPORT**

Dr. Kennedy addressed the Board by stating, "We did it." The University made it through the fall semester and kept campus open and operational and given the challenges it imposed on the University this represents a significant achievement. Dr. Kennedy expressed that the determination shown by every Griffon, staff and faculty to keep campus open is a testament to the level of dedication so many have of this institution.

Dr. Kennedy expressed her appreciation to Matt Whipple for his workshops and for the Center for Teaching and Learning and their efforts.

Dr. Kennedy briefed the Board that through EdSights, MSS chat box, we discovered that nearly 85% of students surveyed reported they felt safe on campus during the fall semester and for the most part, students surveyed overall appeared to be very satisfied with their choice of instructional format.

Dr. Kennedy expressed her appreciation to Student Affairs and Physical Plant and other units for their efforts to provide COVID-safe experiences for students, such as, football and a virtual Halloween watch party.

Dr. Kennedy briefed the Board that in cooperation with the Missouri Department of Higher Education Workforce Development Commission Mulligan and, in conjunction, with Governor Parson's office MWSU received slightly over 2,000 COVID tests for use with symptomatic students and employees. Approval to administer the tests was received a couple of days prior to the end of the semester. This gave symptomatic students the opportunity to be tested for COVID prior to returning home. Of the test given at that time 15% were positive.

Dr. Kennedy explained to the Board that spring semester re-entry protocols are being finalized and testing will be part of the protocol for symptomatic individuals. We wait on guidance from the State in terms of the vaccine availability and how that will be distributed.

Dr. Kennedy stated that the spring semester is scheduled to begin on January 19 pending new developments in the pandemic. Spring Break is scheduled for March 22<sup>nd</sup> to 26<sup>th</sup> and classes end on April 30 with finals ending on May 7.

Dr. Kennedy briefed the Board that administration is paying close attention to spring enrollments and the University will alter course offerings to align with enrollment.

Dr. Kennedy welcomed Dr. Mace as the new vice president of enrollment management and briefed the Board on her efforts in an attempt to increase enrollment.

Dr. Kennedy updated the Board on Gold Friday initiative, in terms of spring semester offering two unique applied learning courses on Fridays. A partnership with River Bluff Brewery which will be on the business of brewing and the other through the Craig School of Business, offering a Six Sigma Green Belt course for students in the business program.

Dr. Kennedy advised the Board that she continues to have ongoing communication with the faculty and staff senate presidents and executive board members as well as the Student Government president and vice president.

Dr. Kennedy expressed her appreciation to Steve Johnston and briefed the Board on the meetings with area and state legislators.

Dr. Kennedy reminded the Board that the University remains in a state of financial emergency but that improvements are being made and we are trending in a positive direction.

### **OTHER BUSINESS**

*No other business at this time.*

## **REPORT OF THE CHAIR**

Chair Tieman addressed the Board by stating that the University leadership, while trying to navigate through COVID, and the dashboard that was developed, have been exemplary. Chair Tieman commented that the number of COVID cases on campus are good in comparison to the community and peer institutions. Chair Tieman encouraged those who are listening to check out the dashboard. Chair Tieman stated that it's comforting and reassuring to know that leadership is on top of the COVID situation and that campus is really the safest place to be for students. Chair Tieman concluded his remarks by commenting that he applauds the leadership on their efforts and dedication during this COVID environment.

Chair Tieman provided the date of the next scheduled Board meeting, February 25, 2021 at 1:30.

There being no additional Board comments or questions, Chair Tieman asked for a motion to meet in executive session, pursuant to Missouri Statutes 610.021 (1), (2), (3) and (14) to consider legal matters, real estate, personnel, and other matters protected by law. Governor Ebersold moved to meet in executive session; Governor Schoonover seconded the motion. By voice vote, motion passed 5-0.

## **EXECUTIVE SESSION – CLOSED**

## **REGULAR SESSION RE-CONVENED**

Chair Tieman asked for a motion to approve the personnel item recommended in closed session. Governor Mason made a motion to approve the personnel item recommended in closed session. Governor Schoonover seconded the motion. By voice vote, motion passed 5-0.

### **Faculty Resignation:**

Dr. Miguel Rivera-Taupier      Communication (eff. December 8, 2020)

There being no further business, Chair Tieman adjourned the meeting.

Respectfully submitted,

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Betsy Wright, Secretary

APPROVED:

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Lee Tieman, Chair  
Board of Governors

## Board of Governors

### Finance Update

December 3, 2020



## Financial Comparison

### Fiscal Years 2020 and 2021



## Year-to-Year Comparison

### Total – All Funds

	FY 20	FY 21	Change	Percentage Change
<b>OPERATING REVENUE</b>				
Student Tuition and Fees	\$19,596,367	\$17,128,587	\$ (2,467,780)	-12.6%
Federal grants and contracts	424,246	349,603	(74,643)	-17.6%
State grants and contracts	501,394	231,789	(269,605)	-53.8%
Non-governmental grants and contracts	18,709	505,200	486,491	2600.3%
Sales and service of educational depts	144,111	153,966	9,855	6.8%
Auxiliary enterprises:				
Athletics	60,108	170,353	110,245	183.4%
Housing	3,550,005	3,092,500	(457,505)	-12.9%
Food service	2,633,857	1,824,686	(809,171)	-30.7%
Bookstore	96,533	70,879	(25,654)	-26.6%
Other auxiliary enterprises	22,303	10,446	(11,857)	-53.2%
Other operating revenues	426,020	57,193	(368,827)	-86.6%
<b>TOTAL OPERATING REVENUES</b>	<b>27,473,653</b>	<b>23,595,202</b>	<b>(3,878,451)</b>	<b>-14.1%</b>



## Year-to-Year Comparison

### Total – All Funds

	FY 20	FY 21	Change	Percentage Change
<b>OPERATING EXPENSES</b>				
Salaries and compensation	9,914,015	8,064,817	1,849,198	18.7%
Fringe benefits	3,381,117	3,019,644	361,473	10.7%
Supplies and services	6,901,729	6,055,996	845,733	12.3%
Travel	372,803	131,428	241,375	64.7%
Utilities	850,105	704,538	145,567	17.1%
Scholarships	10,292,861	9,453,231	839,630	8.2%
<b>TOTAL OPERATING EXPENSES</b>	<b>31,712,630</b>	<b>27,429,654</b>	<b>4,282,976</b>	<b>13.5%</b>
<b>OPERATING GAIN / (LOSS)</b>	<b>(4,238,977)</b>	<b>(3,834,452)</b>	<b>404,525</b>	<b>-9.5%</b>



## Year-to-Year Comparison

### Total – All Funds

	FY 20	FY 21	Change	Percentage Change
<b>NON-OPERATING REVENUES (EXPENSES)</b>				
State appropriations	8,994,515	7,946,475	(1,048,040)	-11.7%
Grants	4,173,784	3,977,532	(196,252)	-4.7%
Gifts	782,717	684,791	(97,926)	-12.5%
Investment income	77,575	27,535	(50,040)	-64.5%
Interest on capital related debt	(53,559)	(484,189)	(430,630)	804.0%
Capital	(581,951)	(529,398)	52,553	-9.0%
<b>NET NON-OPERATING REVENUES</b>	<b>13,393,081</b>	<b>11,622,746</b>	<b>(1,770,335)</b>	<b>-13.2%</b>
<b>INCOME (LOSS) BEFORE TRANSFERS</b>	<b>9,154,104</b>	<b>7,788,294</b>	<b>(1,365,810)</b>	<b>-14.9%</b>



## Year-to-Year Comparison

### Total – All Funds

	FY 20	FY 21	Change	Percentage Change
<b>TRANSFERS IN (OUT)</b>				
Debt service	-	-	-	-
Other	-	-	-	-
Transfer to Aux from E&G	-	-	-	-
<b>TOTAL TRANSFERS IN (OUT)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>INCREASE (DEC) IN NET POSITION</b>	<b>\$ 9,154,104</b>	<b>\$ 7,788,294</b>	<b>\$ (1,365,810)</b>	<b>-14.9%</b>



## Budget/Finance

### Fiscal Year 2020-2021



## Budget to Actual

### FY2021 – Total All Funds

(as of 11/15/20)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
<b>OPERATING REVENUE</b>					
Student Tuition and Fees	\$ 34,751,404	\$ (62,029)	\$ 34,689,375	\$ 17,128,587	49.4%
Federal grants and contracts	295,781	817,666	1,113,447	349,603	31.4%
State grants and contracts	24,395	2,567,546	2,591,941	231,789	8.9%
Non-govt grants and contracts	13,000	541,900	554,900	505,200	91.0%
Sales and service of educational depts	239,500	1,528	241,028	153,966	63.9%
<b>Auxiliary enterprises:</b>					
Athletics	989,580	31,000	1,020,580	170,353	16.7%
Housing	5,543,004	365,139	5,908,143	3,092,500	52.3%
Food service	3,894,217	-	3,894,217	1,824,686	46.9%
Bookstore	173,200	-	173,200	70,879	40.9%
Other auxiliary enterprises	164,458	500	164,958	10,446	6.3%
Other operating revenues	293,680	4,234	297,914	57,193	19.2%
<b>TOTAL OPERATING REVENUES</b>	<b>46,382,219</b>	<b>4,267,484</b>	<b>50,649,703</b>	<b>23,595,202</b>	<b>46.6%</b>



## Budget to Actual

### FY2021 – Total All Funds

(as of 11/15/20)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
<b>OPERATING EXPENSES</b>					
Salaries and compensation	27,436,537	271,598	27,708,135	8,064,817	29.1%
Fringe benefits	10,062,704	94,641	10,157,345	3,019,644	29.7%
Supplies and services	12,757,635	333,340	13,090,975	6,055,996	46.3%
Travel	875,603	138,245	1,013,848	131,428	13.0%
Utilities	2,560,936	(4,072)	2,556,864	704,538	27.6%
Scholarships	20,351,891	(167,080)	20,184,811	9,453,231	46.8%
Depreciation	-	-	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>74,045,306</b>	<b>666,672</b>	<b>74,711,978</b>	<b>27,429,654</b>	<b>36.7%</b>
<b>OPERATING GAIN / (LOSS)</b>	<b>(27,663,087)</b>	<b>3,600,812</b>	<b>(24,062,275)</b>	<b>(3,834,452)</b>	<b>15.9%</b>



## Budget to Actual

### FY2021 – Total All Funds

(as of 11/15/20)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
<b>NON-OPERATING REVENUES (EXPENSES)</b>					
State appropriations	17,751,987	396,900	18,148,887	7,946,475	43.8%
Grants	8,764,988	-	8,764,988	3,977,532	45.4%
Gifts	1,768,239	382,665	2,150,904	684,791	31.8%
Investment income	426,202	-	426,202	27,535	6.5%
Interest on capital related debt	(1,814,543)	-	(1,814,543)	(484,189)	26.7%
Capital	(518,500)	(3,338,153)	(3,856,653)	(529,398)	13.7%
Other	(2,680,907)	-	(2,680,907)	-	0.0%
<b>NET NON-OPERATING REVENUES</b>	<b>23,697,466</b>	<b>(2,558,588)</b>	<b>21,138,878</b>	<b>11,622,746</b>	<b>55.0%</b>
<b>INCOME (LOSS) BEFORE TRANS</b>	<b>(3,965,621)</b>	<b>1,042,224</b>	<b>(2,923,397)</b>	<b>7,788,294</b>	<b>-266.4%</b>



## Budget to Actual

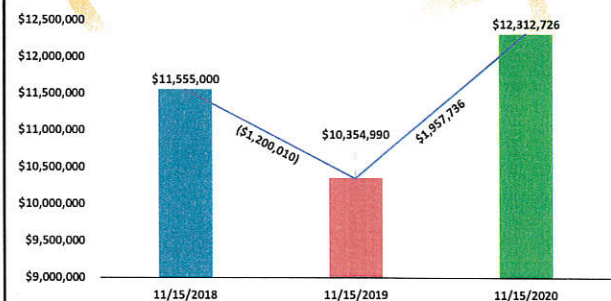
### FY2021 – Total All Funds

(as of 11/15/20)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
<b>TRANSFERS IN (OUT)</b>					
Debt service	-	-	-	-	-
Other	-	-	-	-	-
Transfer to Aux from E&G	-	-	-	-	-
<b>TOTAL TRANSFERS IN (OUT)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>INCREASE (DEC) IN NET POSITION</b>	<b>(3,965,621)</b>	<b>1,042,224</b>	<b>(2,923,397)</b>	<b>7,788,294</b>	<b>-266.4%</b>
<b>OTHER</b>					
Prior year funds	-	733,736	733,736	-	0.0%
	<b>\$ (3,965,621)</b>	<b>\$ 1,775,960</b>	<b>\$ (2,189,661)</b>	<b>\$ 7,788,294</b>	<b>-355.7%</b>



## Cash Balance







MINUTES, BOARD OF GOVERNORS  
**FINANCE COMMITTEE MEETING**  
MISSOURI WESTERN STATE UNIVERSITY  
December 17, 2020

Due to COVID-19 and social distancing requirements, attendance in the Board Room was limited to Board members and required personnel. Some Board members were in attendance virtually through Zoom (noted below). The Finance Committee Meeting was livestreamed on YouTube at [griff.vn/FCM121720](https://www.youtube.com/watch?v=griff.vn/FCM121720). The highest number of views during the meeting was 18.

UNIVERSITY REPRESENTATIVES

**Board Members Present**

Lee Tieman – Chair  
Rick Ebersold – Vice Chair  
Al Landes  
Lisa Norton (virtually)  
Kayla Schoonover  
Bob Wollenman (virtually)  
Hannah Berry – Student Governor

**Faculty and Staff Members Present**

Cori Criger, Instructional Technology Director  
Doug Davenport, Provost and Vice President for Academic Affairs and Student Affairs  
Tom Flaska, Event Technology Coordinator  
Kent Heier, Assistant Director of Marketing and Communication  
Elizabeth Kennedy, Interim President  
Josh Looney, Vice President of Intercollegiate Athletics and Interim Vice President for Advancement  
Logan Jones, Special Assistant to the President for Strategic Initiatives and Dean, College of Business & Professional Studies  
Melissa Mace, Vice President for Enrollment Management  
Darrell Morrison, Vice President for Finance and Administration  
Steve Johnston, Director of External Affairs  
Betsy Wright, Executive Associate to the President and Secretary to the Board of Governors

**Others Present**

Dustin Haywood, BKD, Kansas City (virtually)  
Rachel Dwiggin, BKD, Kansas City (virtually)  
*(not listed individually - open livestream via YouTube)*

Rachel Dwiggin, BKD, and Dustin Haywood, BKD, commented on an unusual circumstance during a pandemic which results in them presenting in a virtual format.

Dustin Haywood, BKD, began his presentation by commenting that management had been fully cooperative and completely transparent throughout the entire audit process. This is still in draft form and are ready to finalize and release upon the approval of the finance committee.

Mr. Haywood stated BKD will be issuing an unmodified or a clean audit on the financial statements for fiscal year 2020. No material weaknesses or significant deficiencies. A very clean audit.

An overview of the financial statements were discussed. BKD did not find any unusual accounting policies or methods applied by the University and they did not have any disagreements with management. BKD stated that strides were taken in the right direction in regards to long-term financial sustainability with the University starting with a declaration of financial emergency and the impacts from that. Higher education across the nation is facing a number of issues, including the declining enrollment, affordability, and COVID disruptions.

Mr. Haywood and Ms. Dwiggins provided a comprehensive overview of the University's fiscal year 2020 audit. Their presentation included a general discussion of the audit and audit results.

Chair Tieman asked for a motion to approve the Fiscal Year 2020 University Audit as presented; Governor Landes made a motion to approve the FY20 University Audit; Governor Ebersold seconded the motion. Motion passed by voice vote 4-0.

There being no further discussion, the meeting was adjourned.

Respectfully submitted,

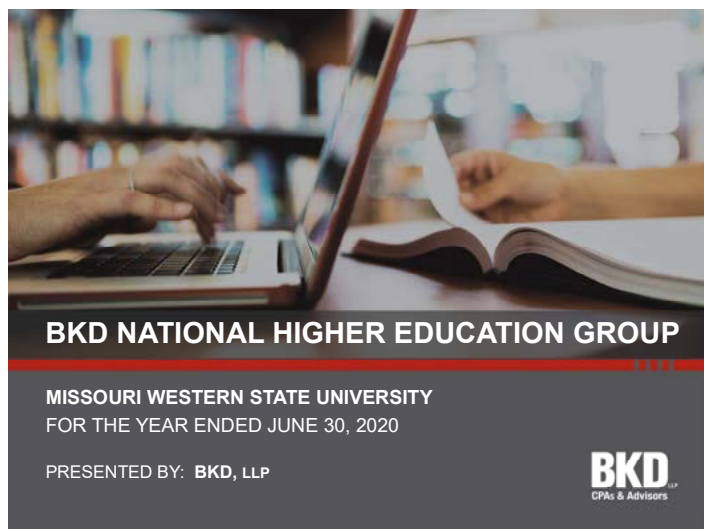
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Betsy Wright, Secretary

APPROVED:

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Lee Tieman, Chair  
Board of Governors



## YEAR END SUMMARY AGENDA

- 1 General discussion of the audit and audit results
- 2 Overview of the financial statements
- 3 Required communications, benchmarking analysis, and other matters



## SUMMARY OF OUR AUDIT APPROACH & RESULTS

- » Our Approach
- » Areas of Audit Emphasis
  - Management override of controls
  - Revenue recognition
  - Existence and valuation of accounts receivable
  - Long-term debt and financial covenant compliance
- » Audit Opinion



## AUDIT APPROACH AND AREAS OF EMPHASIS

- » “Risk-Based” Audit Procedures
  - Detail procedures on areas determined to be high risk
    - || Areas where management can override controls
    - || Accounts receivable and revenue recognition
    - || Long-term debt
    - || Pension liabilities (MOSERS)
    - || Unusual transactions
    - || Significant estimates
  - Substantive analytic procedures across the University
  - Elements of Unpredictability
    - || New areas of emphasis for the University
    - || Areas of unusually high/low performance



## OPINIONS

- » Unaudited Information
  - Management's Introduction (pg. 1-4)
  - Management's Discussion and Analysis (pg. 7-21)
    - || Required part of the financial statements
  - Information Required for Bonds (pg. 76-79)
- » Audited by Other Auditors
  - Statements of the Missouri Western State University Foundation, Inc.
    - || Statements of financial position (pg. 23); statements of activities (pg. 25-26); statements of functional expenses (pg. 27-28); selected footnotes (Note 10 – pg. 58-71)
- » Independent Auditor's Report – BKD
  - Unmodified, or “Clean,” Opinions Issued on Financial Statements (pg. 5)



## STATEMENTS OF NET POSITION

	2020	2019	2018
<b>Assets</b>			
Cash and cash equivalents	\$ 10,109,131	\$ 8,696,445	\$ 10,453,484
Accounts receivable, net	3,643,310	2,825,934	3,274,506
Property and equipment, net	112,133,293	113,316,552	115,266,554
Restricted cash and investments	305,582	1,010,588	760,000
Prepaid expenses	398,299	737,882	670,267
Total assets	126,589,615	126,587,401	130,424,811
Deferred outflows of resources	12,834,584	17,479,758	19,619,982
Total assets and deferred outflows of resources	\$ 139,424,199	\$ 144,067,159	\$ 150,044,793
<b>Liabilities</b>			
Accounts payable and accrued liabilities	\$ 4,417,723	\$ 4,443,673	\$ 3,941,847
Notes, bonds and leases payable	47,777,760	49,796,057	51,494,163
Pension liability, net	63,881,653	59,509,567	55,559,507
Other liabilities	6,021,847	5,939,903	5,618,946
Total liabilities	122,098,983	119,689,200	116,614,463
Deferred inflows of resources	1,134,867	1,490,572	1,186,923
Total liabilities and deferred inflows of resources	\$ 123,233,850	\$ 121,179,772	\$ 117,801,386
<b>Net Position</b>			
Unrestricted	\$ (49,640,364)	\$ (42,120,558)	\$ (33,074,999)
Restricted	558,128	454,439	959,305
Net investment in capital assets	65,272,585	64,553,506	64,359,101
Total net position	\$ 16,190,349	\$ 22,887,387	\$ 32,243,407



## STATEMENTS OF REVENUES, EXPENSES AND CHANGES IN NET POSITION

	2020	2019	2018
<b>Revenues</b>			
Student tuition and fees, net	\$ 25,047,081	\$ 25,242,244	\$ 24,641,238
State appropriations	18,775,759	20,609,352	20,609,352
Government grants and contracts	13,439,726	9,961,896	10,158,149
Contributions	5,322,311	1,706,301	1,832,368
Auxiliary enterprises	7,169,203	8,318,825	7,855,278
Capital revenues	1,916,545	1,916,545	2,317,744
Other	(1,051,877)	(657,167)	(1,164,367)
<b>Total revenues</b>	<b>70,618,748</b>	<b>67,097,996</b>	<b>66,249,762</b>
<b>Expenses</b>			
Salaries and wages	31,463,312	32,683,566	32,548,984
Fringe benefits	19,133,597	17,215,157	16,058,752
Depreciation	5,398,317	5,504,358	5,463,445
Other	21,320,560	21,050,935	20,510,153
<b>Total expenses</b>	<b>77,315,786</b>	<b>76,454,016</b>	<b>74,581,334</b>
<b>Decrease in Net Position</b>	<b>\$ (6,697,038)</b>	<b>\$ (9,356,020)</b>	<b>\$ (8,331,572)</b>

## REQUIRED COMMUNICATIONS, OTHER MATTERS & FUTURE PRONOUNCEMENTS

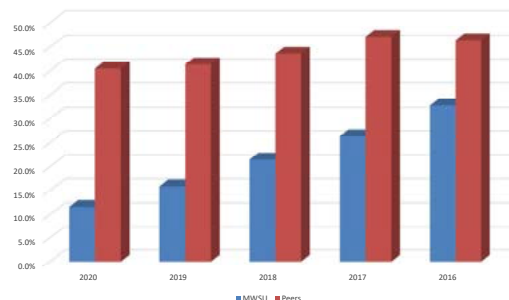
- » Significant Estimates
- » No unusual accounting policies or methods
- » No disagreements with management
- » Audit Adjustments
  - Record bad debt expense - \$405,301
  - No passed adjustments
- » Significant Issues Discussed with Management
  - Declaration of state of financial emergency, CARES Act – HEERF grants, Deferral of GASB 84 & 87 standards, Delays in Issuance of Compliance Supplement
- » Other Matters
  - Long-term Financial Sustainability
- » Future Pronouncements
  - GASB 84 - Accounting for Fiduciary Activities (FY21)
  - GASB 87 - Leases (FY22)

## SINGLE AUDIT UPDATE

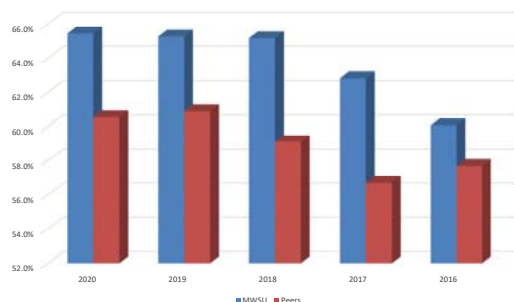
- » Various elements of compliance with federal regulations based upon 2020 OMB Audit Requirements
- » Student financial aid (SFA) testing performed using samples of 25+ students selected randomly
- » SFA elements tested include:
  - Eligibility for financial aid
  - Amount of financial aid awarded
  - Financial aid returned (due to withdrawal)
  - Reporting of financial aid disbursed
  - Distance education program eligibility
- » Delays on guidance for HEERF grants



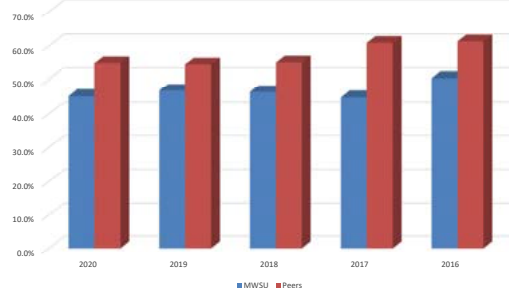
## NET POSITION AS A PERCENT OF TOTAL ASSETS AND DEFERRED OUTFLOWS



## SALARY AND BENEFITS AS A PERCENT OF TOTAL OPERATING EXPENSES



## OPERATING REVENUES AS A PERCENT OF TOTAL OPERATING EXPENSES



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## QUESTIONS?



## THANK YOU!



MINUTES, BOARD OF GOVERNORS' RETREAT  
MISSOURI WESTERN STATE UNIVERSITY  
January 29, 2021

Due to COVID-19 and social distancing requirements, attendance at the Board meeting was limited to Board members and required personnel. The Board meeting was live streamed on YouTube at [griff.vn/Retreat12921](https://www.youtube.com/watch?v=griff.vn/Retreat12921). The highest number of viewers during the meeting was 19.

The meeting was called to order at 10:00 a.m. by Dr. Elizabeth Kennedy, Interim President of Missouri Western State University, in person in the Hall of Fame Room of the Spratt Stadium, Missouri Western State University and virtually via Zoom/YouTube.

UNIVERSITY REPRESENTATIVES

**Board Members Present**

Lee Tieman – Chair  
Rick Ebersold – Vice Chair (joined at 10:10)  
Al Landes (joined at 10:20)  
Lisa Norton (joined at 12:15)  
Kayla Schoonover  
Bob Wollenman  
Hannah Berry – Student Governor

**Faculty and Staff Members Present**

Cori Criger, Instructional Technology Director  
Doug Davenport, Provost and Vice President for Academic Affairs and Student Affairs  
Kelli Douglas, General Counsel  
Tom Flaska, Event Technology Coordinator  
Kent Heier, Assistant Director of Marketing and Communication  
Elizabeth Kennedy, Interim President  
Josh Looney, Vice President of Intercollegiate Athletics and Interim Vice President for Advancement  
Logan Jones, Special Assistant to the President for Strategic Initiatives and Dean, College of Business & Professional Studies  
Melissa Mace, Vice President for Enrollment Management  
Darrell Morrison, Vice President for Finance and Administration  
Steve Johnston, Director of External Affairs  
Betsy Wright, Executive Associate to the President and Secretary to the Board of Governors

**Others Present**

Dr. Mark Laney, CEO, Mosaic Life Care, guest speaker  
Mr. Pete Gray, CEO, Gray Manufacturing, guest speaker  
*(not listed individually - open livestream via YouTube)*

Dr. Kennedy welcomed and introduced the Board members and members of the President's Cabinet.

Dr. Kennedy introduced Dr. Mark Laney, CEO, Mosaic Life Care. Dr. Laney spoke to the Board and Cabinet about his perspectives of MWSU in terms of the relationship between Mosaic and the University and how our combined efforts contribute to the health and wellbeing of St. Joseph and our region.

Dr. Kennedy addressed the Board about her perspective as the President, her responsibilities, and her relationship with the Board of Governors.

Cabinet members, in this order, took 20 to 30 minutes to address the Board in terms of their role and how their structure and function fits into the mission of the University.

Academic Affairs	Dr. Doug Davenport, Provost and Vice President for Academic Affairs and Student Affairs
Finance & Administration	Darrell Morrison, Vice President of Finance & Administration
General Counsel	Kelli Douglas, J.D., General Counsel
External Relations	Steve Johnston, Director of External Relations

At 12:15, the Board and Cabinet took a 45 minute break for lunch.

Dr. Kennedy introduced Mr. Pete Gray, CEO, Gray Manufacturing. Mr. Gray spoke to the Board and Cabinet about his perspective in terms as related to the University's importance in providing a well-educated, skilled workforce for our region.

Cabinet members, in this order, took 20 to 30 minutes to address the Board in terms of their role and how their structure and function fits into the mission of the University.

Advancement	Dr. Josh Looney, Vice President of Intercollegiate Athletics and Interim Vice President for Advancement
Enrollment Management	Dr. Melissa Mace, Vice President for Enrollment Management
Student Affairs	Dr. Doug Davenport
Athletics	Dr. Josh Looney
Special Assistant	Dr. Logan Jones, Special Assistant to the President for Strategic Initiatives and Dean, College of Business & Professional Studies

Dr. Kennedy addressed the Board and Cabinet that Kelli Douglas will do formal Board training in the near future in terms of conflict of interest, ethics, and fiduciary responsibility.

Dr. Kennedy expressed appreciation to staff for their efforts in making the Board Retreat possible.

There being no further business, the meeting was adjourned.

Respectfully submitted,

---

Betsy Wright, Secretary

APPROVED:

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Lee Tieman, Chair  
Board of Governors



**AGENDA**  
MISSOURI WESTERN STATE UNIVERSITY  
BOARD OF GOVERNORS  
January 29, 2021 - 10:00 A.M.  
SPRATT STADIUM, HALL OF FAME ROOM

Notice is hereby given that Missouri Western State University's Board of Governors will convene a virtual Board Retreat meeting beginning at 10:00 a.m. on Friday, January 29, 2021. The virtual retreat meeting will originate from Spratt Stadium, Hall of Fame room on the main campus of Missouri Western State University, St. Joseph, Missouri. The meeting will also be livestreamed at [griff.wy Retreat12021](http://griff.wy Retreat12021).

Note: Due to social distancing requirements, attendance in the Hall of Fame room will be limited to Board members and required personnel.

**AGENDA**

- |                       |   |
|-----------------------|---|
| 10:00 a.m.-10:20 a.m. | Welcome by Dr. Kennedy<br><i>Special Guest Speaker</i><br><i>Dr. Mark Loney – CEO, Mosaic Life Care</i> |
| 10:20 a.m.-12:00 p.m. | Cabinet Presentations   |
| 12:00 p.m.-1:00 p.m.  | <i>Special Guest Speaker</i><br><i>Pete Gray – CEO, Gray Manufacturing</i><br>Lunch                     |
| 1:00 p.m.-2:50 p.m.   | Cabinet Presentations   |
| 2:50 p.m.-3:00 p.m.   | Closing by Dr. Kennedy  |
| 3:00 p.m.             | Adjournment   |

**President's Office**

**Elizabeth Kennedy**  
Interim President  
ekennedy@missouriwestern.edu  
Popplewell Hall 218  
816-271-4237

**Mission**

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

**Vision**

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

**Values**

**Service.** We share the common purpose of serving students, one another and the people of the region.

**Quality.** We are committed to the quality of our programs, our students, and our partnership with the people of the region.

**Enthusiasm.** We are enthusiastic about learning and confident that we can make a difference in the lives of students through their learning.

**Freedom.** We promote the free exchange of ideas that makes education liberating and democracy unique.

**Respect.** We act as individuals and as a campus community with respect for diversity and for the best in human potential.

**Courage.** We seek the challenge and adventure of shaping the future with an increasingly global perspective.

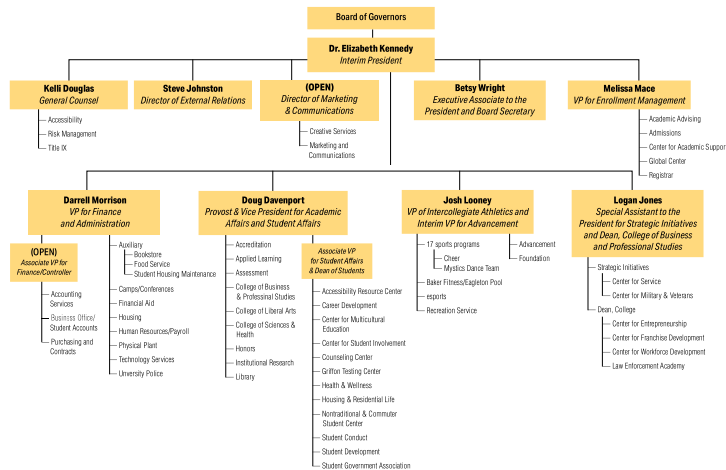
Missouri Western State University has a proud tradition of providing a high quality, affordable education to students in the state of Missouri and beyond. More than 25,000 alumni have transformed their lives, and the lives of their families, through the power of a Missouri Western education.

From its founding as the St. Joseph Junior College in 1915 to becoming a comprehensive, master's granting university in 2005, Missouri Western has remained committed to being a University where all students, from all backgrounds, have the opportunity to succeed.

Students hail from throughout the United States and more than 30 countries. Missouri Western alumni live and work around the world. From its humble beginnings in 1915, Missouri Western continues to deepen its impact on the community, region, nation and world.

Missouri Western is a four-year, state-supported institution providing a variety of degree programs through the college of liberal arts and sciences, the college of professional studies, the School of Fine Arts, the Craig School of Business & Technology, and the School of Nursing and Health Professions. The University is authorized under Missouri statutes to offer professional master's degrees, four-year baccalaureate programs, two-year associate degrees, pre-professional transfer programs and one-year certificates. In addition, the university offers continuing education courses, seminars, conference and workshops suited to the needs of the community and serving groups throughout the nation.

University Policies | Effective: 11/16/2018



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

**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 (E! 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 academics, co-curricular experiences, 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**

- Employ 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

3

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.

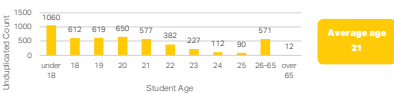
**Objective: Missouri Western will be an excellent steward of our resources and achieve long-term financial stability.**

**Key Strategies**

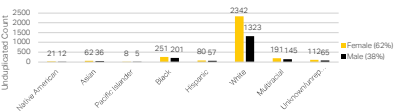
- Create a strategic enrollment management plan
- Create a strategic technology plan
- Advance the goals of the facilities master plan and make infrastructure investments that increase efficient use of existing facilities and serve the institution's mission and vision
- Implement proven processes to 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

5

**Our students are life-long learners**



**Our students are diverse**



**Statistical Snapshot: First-time, degree-seeking undergraduates**

- Percent of total undergraduate enrollment: 19% (683)
- Average ACT Composite score: 18.2
- High School Rank: 17% (118) were in the top 20% of their high school class
- Age Range:
  - Under 18: 0.9% (6)
  - 18-21: 95.2% (650)
  - 22 and over: 3.95% (27)

**Statistical Snapshot: Undergraduate transfer students**

- Percent of new degree-seeking undergraduate students: 25% (229)
- Transfers from Missouri: 73% of undergraduate transfers (168)
  - Top 2-year feeder schools:
    - Metropolitan Community College—Kansas City: 32
    - North Central Missouri College: 24
  - Top 4-year feeder schools:
    - University of Missouri—Kansas City: 13
    - Northwest Missouri State University: 10
- Transfers from other states: 27% of undergraduate transfers (61)
  - Kansas: 25 (16 from Highland Community College)
  - Iowa: 7
  - Illinois: 7
  - California: 4

**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.

4

# FACT SHEET

MISSOURI WESTERN STATE UNIVERSITY—FALL 2020

**We provide open access to high-quality, affordable education**

- Our **degree offerings** include:
  - Pre-baccalaureate certificates: 2
  - Associate's degrees: 4
  - Bachelor's degrees: 58
  - Graduate certificates: 8
  - Master's degrees: 11
- We are accredited as a university by the Higher Learning Commission
  - Our Early College Academy serves 1,143 high school students
  - Degree-seeking: 75% (3,724)
    - Undergraduate: 3,530 students enrolled in 13.1 credit hours on average
    - Graduate: 194 students enrolled in 6.53 credit hours on average
  - Full-time students: 63% (3,096)
    - We define full-time status as:
      - Undergraduates: enrollment in 12 or more credit hours
      - Graduate students: enrollment in 9 or more credit hours
- **Graduates:** 821 degrees and certificates awarded in academic year 2019-2020.
  - 84% (692) baccalaureate degrees
  - 11% (86) master's degrees
  - 3% (27) associate degrees
  - 1% (10) certificates
  - 1% (6) graduate certificates

**We are a small school with a big impact**

- **Total Enrollment:** 4,911
  - Non-degree seeking: 25% (1,187)
    - Average credit hours: 4.3
    - Our Early College Academy serves 1,143 high school students
  - Degree-seeking: 75% (3,724)
    - Undergraduate: 3,530 students enrolled in 13.1 credit hours on average
    - Graduate: 194 students enrolled in 6.53 credit hours on average
  - Full-time students: 63% (3,096)
    - We define full-time status as:
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  - 84% (692) baccalaureate degrees
  - 11% (86) master's degrees
  - 3% (27) associate degrees
  - 1% (10) certificates
  - 1% (6) graduate certificates

**Our students come from northwest Missouri and beyond**

- Missouri: 86% (4,207)
  - Immediate ten county service area:
    - 71% (3,466)
- Other states: 13% (651)
- International: 1% (53)



## Academic Affairs

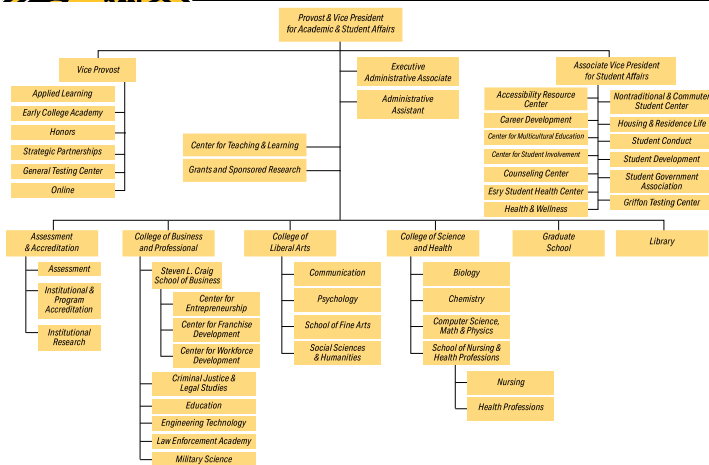
**Doug Davenport**

Provost and Vice Presidents for Academic and Student Affairs  
davenport@missouriwestern.edu  
Popplewell Hall 214  
(816) 271-4234

Missouri Western offers a variety of degree programs through the College of Liberal Arts, College of Business and Professional Studies, College of Science and Health, Craig School of Business, School of Fine Arts, School of Nursing & Health Professions, and Graduate School. The university is authorized under Missouri statutes to offer professional master's degrees, four-year baccalaureate programs, two-year associate degrees, pre-professional transfer programs and one-year certificates. At Missouri Western, student experiences inside and outside the classroom are seamlessly integrated in an environment where faculty, staff and students live, learn and serve the broader community. Applied learning is our statewide mission and the foundation for everything we do. Our faculty members are experts in their fields and apply their expertise through leadership, scholarship, consulting and service in their professions. In addition, the university offers seminars, conferences and workshops suited to the needs of the community and serving groups throughout the nation.

**Academic Units**  
College of Business and Professional Studies  
College of Liberal Arts  
College of Science and Health  
Financial Aid  
Graduate School  
Grants & Sponsored Research  
Institutional Research  
Library  
Registrar  
School of Fine Arts  
School of Nursing & Health Professions  
Steven L. Craig School of Business

# MWSU ACADEMIC AND STUDENT AFFAIRS 2021



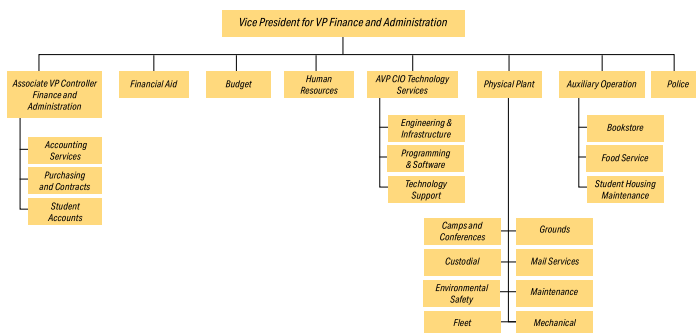
# MISSOURI WESTERN STATE UNIVERSITY 2020-21

## Finance and Administration

**Darrell Morrison**  
Vice President of Finance & Administration  
morrison@missouriwestern.edu  
Popplewell 217  
(816) 271-4226

Finance and Administration is responsible for supporting the university's teaching, research, and workforce development mission by providing quality financial and administrative services to the Missouri Western community and ensuring transparency in planning and budgeting. Finance and Administration is responsible for accounting, budgeting, student billing and collections, payroll, purchasing, financial aid, physical plant, capital and construction management, security and safety services, human resources, information technology, bookstore, food services and many other administrative functions.

# FINANCE & ADMINISTRATION 2021



# MISSOURI WESTERN STATE UNIVERSITY 2020-21

## General Counsel

**Kelli Douglas, J.D.**  
General Counsel  
kldouglas@missouriwestern.edu  
Popplewell Hall 121  
(816) 271-4255

The General Counsel is generally responsible for the day-to-day management of the University's legal issues and provides legal advice to the University and its internal constituents on a variety of legal matters including employment, discrimination, student affairs, accessibility issues, privacy and security, property, contracts, real estate, and compliance with local, state, and federal law. The General Counsel also reviews and provides advice on the University's policies and procedures and promotes good governance by assisting the Board of Governors as needed with bylaws and policies. The General Counsel also manages the work of outside legal counsel and serves as the liaison with the Office of the Attorney General in representing the University in litigation where applicable. The General Counsel has a dual reporting relationship to the Board of Governors and the President of the University.

# MISSOURI WESTERN STATE UNIVERSITY 2020-21

## External Relations

**Steve Johnston**  
Director of External Relations  
sjohnston7@missouriwestern.edu  
Popplewell Hall 218  
(816) 271-4238

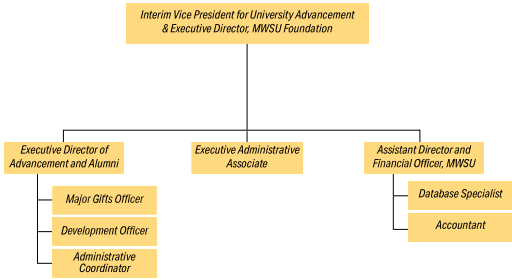
The Director of External Relations identifies and cultivates strategic relationships on behalf of the University with local, state, regional and federal leaders to further the strategic mission of the University. The Director of External Relations works with the President and the Cabinet to develop the University's legislative agenda and advocate on behalf of the University in St. Joseph, Jefferson City, and Washington D.C. to advance goals in state appropriations, capital requests, and higher education policy. The Director of External Relations furthers the University's voice as a leader in regional Higher Education in Missouri and works with the Council on Public Higher Education (COPHE) on strategy development and policy advocacy. COPHER is the organization of Presidents and Chancellors from Missouri's 4-Year public institutions. The Director of External Relations serve on the committee for Great Northwest Days and serves on the St. Joseph Chamber of Commerce Government Relations committee and assist in representing the University on behalf of the President's Office as requested for community events.

# MISSOURI WESTERN STATE UNIVERSITY 2020-21

## Advancement

**Josh Looney**  
Interim Vice President for Advancement  
jlooney1@missouriwestern.edu  
GISC  
(816) 271-5623

The mission of the Division of Advancement is to engage all internal and external stakeholders for the purpose of enlisting their support and securing resources that will enhance and ensure Missouri Western State University's unique place as a student-centered, applied-learning community.



## Foundation

**Josh Looney**  
Interim Vice President for Advancement  
jlooney1@missouriwestern.edu  
GISC  
(816) 271-5623

**Mission Statement**  
The Missouri Western State University Foundation is a not-for-profit charitable organization that functions solely to support the mission of Missouri Western State University. The Foundation receives, invests, maintains and administers contributed resources; and otherwise acts to further the mission and goals of Missouri Western State University by directing acquired resources to serve the University and its students.

**Vision**  
The Missouri Western State University Foundation will support the continued development of Missouri Western State University by striving to be a foundation of excellence, promoting and facilitating a culture of philanthropy, service, volunteer leadership and exemplary fiduciary responsibility.

**Values**

- To attract and generate private funds for Missouri Western which will allow it to achieve goals not ordinarily possible with state or other resources, MWSU is increasingly dependent on private funds.
- To enlist the interest, support, and efforts of volunteers in attempts to obtain private funds for Missouri Western. The work of business, industrial, professional, and community leaders is fundamental to successful implementation of a private giving program.
- To provide flexibility in handling, receiving, disbursing, and investing money from private sources. The Foundation is the proper legal vehicle through which private philanthropy can be more easily generated and received at Missouri Western.



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### Foundation Staff

Dr. Josh Looney  
Interim Executive Director

M. Michele Chambers '98  
Assistant Director and Financial Officer

Susan Leslie '93  
Database Specialist

Jenny Sherlock  
Executive Administrative Associate

### Advancement Staff

Kim Weddle '00  
Executive Director  
Advancement and Alumni Relations

Christina McCan  
Advancement Officer

Patti Long  
Development Officer

Alicia Otto '20  
Administrative Coordinator

### Missouri Western State University Foundation

#### Board of Directors 2020-2021

Bill Grimwood, Chair  
Bob Wollenman '72, Vice Chair  
Pat Madlin '88, Treasurer  
Susan Pettigrew '83, Secretary  
Dennis Rosonke, Immediate Past Chair  
Elizabeth Kennedy, University Interim President  
Josh Looney, Interim Executive Director

Ashley Albers  
Mike Basch  
Kit Bradley Bowlin  
Eric Brader '93  
Susan Campbell '01  
Ali Cardus  
Wayne Chatham '90  
Jennifer Dixon '89  
Jason Grayson '98  
Dorel Jones '88  
Rodger Karm '98

Grace Link '92  
Todd Michalski '93  
Brent Porter '82  
Tom Richmond  
Blake Schreck '78  
Edward Stroud  
Tom Towell  
Matt Thrasler '95  
Lee Tietman  
Greg VanMahn '89  
John Wilson

Pledges Receivable, Net - Current Portion	375,890	1,546,219	Agency Funds	2,000	2,000
Pledges Receivable, Net - Gifts-in-Kind	42,404	45,680	Deferred Revenue	223,795	252,504
Notes Receivable, Net - Current Portion	12,513	4,663	<b>TOTAL CURRENT LIABILITIES</b>	<b>362,925</b>	<b>485,428</b>
Interest, Dividends, and Other Receivables	60,035	97,739			
Prepaid Expenses	7,535	35,776	<b>NET ASSETS</b>		
<b>TOTAL CURRENT ASSETS</b>	<b>1,874,949</b>	<b>2,871,069</b>	Without Donor Restrictions:		
			General Operating	2,437,597	3,126,132
<b>INVESTMENTS</b>			Board Designated	3,597,796	4,050,474
Investments	43,650,624	43,661,914	<b>TOTAL WITHOUT DONOR RESTRICTIONS</b>	<b>6,035,353</b>	<b>7,176,606</b>
Mineral Rights	57,869	79,019			
Cash Surrender Value of Life Insurance	597,687	586,683	With Donor Restrictions:		
<b>TOTAL INVESTMENTS</b>	<b>44,306,370</b>	<b>44,327,616</b>	Purpose Restrictions:		
			Time Restrictions	417,331	-
<b>FIXED ASSETS</b>			Perpetual in Nature	28,075,375	28,203,419
Buildings	98,008	98,008	<b>TOTAL WITH DONOR RESTRICTIONS</b>	<b>48,748,423</b>	<b>48,952,357</b>
Equipment, at Cost	16,714	16,714			
<b>TOTAL FIXED ASSETS</b>	<b>115,822</b>	<b>115,822</b>	<b>TOTAL NET ASSETS</b>	<b>52,781,706</b>	<b>54,079,163</b>
Less: Accumulated Depreciation	15,807	15,218			
<b>NET FIXED ASSETS</b>	<b>99,715</b>	<b>100,304</b>	<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$53,144,711</b>	<b>\$54,564,391</b>
<b>OTHER ASSETS</b>					
Pledges Receivable, Net	555,401	810,624			
Notes Receivable, Net	21,542	34,333			
Beneficial Interest in Perpetual Trusts	5,179,916	5,419,755			
Other Equity Interests	1,108,818	1,000,000			
<b>TOTAL OTHER ASSETS</b>	<b>6,863,677</b>	<b>7,264,702</b>			
<b>TOTAL ASSETS</b>	<b>\$53,144,711</b>	<b>\$54,564,391</b>			

The audits of the financial statements for Fiscal Years 2020 and 2019 were conducted in accordance with generally accepted auditing standards, and the statements have been approved by the Foundation Board of Directors.



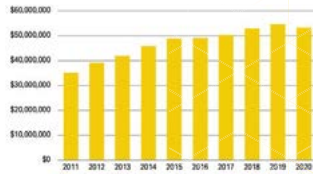
## Statement of Activities & Changes in Net Assets

Years Ended June 30, 2020 and 2019

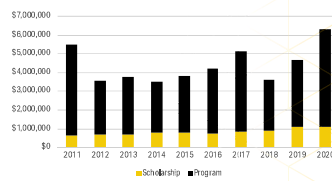
	2020		Totals	
	Without Donor Restrictions	With Donor Restrictions	2020	2019
<b>Revenues, Gains &amp; Other Support</b>				
Contributions	\$336,361	\$2,110,891	\$2,447,252	2,867,140
Legacies and Bequests	-	10,131	10,131	223,754
In-kind Contributions	-	346,404	346,404	572,716
Investment Income	96,446	2,064,149	2,160,595	3,925,946
Mineral Rights Royalties	3,524	-	3,524	7,595
Other Income	1,779	96,163	97,942	934,090
Change in Value of Beneficial Interest in Perpetual Trusts	-	(239,839)	(239,839)	(67,655)
Net Assets Released from Donor Restrictions:				
Satisfaction of Purpose Restrictions	5,409,513	(5,409,513)	-	-
<b>Total revenues, gains and other support</b>	<b>5,847,623</b>	<b>(156,124)</b>	<b>5,691,499</b>	<b>8,463,546</b>
<b>Expenses</b>				
<b>Program Services:</b>				
Scholarships	1,117,245	-	1,117,245	1,094,598
Allocations	5,212,855	-	5,212,855	3,580,520
<b>Total Program Services</b>	<b>6,330,100</b>	<b>-</b>	<b>6,330,100</b>	<b>4,685,118</b>
<b>Support Services:</b>				
General and Administrative	427,268	-	427,268	1,522,720
Fundraising	210,349	-	210,349	205,308
<b>Total Support Services</b>	<b>637,617</b>	<b>-</b>	<b>637,617</b>	<b>1,728,028</b>
<b>Total Expenses</b>	<b>6,967,717</b>	<b>-</b>	<b>6,967,717</b>	<b>6,413,146</b>
<b>Other Expenses</b>				
Unrealized Losses on Mineral Rights	(21,160)	-	(21,160)	(21,096)
<b>CHANGES IN NET ASSETS</b>	<b>(1,141,253)</b>	<b>(156,124)</b>	<b>(1,297,377)</b>	<b>2,028,404</b>
Net Assets - Beginning of Year	7,176,606	46,902,557	54,079,163	52,050,759
<b>NET ASSETS - END OF YEAR</b>	<b>\$6,035,353</b>	<b>\$46,746,433</b>	<b>\$52,781,786</b>	<b>\$54,079,163</b>

3

Growth of Assets

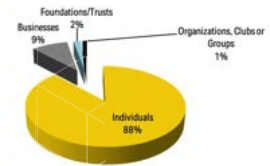


Program Support and Scholarships

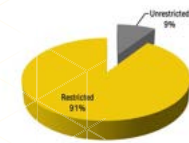


5

Who Gave to the MWSU Foundation?



Purpose of Gifts Received



We gratefully acknowledge the support given by MWSU alumni, friends, faculty, staff and students.

The MWSU Foundation's statistics represent its financial standing as of June 30, 2020, the end of the most current fiscal year.

A list of Giving Society members and our Honor Roll of Donors who made gifts between July 1, 2019, and June 30, 2020, are available on the Foundation website [here](#).



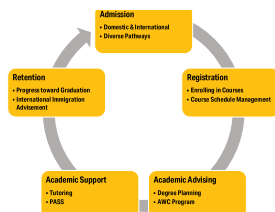
## Enrollment Management

### Melissa Mace

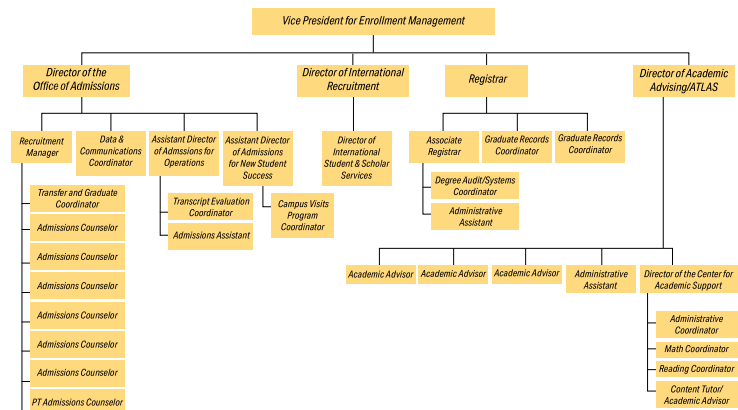
Vice President for Enrollment Management  
mace@missouriwestern.edu  
Eder Hall 101  
(816) 271-5835

Strategic Enrollment Management (SEM) is a concept and process that enables the fulfillment of institutional mission and students' educational goals (Bontrager, 2004).

Strategic Enrollment Management involves the recruitment, retention, and graduation of a diverse student population, based on research and through collaboration, with fulfilling the mission of the University and students' educational goals as its highest priority.



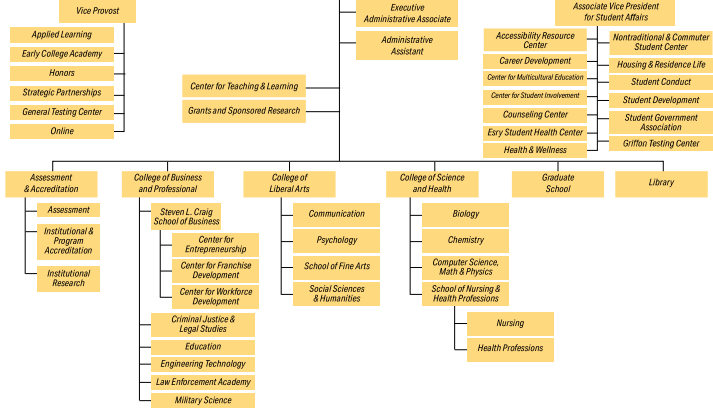
## ENROLLMENT MANAGEMENT 2021





**Doug Davenport**  
Provost and Vice Presidents for Academic and  
Student Affairs  
davenport@missouriwestern.edu  
Popplewell Hall 214  
(816) 271-4234

Student Affairs is committed to guiding students as they develop the values of civility, respect and character, while also fostering self-awareness, global citizenship and social responsibility. We seek to instill these values to enhance academic success and promote the growth of leaders through divisional programs, services, and individual mentoring.



**Josh Looney**  
Vice President of Intercollegiate Athletics  
jlooney1@missouriwestern.edu  
GISC  
(816) 271-5623

Missouri Western State University Athletics prepares student-athletes for success in life by empowering them to realize their full potential in the classroom, in competition and in the community.

Griffon Athletics will be the standard in NCAA Division II athletics for developing and supporting student-athlete leaders who achieve their goals.

**Academic Achievement**  
We graduate with purpose.

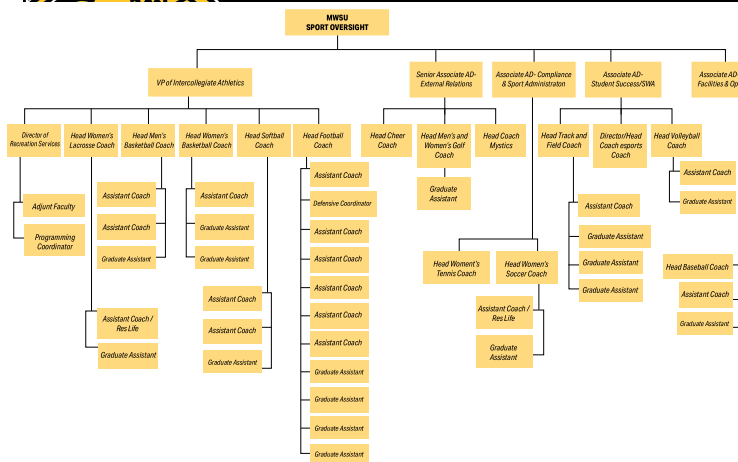
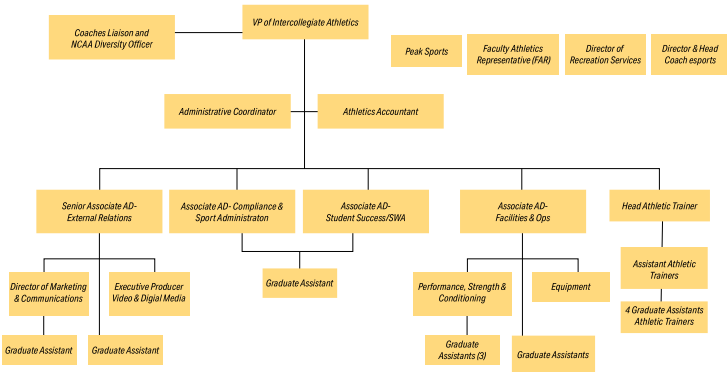
**We play to win**

**We commit relentlessly to excellence**

**We are positive and inclusive.**

**We challenge the ordinary**

Each of us is responsible for the success of  
Griffon Athletics





**#GRIFFUP**  
**@gogriffons**



## MISSION

Missouri Western State University Athletics prepares student-athletes for success in life by empowering them to realize their full potential in the classroom, in competition and in the community.



4



## VALUES STATEMENTS

- ▶ **Academic Achievement**  
We graduate with purpose.
- ▶ **Competitive Grit**  
We play to win.
- ▶ **Work Ethic**  
We commit relentlessly to excellence.
- ▶ **Integrity**  
We are positive and inclusive.
- ▶ **Visionary**  
We challenge the ordinary.
- ▶ **Family and Team Oriented**  
Each of us is responsible for the success of Griffon Athletics.

6



## RING THE BELL!



Josh Looney  
Director of Athletics

That sound you hear is Griffon Athletics celebrating another victory—in the classroom, in competition and in the community (the three C's)!

We've built our strategic plan around the three C's and are ready to Ring the Bell for all things Griffon Athletics. Our strategic plan formally paves a path to becoming the standard for not only the Mid-America Intercollegiate Athletics Association but for all of NCAA Division II.

Planning is necessary for success, but it's also a chance to celebrate who we are and what we represent. We know our values and adhere to them. We set goals, take actions to achieve them, and hold ourselves accountable in the classroom, in competition and in the community.

Strategic planning also is about being innovative and ambitious. Here in Griffon Country, we like to say we're attacking the status quo. Higher education is about challenging norms and expanding perspectives for the greater good. Griffon Athletics is no different — our student-athletes are leaders in that regard. This and future generations will shape our collective future!

We know we're not in this alone. We will invest in relationships, certainly within our own department and campus, but also extending into our community. Collaboration and inclusion will carry us forward.

Griffons incorporate the strength of a Lion with the speed of an Eagle. That's who we are, and that's what our strategic plan represents.

So get ready to Ring the Bell!

3



## VISION

Griffon Athletics will be the standard in NCAA Division II athletics for developing and supporting student-athlete leaders who achieve their goals.



5



## PLANNING PILLARS

Advancing student-athlete success requires a comprehensive, integrated approach along with the engagement of every individual associated with Missouri Western Athletics. We are committed to our three pillars of Classroom, Competition and Community in which to focus our efforts to enhance student-athlete success. Each one is crucial and will help ensure that we address key aspects of effectiveness as an athletics department.



7





## CLASSROOM

Missouri Western State University is a student-centered learning community preparing individuals for lives of excellence through applied learning. The athletics department supports the university's mission by providing student-athletes a high-impact classroom for learning through their athletics participation that does not compromise their ability to achieve in their chosen academic pursuits.

### Objectives:

- Create a roadmap for success by expanding the learning environment for student-athletes.
- Continue to demonstrate a shared culture of academic success between the athletics department and academic departments that foster positive relationships with MWSU faculty, registrar, etc.
- Encourage academic achievement/graduation through programs and initiatives that recognize and reward student-athlete success.



8



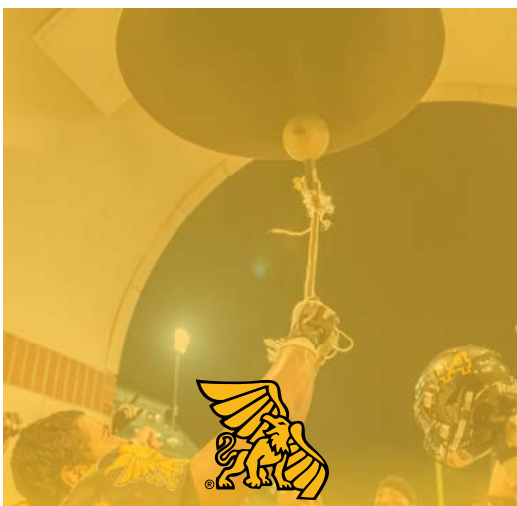
## COMMUNITY

We recognize the value our campus, local and regional communities bring to our program's success, and we commit to providing an interactive and inclusive environment in which we give more than we receive.

### Objectives:

- Develop strategies to be the "partner of choice" for businesses, nonprofits, entrepreneurs, community members and governmental entities by being accessible, responsive, accountable and user-friendly for all.
- Establish programs and initiatives to expand our brand awareness.
- Create marketing approaches to attract relationships with untapped community entities.
- Collaborate with other campus departments (i.e., admissions) to generate community interest in Griffon Athletics.

10



# GRIFFON ATHLETICS RING THE BELL!



## COMPETITION

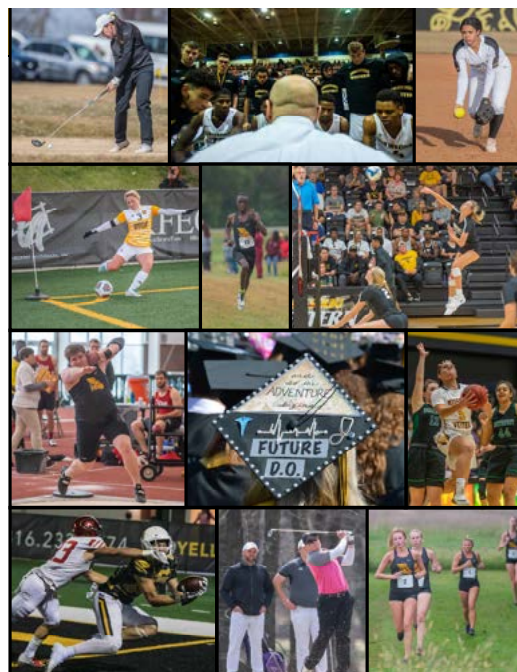
Griffon Athletics will be highly competitive within the Mid-America Intercollegiate Athletics Association – and nationally within NCAA Division II – in all of its programs. We are committed to building champions in competition and in life through an athletics program that operates with integrity, and with student-athletes' best interests at the forefront.

### Objectives:

- Build upon the culture within the athletics department in which coaches and student-athletes from all teams support each other and contribute to the program's collective success.
- Review fiscal initiatives to maximize the commitment to winning conference and national championships.
- Maximize resources to develop and retain personnel.
- Ensure that the facilities in all sports are of a caliber that contributes to success.



9



MISSOURI WESTERN STATE UNIVERSITY  
2020-21

### Special Assistant to the President

#### Logan Jones

Special Assistant to the President for  
Strategic Initiatives  
jones@missouriwestern.edu  
Popplewell Hall 218  
(816) 271-4476

The Special Assistant to the President for Strategic Initiatives reports directly to the President and provides an additional voice at the President's Cabinet. The Special Assistant is responsible for providing strategic leadership and assisting the President in advancing the mission of MWSU by managing various initiatives and programs. The Special Assistant will utilize an integrated approach to strategic University planning and programming which by definition requires cooperative and collaborative efforts with the provost, vice presidents, deans, other administrators, faculty, and staff. The Special Assistant will assist the President to ensure that the University's planning efforts, priorities, and/or strategic management initiatives are well-coordinated, clearly communicated, and effectively implemented. The Special Assistant will interface with internal campus constituencies and external campus constituencies in consultation with and as directed by the President.



## Marketing and Communications

### (Open)

Director of Marketing and Communications

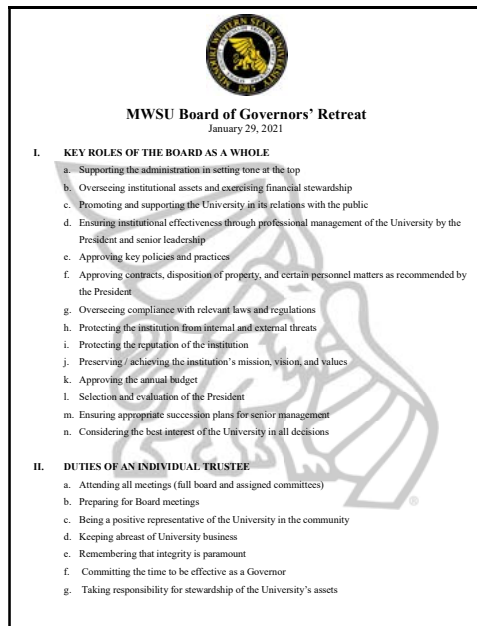
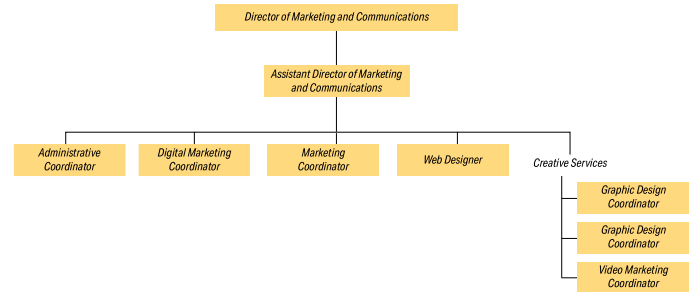
Spratt Hall 105  
(816) 271-5649

The Marketing and Communications team is dedicated to the enhancement of University communications through branded messaging and the planning, production and execution of integrated marketing communications plans.

Marketing and Communications is a relatively new unit on campus, created Sept. 1, 2019 by combining what was Public Relations and Marketing, Campus Printing and Design Services, and two marketing coordinators who had previously worked in the Western Institute. Prior to that time, PR and Marketing and CPDS had been part of University Advancement, while the WI marketing coordinators ultimately reported through Academic Affairs. In July 2020, we added a video marketing coordinator who had previously worked in the Instructional Media Center and assumed many of the video production duties on campus.



## MARKETING AND COMMUNICATIONS 2021



2

- Appointment and removal of officers named in the Bylaws and Vice Presidents of the University.
- Hiring or dismissal of any faculty members.
- Reappointment of faculty members in regular positions when such reappointment is tantamount to the granting of tenure.
- Promotion in academic rank of faculty members in regular positions.
- Grant of paid sabbatical or professional leaves of absence.
- Award of early retirement benefits.
- Such other powers as may be specifically reserved to the Board by other sections of these policies.

### Purchasing and Leasing of Equipment and Supplies

Purchasing and leasing of equipment and supplies for the University is conducted in accordance with state statutes and guidelines established by the state purchasing office. The President of the University, and his or her designee, are authorized to establish internal policies and procedures for such purchases and leases, and the employees designated in such policies and procedures may execute purchases and leases on behalf of the University. Approval of the Board of Governors is required for the purchase or lease of any supplies or signal item of equipment for which the cost is \$100,000 or more.

### Emergency Acquisitions

The President of the University is authorized to issue emergency offers of purchase or lease for the equipment and supplies, for which the cost is \$100,000 or more in instances deemed to be emergency situations and which need to proceed prior to the next meeting of the Board. In all such emergency acquisitions, the President, or the President's designee, shall inform the Board as soon as practicable of the emergency and the action taken to purchase or lease equipment or supplies necessary to resolve the emergency. The Board shall review and ratify such emergency acquisition at its next meeting.

For purpose of this paragraph, the term "emergency situations" shall mean a situation which poses a threat to life, property, public health, public safety or when an immediate expenditure is necessary for repairs to the University property in order to protect against further loss of, or damage to, University property, to prevent or minimize serious disruption in University services or to ensure the integrity of University records. Even when an emergency situation exists, procurements shall be made with as much competition as is practicable under the circumstances.

1

## BOARD OF GOVERNORS POLICY HANDBOOK

### Annual Budgets

The Presidents shall prepare an annual budget and submit the budget to the Board for approval. The annual operating budgets for educational and general funds and auxiliary funds normally are approved prior to the beginning of the fiscal year.

### Employment and Supervision of Faculty and Staff

The President of the University is charged with the responsibility for employment of competent and effective faculty and staff within the annual budget approved by the Board of Governors and for the supervision of such faculty and staff. It is the duty of the President of the University to develop and implement appropriate policies and procedures for hiring, training, supporting and evaluating faculty and staff members and, when necessary for the disciplining and/or discharging of faculty and staff members. The President of the University may delegate to other administrators as much authority for employment decisions as he or she deems advisable for effective and efficient administration. The President reports to the board in a timely manner all of his or her actions to hire, promote, suspend, or discharge employees, except those in regard to hourly, temporary and part-time workers.

- Authority of President.** The President of the University has the authority to appoint, reappoint, promote, reassign, discipline, suspend, and discharge non-faculty employees. He or she may accept resignations, grant leaves of absence without pay, and take other appropriate actions in regard to non-faculty employees. The President may make recommendations to the Board concerning faculty personnel and personnel matters including the Vice-Presidents of the University. Such recommendations are subject to approval by the Board. Provided, however, that the President may not 1) take such actions in violation of the Bylaws or other policies of the Board of Governors or 2) approve expenditures in excess of the total amount budgeted for expenditures in the annual budget.
- Reservation of Authority by Board:** The following personal matters are specifically reserved for action by the Board of Governors.

3

### Procurement of Contracted Services

The procurement of contracted services for the University is conducted in accordance with state statutes and guidelines developed by the state purchasing office. The President of the University, and his or her designees, are authorized to establish internal policies for the procurement of such contracted services and the employees designated in such policies and procedures may procure such services for the University. Approval of the Board of Governors is required for the selection of all contractors and/or consultants providing professional and/or other services to the University for which the cost is expected to exceed \$100,000 and for which less than three proposals are received from qualified consultants.

### Sole Source Provider

The requirements for competitive bids or proposals for supplies may be waived by the President and/or his/her designee when a determination has been made that there is only a single feasible or sole source for the supplies. A single feasible or sole source exists when:

- Supplies are proprietary and only available from the manufacturer or a single distributor; or
- Based on past procurement experience, it is determined that only a single distributor services the region in which the supplies are needed; or
- Supplies are available at a discount from a single distributor for a limited period of time.

All sole source purchases over \$100,000 shall be reported to the Board for its ratification at its next regular meeting.

### Cooperative Purchases of Supplies with other Governmental Entities

The President and/or his/her designee may purchase supplies in cooperation with the State of Missouri where the State has, for purposes of economics of scale, previously competitively bid the purchase of such supplies. In such cases, the purchase of such supplies shall not require the approval of the Board.

### Selection of Project Architect, Engineer or Land Surveyor

Missouri Western State University will solicit firms engaged in providing architectural, engineering and land surveying services to apply for appointment by the University for projects with exceed \$1 million in construction cost and for the selection of a Campus Architect whose purpose shall be to provide general architectural advice to the University of projects under \$1 million.

The criteria for selection of such consultants will be those set out in Sections 8.285-8.291 of the Missouri Revised Statutes as follows:

1. The specialized experience and technical competence of the firm with respect to the type of services required.
2. The capacity and capability of the firm to perform the work in question, including specialized services, within the time limitations fixed for the completion of the project.
3. The past record of performance of the firm with respect to such factors as control of cost, quality of work, and ability to meet schedules.
4. The firm's proximity to and familiarity with the area in which the project is located.

For such services the President of the University will, from a list of three highly qualified firms, recommend to the Board of Governors a firm to be used as architect, engineer or land surveyor for the project as appropriate. Missouri Western State University shall be bound by the laws of the State of Missouri regarding architectural, engineering, and land surveying services.

#### Contracts for Construction Projects

The awarding of contracts for construction projects is handled in the following manner:

1. Authorization for Small Projects: For the construction projects costing \$100,000 or less, the President of the University, and his or her designee, are authorized to award contracts for such projects upon satisfaction of the following requirements for each project:
  - a. Funds for such projects are available through the budgets approved by the Board.
  - b. The contractors for such projects are selected through normal bidding procedures.
  - c. The President shall report such action to the Board of Governors at its next regular meeting.
2. Authorization for Projects Costs in excess of \$100,000: For construction projects costing more than \$100,000, the President of the University, and his

2. Approval Between Meetings: The President of the University or his/her designee may obtain approval of change orders for construction projects requiring Board approval, which need to proceed without awaiting the next meeting of the Board, by submitting to the members of the Board the following information for each change order: 1) a description of the proposed changes in the project, 2) the cost of the proposed changes, 3) the original contract amount for the project, 4) the amended amount of the contract after approval of the proposed changes and any previous change orders, and 5) the rationale for the proposed changes. Upon receipt of the written approvals from a majority of the voting members of the Board, the President of the University, or his or her designee, is authorized to approve such proposed changes and to execute a change order on behalf of the University. Any such change order shall be ratified at the next meeting of the Board.

#### Land Acquisitions, Conveyance, and Leasing of Real Property

The acquisitions and the conveyance or leasing of real property requires approval of the Board of Governors.

1. Proposal for the Acquisition, Sale or Lease of Real Property: The President of the University may from time to time recommend the acquisition, sale or leasing of real estate property to the Board of Governors. Normally, the recommendations by the President are supported by the estimates of market value by one or more competent appraisers.
2. Approval of Board Required: No acquisition, sale or lease of real property shall be made without the approval of the Board of Governors.
3. The Board shall comply with the applicable state statutes governing the granting of interest in real property or the transfer of real property.

#### Authority to Act for the Board

1. Government Relations: It is recognized that the University receives assistance from many governmental agencies, and the President of the University, and his or her designees, are authorized to sign and execute applications, contracts, reports, and other documents to receive

#### Primary Depository

The Board of Governors selects a primary depository for University funds in accordance with statutes of the State of Missouri. The University depository must safeguard the University deposits by either pledging collateral securities or by providing an irrevocable letter of credit. If the deposits are safeguarded by the pledge of collateral securities, such collateral securities must have a market value of at least 110% of the amount of the deposit, less the amount insured by the Federal Deposit Insurance Corporation. If the deposit is safeguarded by the issuance of an irrevocable letter of credit, such irrevocable letter of credit must be given by a financial institution acceptable to the University for an amount equal to the total amount of the deposits.

#### Investments

The available funds shall be invested in accordance with the statutes of the State of Missouri. The determination of the highest return for invested funds will be competitive bid from insured and qualified financial institutions. A financial institution will be considered qualified if it is adequately capitalized in accordance with Federal agency requirements. Should the available funds be invested in a certificate of deposit beyond the federally insured limits, the financial institution must pledge securities in accordance with Missouri Statute 30.270. The investments at any qualified financial institution will not exceed fifty percent (50%) of the University's total invested funds, except that the percent invested with any such qualified institution may, at the discretion of the University Treasurer, exceed the fifty percent (50%) for up to ninety (90) days or until the next certificate of deposit maturity date with that institution.

#### Investment Competitive Bidder List

1. The list of competitive bidders will be maintained by the Treasurer through written correspondence with qualified financial institutions in the Missouri Western State University service region. Additions or deletions from the competitive bidder list may be accomplished at any time.
2. The Treasurer of the Board of Governors will annually update the competitive bidder list to insure all qualified financial institutions offering participation in the bidding process.

or her designees, are authorized to award contracts for such projects upon satisfaction of the following requirements for each project:

- a. Funds for such projects are available through the budgets approved by the Board.
- b. The bids are solicited through normal bidding procedures and two or more bids are received for the particular project.
- c. The bidder selected to perform the work for the particular project has submitted both the lowest and best bid for the base bid and lowest and best bid for the total of the base bid and the selected alternatives; and
- d. Specific approval of the Board, either at a meeting off the Board or through written ballots between meetings as described in the following subsection is received.

#### Approval Between Meetings

The President of the University may obtain approval of construction projects over \$100,000 in cost, which do not meet the requirements of the preceding subsection, and which need to proceed without waiting for the next meeting of the Board, by submitting to the members of the Board the following information on each project: 1) a description of the work for the project, 2) the budgeted amount for the project, 3) a list of bids for the project, 4) a recommendation of the best bidder for the project, and 5) the qualifications of the recommended best bidder. Upon receipt of written approval from a majority of the voting members of the Board, the President of the University, or his or her designee, is authorized to execute a contract with the approved bidder. Any such construction project contract shall be ratified at the next meeting of the Board.

#### Change Orders for Construction Projects

The approval of change orders for construction projects shall be handled in the following manner:

1. Authorization: The President of the University or his/her designee is authorized to approve change orders for construction contracts which 1) do not cause major changes in the plans and specifications for the project and 2) do not cause, in conjunction with other previous change orders for the same project, the amended contract price to exceed the original price by more than ten (10%) percent. The approval of the Board of Governors is required for other change orders.
2. Execution of Contracts and Documents: The President of the University may personally sign and execute any and all contracts and other legal documents on behalf of the University for which he or she has expressed or implied authority under Missouri statutes or Board policies. The President also may delegate his or her authority for signature and execution of documents to one or more persons either by name or by title. Provided, however, that all checks and other orders for payments of money, the sale or withdrawal or investments, and the release of collateral securities, require the signatures of two persons at least one of whom shall be the Treasurer. The President also may certify the names of the persons authorized by him or her to sign and execute various types of contracts and other documents on behalf of the University, and third persons may rely upon such certificates of legal agency by the President.
3. Civil Disobedience or Disruption: The President of the University of his/her designee has authority to act for the Board in cases of civil disobedience or disruption on the University campus.

#### Cash Reserves

Financial Reserves need to be maintained at adequate levels to provide cash flow and to guard against future operating losses. The Administration of the University is to maintain a minimum financial reserve of 4-6% of the operating budget in uncommitted funds for emergency needs.

#### Environmental Impact

The Campus Environment Impact Committee will make recommendations to the University President and the President shall inform the Board of Governors concerning the preservation of the University greenbelt, the enhancement of external campus aesthetics, and the environmental impact of new developments of the University.

#### Gifts

The Missouri Western State University Foundation will receive all monetary gifts made to Missouri Western State University.

#### Investment Bidding Procedures

1. The Vice President for Financial Planning and Administration of the University will determine the amount of funds available and the length of time for investing.
2. The Vice President for Financial Planning and Administration will contact all financial institutions on the competitive bidder list for their bid rate on the funds available for investment.
3. Upon receipt of all bids, the funds will be invested with the highest bidder. If the bids result in a tie, the initial tie between financial institutions will be determined by a blind draw. Future ties between the same financial institutions will be handled by investing the funds on a rotating basis (i.e., Bank A, then Bank B, etc.)
4. Following the selection of the highest bidder, the Vice President for Financial Planning and Administration will verify that the financial institution has pledged sufficient securities; the Vice President of Financial Planning and Administration will review monthly the market value of pledged securities on all outstanding investments.
5. The Vice President for Financial Planning and Administration will maintain a complete file of all bids. The results of each completed bid letting will be available upon request to the Vice President for Financial Planning and Administration.
6. The Vice President for Financial Planning and Administration will maintain a record listing of the maturity date, type of investment and amount of investment on all outstanding university investments. The Vice President for Financial Planning and Administration will review monthly the market value of pledged securities on all outstanding investments.

#### Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the President of the University any material financial interest in the financial institutions that conduct business with the University,

and they shall further disclose any larger personal financial/investment positions that could be related to the performance of the University's portfolio, Employees and officials shall subordinate their personal investment transactions to those of the University.

#### University Mascot

The Griffon is the official University mascot.

#### Orientation Program for New Board of Governors Members

The President shall be responsible for establishing and conducting and orientation program for new Board of Governors members.

#### Revision of Policy Handbook

The Board shall have the right to revise the Policy Handbook in whole or in part at any regular or special meeting of the Board.

Adopted August 26, 2010

## BYLAWS OF THE BOARD OF GOVERNORS MISSOURI WESTERN STATE UNIVERSITY

As initially adopted August 24, 1979 and thereafter amended on May 17, 1979, February 24, 1983, January 26, 1984, November 18, 1999, and August 29, 2005, and May 24, 2007 and September 23, 2010, and January 23, 2014, and June 25, 2020.

### Article I - Composition – Authority – Duties

#### Section 1. Number, Selection, Qualifications and Term of Members

- (a) Number The governing Board of Missouri Western State University shall consist of seven voting members, one non-voting student member, and two non-voting members who shall act as Secretary and Treasurer of the Board.
- (b) Selection All members of the Board shall be appointed by the Governor of the State of Missouri, with the advice and consent of the senate.
- (c) Qualifications
  1. All members of the Board shall be citizens of the United States.
  2. Voting members of the Board shall be residents of the State of Missouri for the two years immediately preceding the member's appointment to the Board.
  3. Student members shall be residents of the State of Missouri, shall at all times during his or her term be enrolled as a full-time student at Missouri Western State University, and selected by the Governor from a panel of three persons submitted by the student government president.
- (d) Term The term of service of any voting member of the Board shall be six years. The term of service of any non-voting student member of the Board shall be two years.

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#### (e) Composition

1. No more than four voting members shall be of the same political party.
2. No more than three voting members shall be residents of the same county.
3. Two voting members shall be residents of counties in Missouri other than the five county statutory service region of Buchanan, Andrew, Platte, DeKalb, and Clinton Counties.

#### Section 2. Election of Officers

- (a) A Nominating Committee shall be appointed by the Chair at the April meeting. This committee shall bring forth to the board for election at its June meeting a Chair and Vice Chair from its voting members. The duties of the Chair and Vice Chair shall begin on July 1 following election and shall continue until their successors are elected and succeed them. A Secretary and Treasurer, who are Missouri Western State University employees, shall also be elected at the June meeting, shall begin their duties on July 1 following election, and shall continue until their successors are elected and succeed them. The Secretary and Treasurer shall be non-voting officers of the Board.

#### Section 3. Vacancies

Any vacancy occurring in the Board shall be filled by appointment by the Governor and the member so appointed shall hold his or her office for the remainder of the term so filled.

#### Section 4. Authority of Members

No single member of the Board shall have the power to act in the name of the Board or bind the Board unless specifically authorized to do so by the Board.

#### Section 5. Duties and Powers

- (a) To establish policies, bylaws, rules and regulations for its own governance and for control and governance of the University.
- (b) To select, appoint and remove the President and Vice President of the University.

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- (c) To review and vote upon the recommendations of the President regarding the appointment or dismissal of faculty members; reappointment of faculty members in regular positions when such reappointment is tantamount to the guaranty of tenure; promotion in academic rank of faculty members in regular positions; the grant of paid sabbatical or professional leaves or absence and the award of early retirement benefits.
- (d) To review and vote upon recommendations of the President regarding rules and regulations for the admission of students.
- (e) To confer upon students or honorees, by diploma under the common seal, degrees granted by the University.
- (f) To review and vote upon the recommendations of the President regarding financial matters, including but not limited to the annual budget and capital expenditures relative to additional facilities or major renovations or replacement of existing facilities.
- (g) The above list shall not be deemed exclusive. The Board shall have all duties and powers as provided for by the revised statutes of the Missouri, as amended.

#### Section 6. Conflict of Interest

- (a) No member who possesses an ownership interest in excess of ten percent of a sole proprietorship, partnership, joint venture, company or corporation shall:
  1. Allow that sole proprietorship, partnership, joint venture, company or corporation to perform any service (or to sell, rent or lease real property) to or for the University or the Missouri Western State University Foundation for any consideration in excess of five hundred dollars per annum, unless the transaction is made pursuant to an award on a contract let after public notice and competitive bidding, and provided that the bid or offer accepted is the lowest and best received.
- (b) No member shall use confidential information gained by virtue of his or her appointment and acts as a member of the Board to gain a financial advantage for himself or herself, his or her spouse or

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dependent children, or any business which he or she may be associated with.

- (c) All voting members of the Board shall complete a personal financial disclosure form in accordance with the rules and regulations of the Missouri Ethics Commission.
- (d) All members of the Board shall follow established procedures when a conflict of interest occurs.

### Article II. – Duties of the Officers

#### Section 1. The Chair The duties of the Chair of the Board are as follows:

- (a) To preside at all meetings of the Board.
- (b) To call special meetings if required.
- (c) To perform all duties prescribed by law or mandated by action of the Board
- (d) To appoint such standing or ad hoc committees or subcommittees deemed necessary or as directed by the Board.
- (e) To serve as an ex-officio member of all committees.

#### Section 2. The Vice Chair The duties of the Vice Chair of the Board are as follows:

- (a) To perform the duties of the Chair of the Board in the absence of the Chair.
- (b) To perform such other functions as mandated by the Board.

#### Section 3. The Secretary The duties of the Secretary of the Board will be as follows:

- (a) To keep a good and accurate record of all meetings of the Board, including a record of all votes on all issues presented to the Board.
- (b) To present the record of each meeting of the Board to the President of the University, the Board Attorney and the Chair of the Board for

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review at least seven days prior to the next regularly scheduled meeting.

- (c) To assist with Board correspondence.
- (d) To provide for posting of all legal notices.
- (e) To sign all legal documents as authorized by the Board.
- (f) To notify members of the Board of all meetings.
- (g) To send each member of the Board, prior to meetings, a copy of the Minutes of the preceding meeting of the Board.
- (h) To send each member of the Board, prior to meetings, an agenda for the next scheduled Board meeting.
- (i) To preserve all records of the Board.

#### Section 4. The Treasurer The duties of the Treasurer are as follows:

- (a) To receive, hold in custody, and expend all funds as directed by the Board.
- (b) To furnish a bond in accordance with state laws.
- (c) To be responsible for financial records belonging to the Board and keep and to keep full and accurate accounts of all receipts and disbursements.
- (d) To report to the Board, the University President, and the Department of Higher Education all transactions of funds held by the Treasurer.
- (e) To sign all financial accounting forms
- (f) To prudently invest and reinvest available funds pursuant to applicable statutes and Board policies.

#### Section 5. Removal of Officers

Any officer of the Board may be removed from office for cause by a vote of two-thirds of the voting members.

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### Article III - Meetings

#### Section 1. Regular and Special

- (a) Regular meetings of the Board shall be held on the fourth Thursday of each month or at such other intervals as the Board may determine but in no event less often than quarterly. The Board may change the date and time of a monthly meeting upon reasonable notice to all members.
- (b) Special meetings of the Board may be held upon written request of any two voting members of the Board, or at the request of the faculty, signed by the president or vice president of the faculty senate and certified by the secretary thereof. Upon receipt of such written request, the Chair of the Board shall call a meeting, and the secretary shall notify each member of the Board of such specially called meeting, and the object or objects thereof, and no other business shall be transacted at such meeting unless all members of the Board are present and consent thereto.
- (c) In the event any member of the Board participates in a meeting by telephone or other electronic means, such as participation shall be in accordance with applicable provisions of the Missouri "Sunshine Act".

#### Section 2. Notice

- (a) Notice of each meeting of the Board shall be in writing and delivered seven days prior to the Board meeting to each Board member. "Delivered" shall be deemed to have occurred when the notice is deposited in the U.S. mails, upon personal delivery to the member, or upon the sending of an electronic notice to the member.
- (b) Notice may be waived by any member if such member attends the Board meeting for any purpose except to object to the transaction of business because of a failure of notice. Notice may also be waived by any member in writing.

#### Section 3. Agenda, Meeting Minutes

- (f) Transaction of business as stated in the notice for meeting.
- (g) Report of the President of the University.
- (h) Report of the Chair or the Board.
- (i) Comments and Questions from the Board members.
- (j) Executive Session, if necessary.
- (k) Resumption of business.
- (l) Adjournment.

#### Section 7. Rules of Order

All business of the Board shall be conducted in accordance with Robert's Rules of Order, revised, unless otherwise provided.

#### Section 8. Public Meetings; Open Records

The Board is committed to the concept of openness in public meetings as set forth in the Missouri "Sunshine Act," §610.010 R.S.Mo., et seq., as amended. All meetings of the Board shall comply with applicable provisions of these statutes.

### Article IV - Committees and Consultants

#### Section 1. Establishment of Committees

There shall be standing and ad hoc committees appointed annually by the Chair of the Board. The Chair of the Board shall be an ex officio member of each committee if not otherwise a member of that committee and may vote in the absence of any one of the committee members. Vice Presidents of the University shall serve as non-voting staff liaisons to Board standing committees as suggested by the subject matter of each issue referred to a standing committee and as assigned by the Chair. Membership on a committee need not be limited to members of the Board. (Appointments are left to the sound discretion of the Chair, but generally non-

responsibility of the President and University administration, the standing committee of the Board will focus on general oversight of strategic plan objectives and university goals within these areas and consider overall implications related to long-range planning. The committee may also advise the Board on specific matters related to bids, contracts, budgets, and other related matters that come before the Board. This committee shall have the authority to engage outside vendors to validate the University's annual financial statement or to provide advice in the review of financial statements prepared by the administration.

- **Chair's charge:** The Chair may at any time charge the committee with specific matters for consideration, appropriate to its subject matter.
- (c) Policy and Bylaws Committee:
  - **Membership:** This committee shall consist of at least three voting Board members, one of whom will serve as Chair of the committee. The Board secretary and University counsel shall serve as liaisons to the policy and bylaws committee. The Chair of the Board may appoint such other members as helpful to facilitate the work of the committee and shall at that time designate each as either a voting or non-voting member.
  - **Meetings:** The committee shall meet twice per year, and more often as needed.
  - **General committee charge:** Subject to the Board's approval, this committee shall establish and periodically revise its policies and procedures. It shall also periodically review the adequacy of the Board's bylaws and handbook. The committee will work to ensure that the Board adheres to its policies. This committee shall also review and recommend to the Board new and updated University policies and bylaws.
- (d) Ad Hoc Committees:
  - The Chair of the Board may, from time to time, appoint ad hoc committees as the Chair deems desirable. Each ad hoc committee shall consist of three voting members of the Board and shall report to the Board on the matters they are charged to investigate or act upon. The Chair of the Board may appoint such other members as may be helpful to facilitate the work of any of these ad hoc committees, and shall at the time of appointment designate each as either voting or non-voting members of their respective committees.

- (a) An agenda and a copy of the minutes of the preceding Board meeting shall be delivered seven days prior to the Board meeting to each Board member. "Delivered" shall be deemed to have occurred when the notice is deposited in the U.S. mails, upon personal delivery to the member, or upon the sending of an electronic notice to the member.
- (b) The failure to so deliver such agenda or minutes shall in no way affect the official status of any meeting.
- (c) A request to have a matter appear on the Board meeting agenda must be presented ten days prior to the meeting date in order to be considered by the Chair of the Board and the President of the University.

#### Section 4. Attendance

Members of the Board shall attend, on a regular and reasonable basis, all meetings of the Board. When necessary, attendance may be electronic, real-time participations.

#### Section 5. Quorum

A quorum shall exist, and business shall be conducted, when at least four voting members of the Board are present and able to vote on the issue before the Board.

#### Section 6. Order of Business

The order of business at the regular Board meetings shall be as follows:

- (a) Roll Call.
- (b) Approval of minutes of the preceding meeting.
- (c) Informational reports of the Vice Presidents of the University.
- (d) Financial report.
- (e) Student member report.

members should not outnumber members.) The Chair of the Board may fill vacancies in the membership of any committee as needed. The committees are:

- (a) Academic and Student Engagement Committee:
  - **Membership:** This committee shall consist of at least three voting Board members, one of whom will serve as Chair of the committee. The Chair of the Board may appoint such other members as helpful to facilitate the work of the committee and shall at that time designate each as either a voting or non-voting member.
  - **Meetings:** The committee shall meet at least twice per year, and more often as needed.
  - **General committee charge:** This committee shall be responsible for addressing matters pertaining to academics and student life as well as athletics. While the day-to-day operations of the University in these areas remain the primary responsibility of the President and University administration, the standing committee of the Board will focus on general oversight of strategic plan objectives and university goals within these areas, and consider overall implications related to long-range planning, budget, operations, and external relations. It will work to ensure that the Board is informed in these areas.
  - **Chair's charge:** The Chair may at any time charge the committee with specific matters for consideration, appropriate to its subject matter.
- (b) Personnel, Finance, and Operations Committee:
  - **Membership:** This committee shall consist of at least three voting Board members, one of whom will serve as Chair of the committee. The Chair of the Board may appoint such other members as helpful to facilitate the work of the committee and shall at that time designate each as either a voting or non-voting member.
  - **Meetings:** The committee shall meet quarterly, and more often as needed.
  - **General committee charge:** This committee shall be responsible for addressing matters pertaining to the human resources of the University, budget and finance, and other operations matters (including, e.g., facilities, risk, information technology, etc.). While day-to-day management and operations of the University in these areas remain the primary

#### Section 2. Committee Authority

Each committee shall have and may exercise such powers and authority of the Board as are specified herein, except as prohibited by applicable law. No committee shall have or may exercise any power or authority that may not be exercised by the Board.

#### Section 3. Committee Meetings and Procedures

Each committee shall determine the time and place of meetings and the notice required thereof. A majority of the members of a committee shall constitute a quorum for the transaction of business at any meeting of a committee; however, if less than a majority of the committee members are present, those members present may adjourn the meeting from time to time without further notice and may continue the business of the meeting at the date and time designated for the adjourned meeting and provided a quorum is then present. Except as otherwise set forth herein, the act of a majority of the committee members present at a meeting at which a quorum is present shall be the act of the committee. Each committee shall keep minutes of its meetings and submit reports and recommendations to the Board as necessary. Each committee may adopt reasonable rules for its own governance not inconsistent with these Bylaws, the relevant statutes of the State of Missouri, or with rules adopted by the Board. In the absence of such rules, each committee shall conduct its business in the same manner as the Board conducts its business as set forth in these Bylaws.

#### Section 4. Consultants

The Board may appoint consultants, or hire professionals, as it deems necessary.

### Article VII - Amendments of Bylaws

#### Section 1. Amendment of Bylaws

## MEMORANDUM

TO: Dr. Elizabeth Kennedy, Interim President

FROM: Dr. Doug Davenport, Provost and Vice President for Academic and Student Affairs

DATE: February 15, 2021

SUBJECT: Report to the Board of Governors

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### Strategic Initiatives

**Honors Program** - Interim Vice Provost Hepworth is working with the Honors Program Director to prepare revisions to our Honors Program that will better align the program with our applied learning mission, streamline curricular requirements, and reduce costs. We anticipate that these changes will be completed this semester and implemented in time for the new academic year.

**Master Academic Plan** - The Master Academic Plan (MAP) Team has received feedback on their draft plan and is revising the document accordingly. We anticipate it will be ready for review shortly and that final plan will be ready for adoption this spring in accordance with our intended timetable.

**Academic Program Review** - The Academic Program Review (APR) Team has completed revisions of the initial draft and is creating the review cycle for all programs based on feedback from department chairpersons. The guidelines will be completed this spring with implementation slated to begin next fall.

**Faculty Guide for Student Recruitment/Retention** - In order to provide support for the efforts of faculty in recruiting and retaining students, Interim Vice Provost Hepworth is working with Vice President Melissa Mace to create a recruitment guide. This is intended to increase faculty engagement in meaningful and effective recruitment practices, empower faculty to identify areas for growth, target prospective students, and craft a personalized strategy which best fits the needs of their department/program.

### College of Business and Professional Studies

#### *Student Experience & Innovation*

- The Manufacturing club will be meeting on February 1st at 3:00 PM in Wilson Hall room 155. Our plans are to elect a new president because our president Craig Spilker is graduating at the end of this semester. We are also planning our upcoming events for the semester. All manufacturing students are invited.
- Associated General Contractor's club had its monthly meeting on January 27, 2021.
- An AGC member assisted Wes Moore in preparing a video for the virtual Super Science Saturday held on January 30, 2021.
- Center for Service - Celebrating Random Acts of Kindness Week February 15-19 by engaging with students daily to encourage them to make an impact in the community. Participation amongst students, staff and faculty will be promoted.

- Two graduating students, Jasmine Lowery and Sonia Yang, completed one credit of UNV201 Community Service Learning in the Fall to finish their degree.
- Steve Craig was the special guest in MGT 417, Applied Business Ownership on January 27. He spent the entire class time talking with the students.
- The Center for Military & Veterans Services worked with ROTC and housing to have an area where cadets can live together. This will be growing into a Living Learning Community and goal is to have an entire wing of dedicated ROTC Cadets
- The Center for Military & Veterans Services awarded Military Honor Cords for December Graduates

### *Programs & Partnerships*

- Annette Weeks chaired a panel discussion at the Great Northwest Days this year. It included Governor Parson, Department of Economic Development director Rob Dixon, and other regional legislators.
- Kipton D. Smilie was invited to present "Sex, Death, and Alienation: The Burdened History of Classroom Pets in the American Curriculum" at the History of Education Society's annual conference on November 8, 2020.
- Adrienne Johnson participated in an *EL Specialist project with the U.S. Department of State* for Kuwaiti teachers in November-December:  
<https://cop.elprograms.org/highlight/specialist-supports-kuwaiti-elementary-teacher-trainers-transition-to-virtual-instruction/> Virtual Instruction Professional Development for Elementary Teacher Trainers in Kuwait. To support Kuwaiti elementary teachers in their transition to remote instruction, the English Language Specialist conducted a series of 12 professional development sessions over the course of four weeks for approximately 240 teachers, supervisors, and heads of department in a train-the-trainer model. Participants were divided into four groups, with each group learning new skills and techniques that they could then share with their colleagues in a jigsaw approach. The weekly trainings were divided into three two-hour sessions and each week was devoted to one of the following topics: assessing learners virtually, teaching reading virtually, teaching writing virtually, and supporting storytelling virtually. Participants learned a variety of best practices for teaching young learners remotely, including engagement and active learning strategies, collaborative learning approaches, and formative assessment techniques. The Specialist also modeled and engaged the participants in practicing nearly 20 apps, tools, and programs designed to meet the English language development needs of young learners in virtual settings, in both synchronous and asynchronous instruction.
- Susan M. Bashinski and Megan Cote presented a webinar for the SouthEast Consortium of deaf-blind projects (13 states), titled "An Introduction to CHARGE Syndrome. The presentation occurred February 2, 2021.
- Joe Midgley, Director of the Center for Military & Veterans Services will be forming a Veterans Advocacy Network with partners across campus. This group will look at ways to expand and enhance the MWSU experience for our military-connected students.

- The Center for Military & Veterans Services has partnered with Dr. Mike Ducey to look at an option for members of the military that are Medical Laboratory Specialists, to have a potential accelerated track towards a Medical Laboratory Science degree.

### *People & Campus*

- Wes Moore met with high school students visiting MWSU as part of a football recruiting event on January 9, 2021
- David Marble in January 2021 served as a peer reviewer for a manuscript submitted to the *Corrections: Policy, Practice and Research* journal.
- Published - Brett C. Luthans, Kyle W. Luthans & T. Daniel Chaffin (2021) Character matters: The mediational impact of self-regulation on PsyCap and academic performance, *Journal of Education for Business*, DOI: [10.1080/08832323.2021.1874856](https://doi.org/10.1080/08832323.2021.1874856)
- Published - Amit Verma, Kamal Lamsal, P Verma . An investigation of skill requirements in artificial intelligence and machine learning job advertisements. *Industry and Higher Education*. February 2021. doi:[10.1177/0950422221990990](https://doi.org/10.1177/0950422221990990)
- Susan Bashinski completed two reviews for a special issue of the journal, *Frontiers in Psychology*, regarding deaf-blindness. This special issue of the open access journal was published online December 3, 2020 in the Frontiers in Education category.
- Susan M. Bashinski authored an invited chapter for the edited book, *CHARGE Syndrome* (2nd ed.), which was released by Plural Publishing in January of 2021. Bashinski's chapter (chapter 25) is titled, "Prelinguistic Communication."
- Benedict Adams published a research article through the *Journal of Culture & Values in Education* last December. The title is: "How English-Speaking Teachers Can Create a Welcoming Environment that Allows Students to Maintain and Utilize their Language through Translanguaging: A Qualitative Case Study". It was officially published on Dec. 17, 2020.
- Nitin Singh's paper, "Learning, Dynamic Capabilities, and Firm Performance: The Case of Entrepreneurial Firms in the South Korean Fashion Industry" has been accepted for publication in *Entrepreneurship Research Journal* in their December 2020 edition.

### *Strength and Stewardship*

- Elsevier, the world renowned scientific publisher, sent a letter of appreciation to Dr. George Yang for his reviews of several papers in 2020.

### College of Liberal Arts

#### *Student Experience & Innovation*

- History Major Josiah Schmedding presented on his research experiences with the Missouri Secretary of State Local Records Project at Missouri Western, under the supervision of Field Archivist Becky Carlson and Dominic DeBrincat (Social Sciences and Humanities-History).
- History and Philosophy Major Leo Grantham presented his original research project, "Bars and Books: Adolf Brand and Magnus Hirschfeld's Efforts in Building Community," under the supervision of Angela Haas (Social Sciences and Humanities-History).

- The Griffon Media course, taught by James Carviou, has implemented a new Gold Friday initiative where efforts were made to build a functioning newsroom that will begin shooting a live newscast on Fridays at noon. The Web Content and Design course, also taught by James, created four functional websites for four small businesses in the St. Joseph Community.

### *People & Campus*

- Jennifer Jackson did a media interview with KQ2 television regarding Donald Trump's social media ban and with Zippa, The Career Expert, regarding current job market trends. Both interviews were included in published pieces.
- 2018 Alumna McCown Leggett completed an honors thesis under the supervision of Jon Mandracchia, titled "Examining the Relationship Between Criminogenic Thinking, Differential Identification, Motivation, and Risk-Taking Behavior in Emerging Adults". McCown's paper resulting from this project has been accepted for publication in the Journal of Penal Law and Criminology.
- Teresa Harris had two mixed-media pieces, *Lesson III* and *Birdman I*, accepted into the national juried exhibition, "Core New Art Space: Small Works", at the Core New Art Space in Lakewood, Colorado. The juror, Valerie Savarie, is an internationally-known artist and owner of Valkarie Gallery in Belmar, Colorado.
- David McMahan, in his capacity as President of the National Communication Association, joined the Presidents of the Association for Education in Journalism and Mass Communication, the Broadcast Education Association, and International Communication Association for a panel hosted by Beijing (China) Normal School.
- David McMahan took part in the American Council of Learned Societies Leadership/Governance Seminar.
- Jordan Atkinson, along with coauthors Mary Donato (Buena Vista University), Elijah Smith (2018 MWSU graduate), and Gannon Cornley II (2019 MWSU graduate), published a paper titled "Investigating Relationships between Student Burnout and Classroom Communication Behaviors" in the *Iowa Journal of Communication*.
- Jordan Atkinson presented three papers at the National Communication Association's annual convention. One of the papers was co-authored with Joy Deatherage and Nicole Bilby (2020 MWSU graduates). Jordan also chaired the Top Panel of the Instructional Communication Division at the National Communication Association's annual convention. He served on the Convention Committee and as the Secretary of the Instructional Communication Division.
- Jordan Atkinson created an instructional video series for the Center for Teaching and Learning website titled "Building a Learning Culture in the College Classroom". With the intention of improving instructional practices and promoting a culture of learning, each of these videos introduce and define the topic, discuss applicable research, and offer tips and resources for instructors. Jordan also presented a seminar titled, "Building Relationships with Students through Effective Classroom Communication Behaviors" for the Center for Teaching and Learning.



- Jordan Atkinson was awarded the Rising Eagle Award from his alma mater, Morehead State University. This award recognizes one alum each year for outstanding work in their respective field.
- Mei Zhang gave a presentation about Chinese media and another presentation about communication pedagogy at the annual convention of the National Communication Association. She also chaired a top graduate student paper session at the convention, which was held virtually.
- The Prairie Lands Writing Project recently published a collection of pandemic stories composed by area writing teachers and PLWP Teacher Consultants. This special edition of the annual newsletter, titled, "Looking for Stars," was conceived and edited by PLWP Co-Director Amy Miller.

### *Strengths & Stewardship*

- The Psychology Department participated in Super Science Saturday by contributing video clips of presentations on topics such as auditory illusions, optical illusions, theory of mind, the Milgram Experiment and the McGurk Effect.

### College of Science and Health

#### *Student Experience & Innovation*

- Undergraduate biology student Baillee Romaker was featured in [The Wildlife Society's International newsletter](#). Bailee and undergraduate Audrey Lindsteadt conducted research with biology professor Dr. Jedlicka's research team as part of the National Science Foundation grant to investigate the ecosystem services that birds provide to Kenyan coffee growers.
- Csengele Barta and her undergraduate research students presented their research at the Missouri Natural Resources Virtual Conference. The presentation entitled "Plants' arsenal for waging chemical warfare on their unsuspecting neighbors: does the synthesis and release of secondary negative allelopathic metabolites into the environment provide a competitive advantage to invasive plant species in Missouri habitats?" was co-authored by 11 undergraduate researchers (Lauren Tinoco, Alyka Zahnd, Amie Haddock, Jessica Poush, Harrison Meers, Mehreen Tai, Caroline Langley, Kaitlyn Atkins, Brian Jenkins, Devon Lindstrom and Rachael Prawitz).

#### *Programs & Partnerships*

- 2021 Virtual Super Science Saturday, organized by MWSU and the Saint Joseph Museums, had strong support from our students and faculty. Faculty of the Department of Biology and members of the MWSU Student Chapter of The Wildlife Society contributed 10 video submissions and several do it at home fun activities. Students and faculty in the Department of Chemistry created a series of demonstration and activity videos for the annual Super Science Saturday event. The event was held virtually this year. Videos are available on the Chemistry Department YouTube site <https://www.youtube.com/channel/UCUnYIBpZjBCy7eiGhf5NeQQ>. The public event totaled 846 views and 188 registrations for the home-experiment activities on the day of the event.

- The Department of Nursing and the Department of Health Professions partnered with Mosaic and Andrew County Health Department to assist with the COVID vaccine efforts. Each week 8-10 nursing students complete their clinical hours at the Mosaic vaccine clinic, with this ongoing throughout the semester. Health Information Management and Population Health Management students also assisted in the registration and vaccination reporting processes. Eight nursing students and faculty participated in the Andrew County Health Department vaccine clinic where close to 2,000 people were successfully vaccinated. While participating in the vaccine clinics, students are overseen by either adjunct or full time nursing faculty.
- The Chemistry Department has formed an Alumni Advisory Board. The Board will play a critical role in helping stay connected with past, current and future students as well as our community. Board members include: Rob Baker (BS Biochemistry & Molecular Biology '01), Gary Baumann (BS Natural Science/Chemistry/Health Professions '09, MAS Chemistry '12), Brett Cagg (BS Chemistry '09), Shelbi Christgen (BS Biochemistry & Molecular Biology '12), Roberta Gartner (BS Medical Laboratory Science '18) and Darien Morrow (BS Chemistry '15).
- The Department of Chemistry now includes Truman Medical Center as a clinical affiliate for our BS Medical Laboratory Science program. TMC is now one of four clinical affiliations maintained by the department. Others include St. Luke's Hospital, North Kansas City Hospital and Mosaic Life Care (in partnership with the University of Nebraska Medical Center).
- A Chemistry Program Industrial Advisory Board has been formed. The Board will play a critical role in keeping our programs current and our graduates ready to meet the needs of the industry. Board members include Dan Pfister (Hillyard), Sam Crowley (Boehringer Ingelheim), Samantha Schmuecker (Tnemec), LeeAnn Fell (AmeriPac) and Paul Schwarz (Custom Industrial Analysis Labs).

### *People & Campus*

- Britt Johnson was named 45<sup>th</sup> Fellow of the National Association for Kinesiology in Higher Education (NAKHE).
- Parita Patel was recognized by the Graduate Nursing Student Academy as the 2020 GNSA Advocacy Leader at Missouri Western State University representing the State of Kansas.
- Gary Clapp, who has served as Director of the Center for Service this semester in addition to his role in the Chemistry Department, will become Director of the Bond Science and Technology Incubator.
- Jeff Woodford will assume the leadership of the Kansas City Section of the American Chemical Society as the 2021 Section Chair. Gary Clapp was selected by the section membership as Chair-Elect.
- Kristen Walton completed a 6-month term of service as a faculty mentor for postdoctoral fellows in the Teaching Experiences for Bioscience Educators (TEBioED) Fellowship Program through the American Physiological Society.

- Csengele Barta was invited to serve on the Editorial Board of the high-impact international journal in the area of plant sciences, *Frontiers in Plant Science*, editing content in the area of Biogenic Volatiles in Natural and Urban Forest Species.
- Regan Dodd published "By Students, For Students: Student-Created Open Educational Resources" in the *Scholar: A Journal of Leisure Studies and Recreation Education* along with Linda Oakleaf.
- Pi-Ming Yeh and Gavin Waters published "Path Analysis Testing the Development of Personality and Psychological Well-being Model" in the *Western Journal of Nursing Research*.
- Tilottama Roy published an article "Sustaining Molecular Phylogenetics Research With Herbariumspecimens In A Covid-19-Hit World: A Case Study" in *The Vasculum*.
- Julie Jedlicka attended the Ecofarm Virtual Conference and presented "Bird-friendly Agriculture: Supporting beneficial birds and managing pest birds."
- Cary Chevalier presented a poster at the virtual 81st Midwest Fish and Wildlife Conference on "Urban Wildlife Management success: Seven years of Canada goose (*Branta Canadensis*) population management on Missouri Western State University campus." Cary co-presented with his goose research students, Jeremy Reynolds and Jason Kusilek.
- Cary Chevalier, Mark Mills, and Jeff Powelson (Missouri Department of Conservation) co-presented a poster on "Tallgrass prairie restoration on the campus of Missouri Western State University, St. Joseph, MO" at the virtual 81st Midwest Fish and Wildlife Conference.
- Cary Chevalier presented a poster on "Blood Serum Chemistry and Hematology in Field-fresh Common Snapping Turtles (*Chelydra serpentina*) in Northwest Missouri from Summers 2011-2020" at the virtual MO Natural Resource Conference. Cary co-presented with colleague Mark Mills and research students Jason Kusilek, Jason Reynolds and Caylee VanGiesen.

#### *Strengths & Stewardship*

- Brittne Morgan (Social Work '15) was chosen as one of the 2020 St. Joseph News Press 20 Who Count.
- The Chemistry Department began a social media campaign designed to connect with alumni and students and to increase its reach and brand recognition with potential students. Regular posting is now occurring across all of its social media platforms including Facebook, Instagram, YouTube and TickTock.
- Biology faculty members Carissa Ganong, Mark Mills, Csengele Barta and four undergraduate members of the TriBeta Biological Honors Society served as judges for the 2021 West Platte High School Science Fair in Weston, MO. The fair displayed about 100 competitor entries and is one of the largest high school fairs in NW Missouri. The Department of Biology has a long

tradition of collaborating with the West Platte School District and serving as science evaluators of their fairs.

#### Graduate School

- Dr. Jacklyn Gentry, chair of the Department of Nursing, participated in a Health Careers Expo sponsored by KU Medical Center, for the purposes of recruiting current nurses to the graduate programs in nursing..

## MEMORANDUM

TO: Dr. Elizabeth Kennedy, Interim President

FROM: Dr. Doug Davenport, Provost and Vice President for Academic and Student Affairs

DATE: February 15, 2021

SUBJECT: Report to the Board of Governors

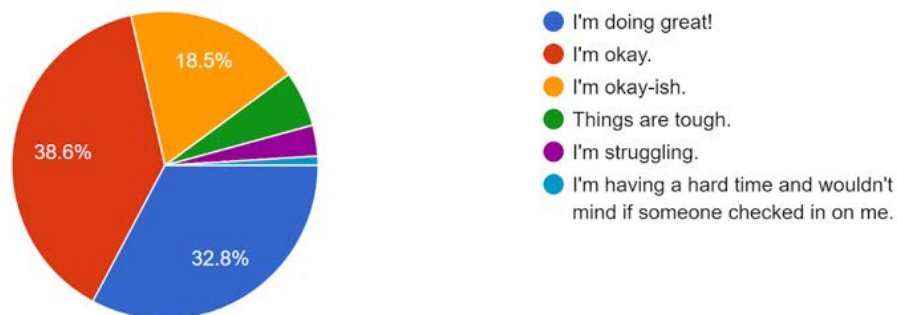
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### **Student Experience and Innovation**

- **Student Engagement:** Student Affairs and Registered Student Organizations continued to offer COVID-safe events and activities for students to attend, especially as human connection and psychological wellbeing are increasingly concerning. Since the start of the Spring semester, Student Affairs has hosted fifty (50) events for students, not including events taking place in the residence halls. Examples include the [Drum Major for Justice Awards](#) hosted by the Center for Multicultural Education, [Heart Your Union](#) hosted by SGA, [RA Friday](#) (to recognize the tremendous work of our Resident Assistants throughout the pandemic), [Students of Color Mentoring Program](#), Throwback Thursday Movie Nights, Night of Culture, Sip'n'Paint, and a [Presidential Inauguration Watch Event](#). The Center for Student Involvement is pleased to also announce that a new sorority will be joining our campus for the Spring of 2021. **Sigma Gamma Rho Sorority, Inc** is part of the National Pan-Hellenic Council. The addition of Sigma Gamma Rho allows for Missouri Western to provide more support to our students of color through engagement and a sense of belonging. The Sigma Gamma Rho [online brochure can be found here](#).
- **Student Expectations for Spring 2021:** For the third semester in a row, an expectation survey was distributed to students to assess their wellbeing, self-identified needs and support systems, and preferences for engagement. A few responses of note are as follows: (Additional responses have been received since this initial summary.)

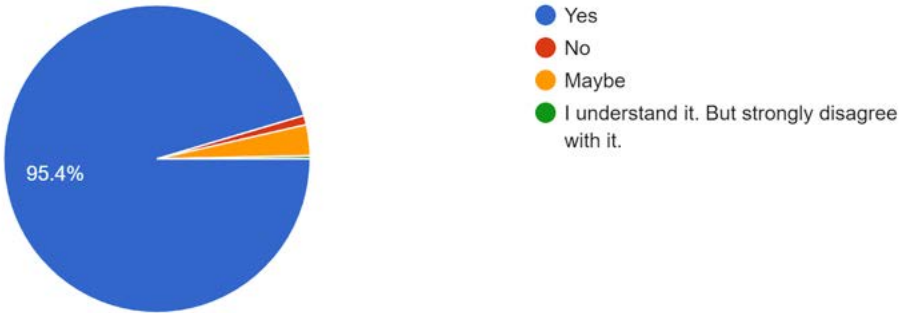
How are you?

308 responses



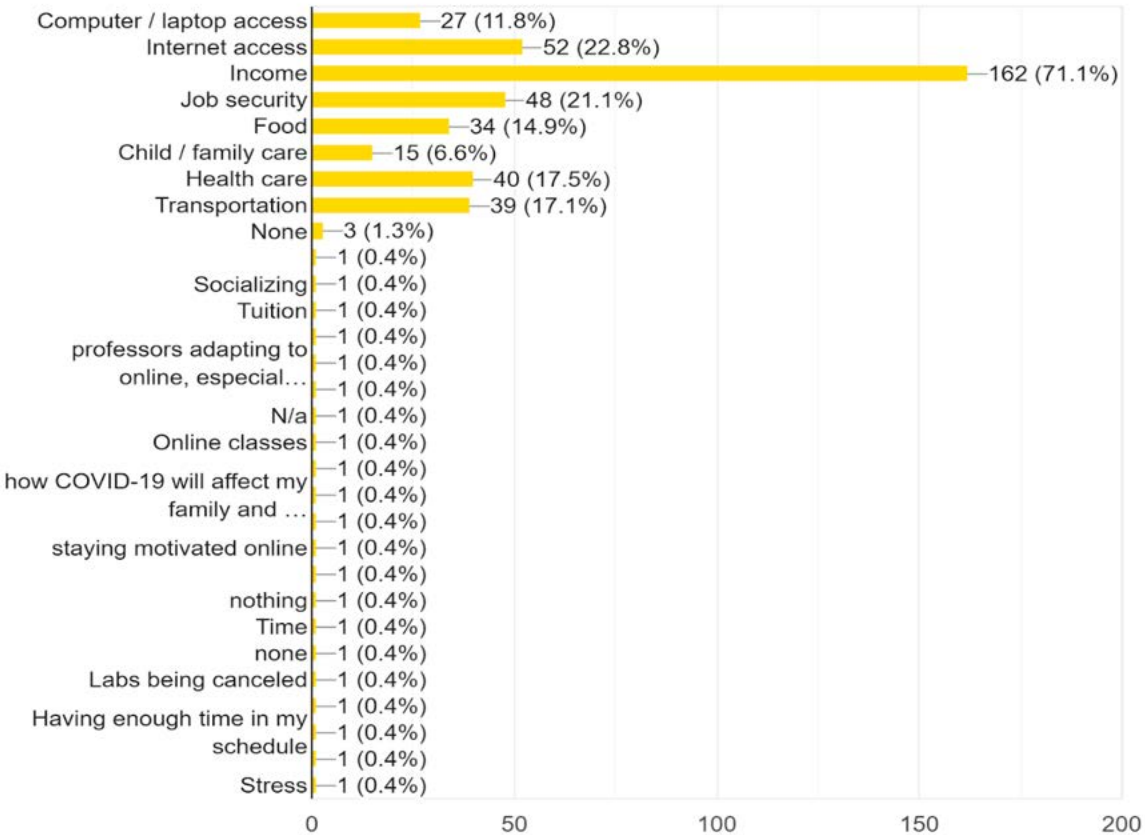
Do you feel like you understand the University's COVID-19 Policy and expectations? (Face coverings, physical distancing, reporting positive cases, etc.)

307 responses



Which of these are concerns for you regarding the semester? (Select all that apply)

228 responses



- **Career Development Review of Fall 2020:** Big Interview had a total number of 72 new users, with 462 video recordings across the 113 total users. Traitify had 73 new users register and 31 users revisit their existing assessments. All MWSU students have an account pre-created in Handshake. For the fall, 78 users submitted a resume for review, 5 submitted cover letters, and 63 registered for our virtual career fairs. On campus engagement took place with class presentations to two UNIV 101 classes, two GBA 100 classes and two senior seminars. We hosted six virtual workshops focusing on career fair preparedness, resume basics, and professional attire. There were also two virtual career fairs and one networking event. Events are publicized through social media channels, student email, publications like The Griffon Post, and promoted in the classroom. These events are in addition to student appointments, which can range from 30-60 minutes each to provide detailed resume and cover letter revision, interview preparation, job search assistance and/or professional guidance. For the fall, 27 student appointments took place.
- **Light Therapy:** The Esry Student Health Center is offering light therapy in the center to assist with seasonal depression and decreased energy.
- **Juda Book Fund:** Thirteen (13) students were awarded a total of \$3,479.77 in scholarships from the [Juda Book Fund](#).
- **Student Learning Outcomes:** In order to ensure career readiness for Missouri Western students, all departments within the Division of Student Affairs developed learning outcomes that align with the necessary competencies for career readiness as defined by the [National Association of Colleges and Employers](#). These competencies include Critical Thinking/Problem Solving, Oral/Written Communications, Teamwork/Collaboration, Digital Technology, Leadership, Professionalism/Work Ethic, Career Management, and Global/Intercultural Fluency. Interpersonal Development, as a competency, has been adopted from the Council on Advancement of Standards. Assessments will be conducted annually on these learning outcomes. Specific [learning outcomes by department can be found here](#).
- **Student Government Association Updates**
  - **Election Bylaws Amended:** [Senate Bill FY21-21](#) was presented by [Josiah Schmedding](#), Chief Justice for the Student Government Association, the bylaws for elections have been reviewed, revised, and voted upon by the Senate in unanimous support. Most notable changes included expanding the possible ramifications for violations of election bylaws, which were previously limited to loss of votes, but now include the possibility of: a. loss of votes that shall not exceed 10% of the candidate's votes per grievance, b. loss of privilege to participate in election events such as any debates that take place, c. loss of privilege to maintain physical campaign materials on campus, or d. disqualification of the offender's candidacy. The bylaws were also expanded to include rules regarding virtual publicity and campaigning to reflect the virtual nature of current student engagement. This year's elections are expected to take place around Spring Break.
  - **Resident Assistant Appreciation:** SGA issued a [resolution of thanks](#) to Missouri Western's Resident Assistants as part of RA Friday.
  - **Statement of Thanks:** Missouri Western's Student Government Association issued a press release of thanks to the administration in recognition of the measures taken to prioritize student health and safety as seen below.



## **Missouri Western Student Government Association**

4525 Downs Drive • St Joseph, MO 64507 • Blum Union 217 • Phone: (816) 271-4164

### **PRESS RELEASE**

## ***STUDENT GOVERNMENT ASSOCIATION HEALTH AND SAFETY COMMITTEE THANKS MWSU ADMINISTRATION FOLLOWING SEVERE WEATHER RESPONSE***

*Statement issued in recognition of measures taken to prioritize student safety*

**ST. JOSEPH, MO (Feb 15, 2021)** – The Student Government Association Health and Safety Committee issued the following statement this afternoon:

“We, the SGA Health and Safety Committee, want to thank and recognize the leadership displayed by the MWSU Administration in prioritizing the health and safety of Missouri Western students in the current extreme weather. Walking outside in the current weather conditions could be extremely dangerous to the wellbeing of students. Weather like this highlights the importance of SGA’s advocacy from Senate Resolution FY20-03 which passed unanimously a year ago this week. SR-FY20-03 resolved to “to express great support for the universal use, continued support, and further adoption of digital education resources including but not limited to Canvas and Panopto”. The resolution specified “The further adoption of these resources would allow for the university administration to have greater freedom to close campus in the event of poor road conditions or other safety hazards”. Please stay inside if you can and stay warm Griffs!”

###

For additional information, contact Missouri Western SGA at (816) 271-4164 or visit Blum Union 217.



## **Programs and Partnerships**

- **TREAT Act Support:** Missouri Western has added their support and name to the bipartisan [TREAT Act](#) which would remove licensing barriers and allow health care professionals to render services anywhere throughout the COVID-19 pandemic. The legislation was re-introduced by U.S. Senator Roy Blunt (R-Mo.) with other senators and representatives on February 2, 2021.
- **Partners in Prevention:** Dr. Hannah Piechowski met with Joan Masters of Partners in Prevention to discuss Missouri Western's Strategic Plan for prevention and opportunities for future use of the \$10,000.00 awarded to Missouri Western.
- **Family Guidance:** Representative from Family Guidance met with Dr. Hannah Piechowski and Dr. Greg Lindsteadt about future opportunities for partnership in the Counseling Center as well as proactive wellness education.
- **Show Me Pride Summit:** Missouri Western is partnering with other schools in Missouri to host the Show Me Pride Summit March/April of 2021 virtually.
- **Diversity Book Club:** The CME is working on a collaborative Diversity Book Club with Honors, Education, Social Work and Criminal Justice. The leading group is working to pick a book and offer credit to Continuing Education students as well.

## **Telling Our Story**

- **Megan Raney**, Career Development Director, was interviewed for a [News-Press Now feature about job opportunities and employment](#).
- Student employee **Thomas Gavin** has been hired to develop commercial-like publicity for each of the departments in Student Affairs.
- **Professional Engagement:** Josh Maples, Director of Housing and Residence Life and Dr. Hannah Piechowski, Associate Vice President for Student Affairs and Dean of Students, attended the **Annual Association of Student Conduct Administrators Conference** February 9-12, 2021. Dr. Hannah Piechowski also attended the Missouri Chief Student Affairs Officer Meeting on February 8, 2021.

## **People and Campus**

- **Latoya Muhammad**, Multicultural Education Director, is leaving Missouri Western after seven (7) years of service. Her last day will be Thursday, February 25, 2021. Latoya is taking a position at the University of Missouri Kansas City as the Assistant Director of Business Operations in Housing and Residence Life. A virtual and physically distant social farewell will be held at 2:00pm on February 25, 2021. In Latoya's absence, **Dr. Hannah Piechowski** will take on daily operations of the role, including advising Black Student Union, Mentoring Program oversight, and the Multicultural Graduation Ceremony. **Justin McMillan**, Student Development Director, will temporarily advise the NPHC fraternities and sororities.
- **Josh Maples** was named Director of Housing and Residence Life effective January 1, 2021.
- The division of student affairs is excited to welcome **Nia Estes** as the new Assistant Director of Housing and Residence Life and **Liz Thornton** as a Residence Life Coordinator to Missouri Western. [See the full announcement here.](#)
- **Vanessa Holmes** was hired as the Administrative Coordinator for Student Affairs, beginning February 15, 2021. She replaces Teresa Crist who retired at the end of October 2020.

## MEMORANDUM

To: MWSU Board of Governors  
From: Dr. Josh Looney, Vice President of Intercollegiate Athletics  
Date: February 25, 2021 (as of February 15, 2021)  
Re: BOG Report (Athletics, Esports and Recreation Services)

### **Programs & Partnerships**

- **All Griffons Teams Active and Engaged in Competition.** The majority of MWSU student-athletes returned to campus between January 4<sup>th</sup> and January 11<sup>th</sup> to prepare for the busiest spring semester in Griffon Athletics history. All 17 of MWSU's NCAA Division II athletic programs will engage in outside competition during the spring semester, which includes the inaugural women's lacrosse season and rescheduled fall seasons for women's soccer and volleyball.
- **Athletics COVID-19 Testing.** Griffon Athletics has administered nearly 2,000 COVID-19 tests throughout the department since November 2020. All Missouri Western student-athletes and Tier 1 personnel (e.g. coaches, trainers and other support staff) are subject to regular testing outlined by MIAA and NCAA regulations. Athletics' COVID-19 protocols have continued to mitigate the spread of the virus within athletic programs and on campus, with the department's overall positivity rate being 2.3% since programs returned to competition in November. Thanks to Buchanan County's distribution of CARES Act funding, the department acquired 4,100 antigen tests in December to prepare for testing during the spring semester. Antigen testing occurs in addition to the department's PCR testing arrangements.
- **Basketball Programs Pause and Resume Activities in January.** The most significant in-season COVID-19 disruption Griffon student-athletes have faced thus far in 2020-21 occurred January 15<sup>th</sup> when both basketball programs cut short a road trip to Hays, Kansas after several student-athletes displayed COVID-19 symptoms while traveling. Both teams paused activities for 10 days and entered quarantines while undergoing four rounds of PCR tests during that period of time. The teams safely returned to competition January 28<sup>th</sup>. Prior to the pause in activities, Griffon men's basketball returned to the national rankings for the first time since 2002. The Griffons were ranked No. 16 and held an 8-2 record on January 15<sup>th</sup>.
- **Women's Lacrosse Set for Inaugural Season.** Griffon women's lacrosse began its inaugural season February 13<sup>th</sup> with an exhibition against Benedictine. The team will open NCAA Division II play as a member of the GLVC in late February behind a first-year roster of 25 new student-athletes. The inaugural rosters features 16 transfers students and spans 12 states as well as one Canadian Province. Despite never playing a game, the program was picked to finish 6<sup>th</sup> (of 8) in the preseason GLVC women's lacrosse poll.

Video: <https://www.youtube.com/watch?v=9ahcNoL9p5A&t=22s>

- **Griffons Break Academic Records for Sixth Straight Semester.** Missouri Western student-athletes extended their active streak to a record-setting sixth-consecutive academic semester, following a highly-productive Fall 2020 in the classroom. Griffon Athletics has established new highs in major academic benchmarks each semester since Spring 2018.

This past fall, a record 255 student-athletes achieved MWSU Academic Honors for posting a semester grade-point average of 3.0 or higher. The total shatters the previous high of 217 student-athletes established in Fall 2019 and represents 65% of the university's student-athlete population.

The Griffons saw 59 student-athletes earn President's List honors (4.0 GPA), 95 achieve Dean's List status (3.5-3.99 GPA) and 101 named to the Athletic Director's Honor Roll (3.0 – 3.49 GPA). Each category posted its highest student-athlete count in Missouri Western history.

Griffon Women's Tennis paced the athletic department with a 3.87 semester team GPA and 3.84 cumulative team GPA. MWSU Women's Soccer (3.60) and Softball (3.53) joined Tennis with cumulative team GPAs of 3.5 or higher. In total, 16 of 17 NCAA programs concluded the Fall 2020 semester with a cumulative team GPA of 3.0 or higher. The overall Athletic Department cumulative GPA checked in at 3.21 following the Fall 2020 academic semester.

### **Student Experience**

- **Esports Sets Arena Dedication for March 4th.** Students noticed an unmistakable new feature in Blum Union upon their return to campus in January with the transition of the former bookstore location into an ESports Arena nearly finalized. Branding of the ESports Arena was completed over winter break, while furniture and competitive gaming equipment was installed in January and February. Finishing touches are underway and the ESports Arena is set for its official dedication at 3 pm on March 4th.
- **Baker Fitness Center Receives Upgrades.** In partnership with SGA, Baker Fitness Center received several new pieces of fitness equipment and upgrades to its locker facility. The campus facilities team is finalizing new paint and shower renovations for the locker rooms with a scheduled re-opening slated for March 2021. Equipment upgrades include new Matrix Magnum Series squad racks, benches and glute hamstring developers.

### **People and Campus**

- **Recreation Services Welcomes Nathan Lonngren.** Recreation Services finalized the first phase of its restructuring plan with the hiring of recreation programming coordinator Nathan Lonngren. This position was re-imagined after remaining open throughout the fall semester as part of the department's expense reductions plan. The restructuring and

hiring of Nathan's position will provide more on-campus recreation programming for students as the campus prioritizes intramural, club sport and coordinated recreational activity growth in 2021-22.

- **Griffons Tab Riggert as Athletic Marketing and Communications Director.** After keeping the position vacant during the fall semester as part of its expense-reductions plan, MWSU Athletics welcomed Dave Riggert to the department on January 4th. Riggert served as the sports director for Eagle Radio in St. Joseph from 2009-2020, and has been the play-by-play voice for the Griffons since 2010. He has also done numerous Kansas State men's and women's basketball games on the K-State Sports Network. Prior to his arrival in St. Joseph, he was the sports director at Salina Media Group in Salina, Kansas from 2009-2010.
- **Anderson Joins Sports Performance Staff.** After restructuring the department's support staff as part of its expense-reductions plan, MWSU Athletics announced Tanner Anderson as the department's assistant strength coach and equipment coordinator. A native of Derby, Kansas, Anderson had been Missouri Western's graduate assistant strength and conditioning coach since January of 2019 and served two brief stints as interim head strength and conditioning coach in April of 2019 and June-July of 2020. Anderson completed his Master of Applied Science degree in Sport and Fitness Management at MWSU in December of 2020.
- **Head Athletic Trainer Search Pushed to May 2021.** Blaise Kriley submitted his resignation in early November after leading the Griffon athletic training staff for six years. Following a national search, the department has opted to partner with Mosaic Life Care for additional athletic training support for the remainder of the 2020-21 academic year. The search for a full-time head athletic trainer will resume in May.
- **Mackenzie O'Neill Elected Chair of NCAA Division II SAAC.** The Division II Student-Athlete Advisory Committee elected new leadership during its virtual NCAA Convention meeting last week. O'Neill was elected as chair for a one-year term. A women's soccer player at Missouri Western, O'Neill has served as the MIAA's representative on Division II SAAC since 2019 and will end her three-year term at the end of the 2022 NCAA Convention. In 2020, O'Neill served as vice chair and a member of the Division II Legislation Committee that, among other work, developed the division's proposal on name, image and likeness changes.

### **Telling our Story**

- **One Night in December 2020.** "Griffs Giving Gifts" has been a traditional all-hands-on-deck endeavor that flows through every Missouri Western sports team. The program, partnered with the St. Joseph AFL-CIO has spanned 15 years and adopts needy families for the holidays. But with most MWSU sports halted in the Fall, the fundraising chances for "Griffs Giving Gifts" were minimal, and the constant pivoting of plans left the annual Christmas tradition up in the air.

But junior cross country and track athlete *Jacob Oyler* went above and beyond to secure funds. He was able to raise more than \$500 dollars through friends at his church, and he basically single-handedly saved Griffs Giving Gifts in 2020. Other donations followed, including \$350 from long-time Griffon sports supporters Jerry and Linda Myers and the program was back on in full force. The Missouri Western Student-Athlete Advisory Committee were able to adopt eight different homes, including three large families. With school closing early for the semester, MWSU athletics members did the shopping, while the Missouri Western men's and women's basketball teams completed the tradition by wrapping and delivering.

Video: <https://www.youtube.com/watch?v=IcLFSmiMfCA>

- **“Griffs Giving Gifts” Named Finalist for NCAA Award of Excellence.** Missouri Western is one of 28 schools nationwide to be named a finalist for the 2021 Division II Award of Excellence, an accolade recognizing initiatives in the past year that exemplify the Division II philosophy, community engagement and student-athlete leadership. The honor stems from the 2019 "Griffs Giving Gifts" initiative, an annual tradition spearheaded by the Missouri Western Student-Athlete Advisory Committee. The program partners with the St. Joseph AFL-CIO to adopt needy families for the holidays. In 2019, student-athletes raised and donated a record \$2,000 dollars, and adopting more than 50 individuals around the St. Joseph area.

## MEMORANDUM

To: MWSU Board of Governors  
From: Dr. Josh Looney, Interim Vice President of Advancement  
Date: February 25, 2021 (as of February 15, 2021)  
Re: BOG Report (University Advancement and the MWSU Foundation)

### **Programs & Partnerships**

- **MWSU Foundation Board of Directors Meeting.** The MWSU Foundation held its quarterly Board of Directors Meeting on February 10th. Bill Grimwood presided over his first meeting as chair of the Board. The Board engaged in discussion with Missouri Western Interim President Dr. Elizabeth Kennedy and CFO Darrel Morrison about the University budget and strategic initiatives.
- **Foundation Assets Nearing \$60 million.** Following a very successful quarter, the Foundation's assets have grown to more than \$59.5 million. The strong quarter was fueled by a successful investment strategy led by the Foundation's investment committee and increased unrestricted giving to the University. The Foundation's goal is to eclipse the \$60 million mark this spring.

### **People and Campus**

- **Rapelling Tower.** The ROTC program at MWSU serves as the headquarters for the Pony Express Battalion. In working to get more exposure for the program, development officer Chrissy McCan has been working with Professor of Military Science Mitch Taylor and Professional Studies Dean, Dr. Logan Jones, to acquire funding for the future construction of a rappelling tower on campus.
- **Alumni Board Meeting and Call for Nominations.** The MWSU Alumni Board met on February 4th and has its annual retreat scheduled for April 17th. The meeting was highlighted by a discussion on by-law changes related to lifetime board appointments. The Board also opened a call for nominations for the 2021 Alumni Awards. Nominations can be submitted to [www.griff.vn/awards](http://www.griff.vn/awards).

### **Student Experience/Telling our Story**

- **Unrestricted Giving at 105% of Goal.** As of January 31<sup>st</sup>, the Foundation is at 105% of its 2020-21 unrestricted revenue goal (\$200,649). In addition, the advancement team is operating at just 13% of its expense budget while alumni and the annual fund is only at 32% of budget.
- **Western League Rallies Unrestricted Giving.** The Western League Rally, held December 8th and 9th, resulted in 235 new or increased memberships with a total of

\$65,000 in unrestricted funds being raised. The total number of memberships is currently at an all-time high of 559 members, compared to 371 members in December 2019. Stewardship of new members has begun with development officer Patti Long leading retention efforts. Newly designed Western League for Excellence membership certificates have been sent to new members who requested them and new business members received Griffon window clings. Stewardship efforts will also include social media outreach, regular newsletters and communication, as well as Western League events when the COVID-19 environment allows.

### **Strength & Stewardship**

- **Restructuring of Academic Development and Portfolios.** In an effort to better align future academic program funding initiatives with the Foundation's advancement team, the University's three undergraduate deans have been assigned a development officer to focus on portfolio management and strategic initiatives requiring external support. The three fundraisers' designated schools/colleges are as follows:
  - Chrissy McCann: College of Business and Professional Studies & Craig School of Business and Technology
  - Patti Long: College of Liberal Arts & School of Fine Arts
  - Kim Weddle: College of Science and Health & School of Nursing and Health Professions
- **Spring Phone-A-Thon.** Development officers are working with the three undergraduate deans to identify program-specific funding needs for the spring 2021 phone-a-thon. The initiative is slated to kick off in mid-March.
- **Allene Patton Memorial Nursing Scholarship.** The Foundation recently received a \$160,000 donation from an anonymous donor to launch and endow the Allene Patton Memorial Nursing Scholarship. Jim Jeffers, Alumni Board member and past President, introduced this donor to Chrissy McCan who developed the relationship provided the opportunity to invest in MWSU students. We are grateful to Jim!
- **Major Gifts.** The Foundation received 19 gifts of \$10,000 or more from October 1, 2020 through December 31, 2020. In addition, the Foundation received another 14 gifts between \$5,000 and \$9,999 during the same time period.



## **Memorandum**

To: Missouri Western State University Board of Governors

From: Kent Heier, Assistant Director, Marketing and Communications

Date: Feb. 15, 2021

RE: Board of Governors Report

Marketing and Communications is excited to work with a local marketer, Greg Hatten, to evaluate the University's marketing efforts and ultimately create a marketing plan. Greg is a St. Joseph native with extensive experience in branding and marketing. Since Feb. 1, he has been meeting with various stakeholders on and off campus to learn more about how Missouri Western is perceived.

### **Student Experience**

We continue to feature student stories in our marketing efforts. One of our more significant recent efforts involved a testimonial video with Student Governor Hannah Berry that our video coordinator created in partnership with Admissions. The video will be shown to prospective students in high schools where physical visits by recruiters are limited because of COVID-19.

Social media metrics, mid-Jan. - mid-Feb.:

- Facebook: Total followers 14k (up 0.4%); Engagement 8.2k (up 45.7%); Impressions 486k (down 4.8%); Brand awareness 282 (up 156.4%)
- Twitter: Total followers 8.6k (up 0.4%); Engagement 594 (up 273.6%); Brand awareness 126 (up 293.8%)
- Instagram: Total followers 4.4k (up 0.5%); Engagement 1.7k (up 200.3%); Impressions 75k (up 353.1%); Brand awareness 47 (up 161.1%)
- LinkedIn: Followers 20k (up 0.4%); Engagement 256 (up 109.8%); Impressions 14k (up 126.7%)

### **Partnerships**

Marketing and Communications continues to work closely with various departments on campus for a variety of projects. One of our major regular projects is *MWSU*, the Missouri Western State University magazine, was emailed to more than 14,000 people on Feb. 12. The magazine, available online at [missouriwestern.edu/magazine](http://missouriwestern.edu/magazine), features reflections from many of our alumni working in healthcare about how COVID-19 has impacted them; a story about the new teaching and research prairie on campus; an alum who is working with Missouri Western to help establish an undergraduate cybersecurity degree program; and a business owner who puts people above profits.

We also continue to work closely with various individuals and departments on campus to communicate the latest COVID-19 information to the campus community, including maintaining and adding to the [missouriwestern.edu/covid-19/](http://missouriwestern.edu/covid-19/) web page.

### **Programs**

Marketing and Communications is working with Griffon esports to help provide marketing support for the grand opening of the esports arena in the Blum Student Union.

# Memorandum

**TO:** Missouri Western State University Board of Governors;  
Dr. Elizabeth Kennedy, Interim President

**FR:** Dr. Melissa K. Mace, Vice President for Enrollment Management

**DA:** 02/15/2021

**RE:** Enrollment Management Board of Governors Report

The Division of Enrollment Management is comprised of five areas: Academic Support, Admissions, Global Center, Registrar, and Student Success. To that end, Enrollment Management focuses on how we serve both prospective and current students to and through a successful collegiate career.

With the assistance and support of Dr. Gregory Lindsteadt, Missouri Western Faculty Senate President, and the Faculty Senate Executive Board, a committee of four faculty members were recruited to serve in an advisory capacity to the Vice President for Enrollment Management on a wide range of enrollment management topics. Committee members include Dr. Pam Clary (Social Work), Dr. Jeff Poet (Math), Pete Hriso, MFA (Art); and Dr. Heather Kendall (Nursing). The committee met for the first time on Wednesday, February 3, 2021, and will continue to meet every other Wednesday for the remainder of the Spring 2021 semester. A new schedule will be determined for the 2021-22 Academic Year at a future date.

## Strategic Priorities

### Strategic Priority 1: Customer Service

#### *All Enrollment Management Units*

Understanding the “customer” is an important component of creating a positive experience. Seventeen (17) Enrollment Management staff members, on a voluntary basis, are exploring the book, ***Generation Z Unfiltered: Facing Nine Hidden Challenges of the most Anxious Population*** by Tim Elmore and Andrew McPeak. Susan Garrison, Director of the Center for Academic Support, created a 12-week book club schedule during which staff will consider the book and its relevance to respective areas and meeting/exceeding the needs of Missouri Western’s traditional-aged customers. The book club kicked off with its first session on February 15.

#### *Academic Support*

The Center for Academic Support (CAS) held a workshop for students preparing to take the MoGEA (Missouri General Education Assessment) on February 10. The purpose of the workshop was to assist students who were applying for admission into MWSU’s Education program. Five students registered for the workshop, two attended, and one student picked up the workshop materials.

In the first four weeks of the Spring 2021 semester, CAS has served 90 students in person for a total of 193 visits and 21 students have received virtual tutoring for a total 37 visits. There are 65 students participating in the PASS program this Spring semester due to academic probation.

#### *Office of Admissions*

The Office of Admissions space is being reimagined in an effort to provide a better experience for visiting prospective students and their families. The Office of Admissions is located in Eder Hall. Upon entry, the Admissions office is not readily identifiable. A proposal to remove the international flags and cover the outer wall with graphics that give the illusion of a University Visitors Center is being considered. Upon entry into the

suite, a selfie wall, using existing University equipment and an inexpensive wall graphic, will make that first meaningful emotional deposit with guests. Prospective students and their families can take a “selfie” and receive a photo memento of their visit to Missouri Western.

Office furniture has already been rearranged, at no cost, to provide better flow, less clutter, and a more appealing atmosphere. Finally, a proposal to give the presentation room a “facelift” is being considered. The refresh would include paint, wall graphics, brighter lighting, and either a Surface Pro or iPad to allow Admissions Counselors to walk freely while giving the Admissions presentation.

#### *Global Center*

Fumi Cheever, Director of International Student Services, offered three cultural events in the month of February and one is planned for March. Events include Tea & Talk, Take Me to Your Hometown, and International Cooking. In addition, a job search workshop for international students preparing for Optional Practical Training was held on February 11.

#### *Student Success (Academic Advising)*

The professional academic advisors in Student Success engaged had 274 (200 individuals) appointments through a variety of modality (in-person, phone, email, Zoom) the first four weeks of the semester. Teachout plans are not complete with approximately 130 students still requiring plans prior to the beginning of registration advising. Advising appointments for fall registration begin in March with registration opening in April.

Student Success manages the EdSights program through which Missouri Western students receive text messages from Max on different issues. Since January 1, we have employed nine campaigns on a range of issues to check in with our current students. Since the beginning of January, 5 students with elevated levels of concern have been reached out to by one of the academic counselors to receive additional support, including one student whose family lost their home to fire.

### **Strategic Priority 2: SLATE Integration for UG, GR, and ECA Students**

#### *Office of Admissions*

The Office of Admissions continues to work on SLATE implementation with the third-party vendor, Strata Information Group (SIG). Integration with our student information system, Banner, is close to completion with some trouble-shooting on specific issues continuing. Additionally, SIG is working with us on how to move student documents, such as transcripts, into Perceptive Content.

Carol Cervera and Jamie Sweiger in the Office of Admissions, Rick Brown and Jake Kelly in Technology Services, and others have worked tirelessly on this implementation while continuing to carry otherwise full workloads. Representatives from SIG will be back on campus on February 23-25 and March 16-18 as we enter then next phases of implementation, which includes bringing on Early College Academy, graduate programs, and the next application cycle.

Admissions Counselors have been trained to utilize SLATE to engage with prospective students in their territories.

### **Strategic Priority 3: Staffing Needs Assessment and Plan**

#### *Enrollment Management*

An ethnographic assessment of each unit is underway with three units complete or nearly complete and two units not started. Based on this assessment, recommendations are made to Dr. Elizabeth Kennedy, Interim President, for consideration.

#### *Office of Admissions*

Final interviews were held the week of February 8-12 for two open admission counselor positions. Offers anticipated to occur the week of February 15-19. Final interviews were also held the week of February 8-12 for the Campus Visits Program Coordinator and an offer is anticipated for the week of February 15-19. Finally, final interviews will take place the week of February 15-19 for the Degree Audit Systems Coordinator in the Office of the Registrar.

#### **Strategic Priority 4: Enrollment Management Plan**

Over the past three months, I have met with many faculty and staff across campus to learn as much as I can about the institution, the culture, opportunities, and pain points. These conversations and observations will inform the development of an overarching enrollment management plan as well as strategic action items that will fall within the plan.

##### *Enrollment Management*

The Missouri Western College Completion Team (CCT) was initially formed in March 2014 in an attempt to achieve the following:

1. Increase campus involvement in conversations around persistence, progression, and graduation.
2. Enhance student success, satisfaction, and engagement.
3. Create efficient work groups to ensure multiple initiatives can progress simultaneously.
4. Allow conversations to be focused and intentional.

The College Completion Team is being reimaged with the first meeting of CCT Core, a core group who will set the initial parameters of CCT for the future, held on February 19, 2021. CCT Core members include Drs. Melissa Mace (Enrollment Management) and Hannah Piechowski (Student Affairs) (co-chairs), Dr. Elise Hepworth (Academic Affairs), Darrell Morrison (Chief Financial Officer), Dr. Angela Grant (Academic Affairs), and Theresa Grosbach (Intercollegiate Athletics).

I had the opportunity to visit with Graduate Council members and learn more about the many graduate level academic programs offered at Missouri Western. Developing a graduate recruitment plan in tandem with the graduate programs to grow graduate enrollment will be an important part of the enrollment management plan.

##### *Office of Admissions*

The Griffon Orientation (GO) schedule for this semester has been set and consists of both socially distanced in person and online options for incoming students. Email and text invitations through SLATE were sent to accepted students on Thursday, February 11, 2021, and surface mail invitations arrived in mailboxes beginning Saturday, February 13. As of Friday, February 12, 68 accepted students have indicated a commitment to attending Missouri Western and 49 have registered for orientation. GO dates are scheduled as follows: June 15, 16, 17, 22, 23; July 13, 14, 20, 21; and August 6, 7, 10.

There are two Griffon Showcase virtual events planned for Spring 2021: February 20 and April 10. As of February 11, only five students have registered for the Showcase. Showcase is a recruitment event designed to give prospective students an overview of Missouri Western.

Traditional-aged first-year student recruitment is the primary target group for recruitment. For reference, the historical funnel at census is below:

Table 1: Year-Over-Year Fall Freshman Funnel – Historical Reference

	Prospects	Apps	Conversion	Applicants	Admit	Conversion	Admit	Enrolled	Yield
<b>FA 2010</b>		3884		3884	2762	71.1%	2762	1277	46.2%
<b>FA 2011</b>		3861		3861	2639	68.4%	2639	1149	43.5%

<b>FA 2012</b>		3855		3855	2622	68.0%	2622	1079	41.2%
<b>FA 2013</b>		3522		3522	2461	69.9%	2461	975	39.6%
<b>FA 2014</b>		3508		3508	2609	74.4%	2609	1062	40.7%
<b>FA 2015</b>	14781	3344	22.6%	3344	2530	75.7%	2530	875	34.6%
<b>FA 2016</b>	12892	3671	28.5%	3671	2731	74.4%	2731	855	31.3%
<b>FA 2017</b>	11104	5390	48.5%	5390	3981	73.9%	3981	993	24.9%
<b>FA 2018</b>	13093	7426	56.7%	7426	5377	72.4%	5377	1047	19.5%
<b>FA 2019</b>	15463	7301	47.2%	7301	6286	86.1%	6286	957	15.2%
<b>FA 2020</b>	16791	6152	36.6%	6152	5336	86.7%	5336	690	12.9%

Traditional-aged freshman recruitment continues despite limited availability to visit schools and hold fairs. To date, 102 high school visits have been scheduled for the Spring semester with 40 completed. Additionally, recruitment staff have registered for 23 virtual recruitment fairs with two completed. 116 prospective students and their families have visits campus since the beginning of January with 71 engaging with department faculty through their campus visit.

Go Griffs Weekly Zoom Series continues. To date, seven Zoominars have been held with 17 additional Zoominars scheduled. Admission Counselor Evan Banks has been leading this effort with support from Carol Cervera who has been managing the email and text campaigns through SLATE. Several members of the Admissions team have participated in the effort including Peggy Payne, Zach Smith, Blake Lockmiller, Roberta Foster, Melissa Stallbaumer, and Josh Knight. 117 prospective students have engaged with the Zoominars, and faculty/staff panels have been outstanding.

Momentum is also building with the transfer student population. Tina Washburn has transitioned from international/graduate to transfer/graduate and has been actively reaching out to community college counselors across Missouri, Kansas, and Iowa. I have a meeting scheduled on February 26 with NCMC Dean of Instruction Mitchell Holder to discuss renewing articulation agreements. Once complete, we will begin building new articulation agreements with several community colleges, and working to have a greater presence on community college campuses.

#### *Student Success (Academic Advising)*

Although a plan is not fully developed at this point, it is important to note that a great deal of work (action items) is underway. Derek Evans (Academic Advising & Student Success) is leading a working group to anticipate and proactively address the needs of students who are Admitted with Conditions (AWC). The working group includes stakeholders from many offices on campus and includes: - Liz Thornton (Housing & Residential Life), Josh Maples (Housing & Residential Life), Steve Potter (Counseling), Susan Garrison (Academic Support), Roberta Foster (Admissions), Megan Raney (Career Development), Susan Bracciano (Registrar), Dr. Angela Grant (Academic Affairs), Dr. Pam Clary (Social Work), and Deana Wennihan (Financial Aid). This working group was convened because of the high rate of AWC students who drop out, fail out, and accumulate student loan debt with no degree earned.

### **Strategic Priority 5: A MWSU FYE – A First Year Experience Program**

#### *Enrollment Management*

The 2019 freshman-to-sophomore retention rate was 64.8%. One mechanism identified by industry professionals that has successfully increased the retention rate of traditional-aged students in their first year of college study is the employment of a first-year experience program. A FYE program may begin as early as Griffon Orientation and continue through the end of the first academic year. While there are multiple elements to a

successful program, two key FYE elements are mentioned at this point: University 101 and the Co-Curricular transcript.

University 101 is a one credit hour freshman seminar course designed to help students launch successfully into college and make valuable connections. Dr. Mike Ducey (Chemistry) will finish a three-year commitment to serving as the University 101 Director at the end of the current academic year. During his three years serving in this capacity, retention of first-year students participating in UNV101 has increased approximately 4% according to Dr. Ducey.

Drs. Ducey and I met via Zoom on February 5, to discuss the history of UNV101, lessons learned, and recommendations for the future. Conversations will continue with multiple stakeholders on how to fold UNV101 into the first-year experience and build on the momentum created by Dr. Ducey. Dr. Hepworth and I have a meeting scheduled on February 18, to discuss next steps and the possible formation of a working group.

Another important component of a successful FYE program is continuous student engagement – both in and out of the classroom. Exploration of a co-curricular transcript that captures engagement outside of the classroom has begun – with the consideration of purchased v. home grown options. A co-curricular transcript will capture activities that can then be used in resume development. While this is being explored as part of the FYE, it has implications for students throughout the academic career, and, in turn, overall retention and career placement rates.

### **Strategic Priority 6: Enhanced Centralized Advising**

#### *Enrollment Management*

The Enrollment Management Faculty Committee discussed the opportunities and challenges of moving toward a centralized advising model for the University, particularly for first-year students. On February 8, I met with the academic deans during Deans' Council to get their input and insights on a centralized advising model. Some initial data has been collected on how many students are currently advised by professional advising, both in student success and in the academic units (nursing and business). The data collected is important in determining how many additional professional advisors would be necessary to achieve the goal of serving students through a centralized advising model. At this time, we are still in the data and input collection stage with the goal of determining which first-year students will be advised by student success academic advisors, department professional advisors, or faculty.

Respectfully Submitted by Dr. Melissa K. Mace

## MEMORANDUM

To: MWSU Board of Governors

From: Darrell R. Morrison, VP Finance & Administration

Date: February 15, 2021

Subject: BOG Report

### **Financials**

- Finance continues to review salary sheets and update GL budget in preparation for FY22 budget. Develop a budget timeframe and working with remote programmer to help in developing an Argos report to aid in the process. Gearing up to make budget adjustments in FY21 for reduction in revenues and adjust expense budgets accordingly.
- Monitoring of COVID funding is ongoing. The university has spent approximately \$7.4M of our awarded \$7.9M of various Covid federal and state funding sources. We have spent \$88,000 of our \$467,000 we received from the county. The funds have been allocated for a wide array of technology services to aid in distance learning and work from home abilities, PPE equipment, loss of revenues, unemployment, food service contracts, campus air filtration, water filling stations, signage, thermal check in stations, emergency sick and family leave, as well as student refunds. We plan to utilize the remaining funds in the Spring semester.
- CARES HEERF funding supplemental was announced and we were awarded \$1.8M for student and \$4.8 for institutional funds. We are awaiting further guidance on how these funds can be spent.
- The State has released \$396,900 of allocated withheld funds back to MWSU for FY21.
- We received notice that the State has awarded \$1.98 in funding to be used in accordance with our maintenance and repair deferred maintenance plan. Our project list includes; Eder Hall chiller replacement, Hearnese Center 2<sup>nd</sup> floor AHU and condensing unit replacements, Leah Spratt Hall chiller controls, Looney Complex boiler, Murphy Hall roof, global plasma solutions technology (air handlers) in Eder, Murphy, Wilson, Remington, Agenstein and Leah Spratt, and parking lot asphalt for lot C, D, J and Wilson Hall service drive.
- First posting of Financial Aid and refunds went out to students 2-5-21. Statements went out for February to all students including the ECA (Early College Academy) students.
- Students were dropped prior to classes who did not make financial arrangements. Once classes began, students who registered without financial arrangements were directly contacted both by email and phone calls.
- Training continues over several Banner Finance topics in an effort to gain efficiencies.
- 1099's were completed and sent to vendors by the January 31st deadline and uploaded to the IRS.



- As of February 2021, Financial Aid has reported the following disbursed funds:
  - Student and Parent Loans \$12,356,781
  - Federal Grants/Scholarships \$7,083,132
  - State Grants/Scholarships \$2,125,362
  - Institutional/Foundation Scholarships \$11,807,235
  - External Scholarships \$1,018,378
  - Total of 3,453 Financial Aid Recipients
  - 2021-2022 Aid Offers for Incoming Freshmen \$7,100,504

### **People and Campus**

- 10 staff and faculty employees hired across campus
- Developing a new on-boarding program for employees; all new hires in January completed the trial-program with HR.
- Open Enrollment completed for all benefit eligible employees; utilizing our new benefit administrator system for enrollments. All employees experienced a 1-on-1 phone call with a benefit counselor to elect their 2021 benefits.
- Updates to university benefit offerings effective January 1, 2021:
  - Medical – continued with BCBS of KC; moved from 4 plan options to 2; university contributions for dependent coverages
  - Dental – moved to Delta Dental of MO; slightly lower premium costs
  - Vision – continued with The Standard with no changes in plans or premiums
  - Life Products – moved to UNUM; slightly lower premiums for university provided life and long - term disability; added voluntary AD&D plans for employee, spouse and child coverages
  - Voluntary Products – new offerings at employee's cost; accident, cancer, hospital indemnity, and critical illness plans
- W2's processed; available to active employees electronically through GoldLink.
- Remote Work Procedures related to the pandemic were updated as of 1/1/2021 and distributed to all employees.
- COVID-19 Pandemic Leave implemented effective 1/1/2021; to assist those employees who have no leave accruals to use when faced with a COVID-19 quarantine or isolation. Leave is funded through employee donations collected in January 2021.
- Parking passes (new, replacement, and additional) continue to be issued to returning students and employees.

### **Tech Support**

- Installed, tested, and configured network infrastructure for Blum eSports arena.
- Installed and configured digital signage system for Blum eSports.
- Continue to enhance monitor and issue notification of network components using licensed monitoring systems.
- Developed and tested methodology to deploy and maintain Apple systems based on new operating systems.
- Began to catalog and plan for long-term classroom enhancements to fully modernize the available instructional technology.
- Assisted with setting up a new video production system in Hearn Studio for the Griffon Media program.

### **COVID Response**

- Various staff attended university COVID Response meetings as necessary
- Human Resources provides employee guidance with COVID-19 regulations
- Track COVID salaries (COVID Response Coord & COVID Analysts) for federal reimbursements through *CARES ACT*
- Keep up-to-date with COVID regulations (FFCRA, CARES, etc.)
- Keep up-to-date with CDC guidelines with respect to COVID

**FINANCE AND ADMINISTRATION**

Missouri Western State University

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St. Joseph, MO 64507

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[morrison@missouriwestern.edu](mailto:morrison@missouriwestern.edu)

February 17, 2021

To: Missouri Western State University Board of Governors

From: Darrell R. Morrison, Vice President for Finance and Administration 

Subject: Financial Information – Board Meeting, February 25, 2021

Please find the following financial documents for the period ending January 31, 2021 pertaining to fiscal year 2021 for your review:

- Attachment #1 – “Statement of Budget Changes and Comparison of Budget to Actual”
  - This document reflects the current reconciliation of changes made to the total University budget for fiscal year 2021 and a comparison of actual items to the current year revised budget.
- Attachment #2 – “Schedule of Funds Invested”
- Attachment #3 – “Statement of Cash Position”

Thank you for your attention to these documents and let me know if you have any questions or concerns.

Missouri Western State University  
Statement of Budget Changes and Comparison of Budget to Actual  
For the Year Ending June 30, 2021  
(As of January 31, 2021)

Attachment #1

Educational & General (Undesignated)					
	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
<b>OPERATING REVENUE</b>					
Student Tuition and Fees	\$ 33,353,517	\$ (1,855,851)	\$ 31,497,666	\$ 30,743,288	97.6%
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts	-	65,000	65,000	25,000	38.5%
Sales and service of educational departments	173,100	28,348	201,448	127,172	63.1%
Auxiliary enterprises:					
Athletics					
Less: Scholarship allowances					
Housing					
Less: Scholarship allowances					
Food service					
Less: Scholarship allowances					
Bookstore					
Less: Scholarship allowances					
Other auxiliary enterprises					
Less: Scholarship allowances					
Other operating revenues	56,200	(18,100)	38,100	18,756	49.2%
<b>TOTAL OPERATING REVENUES</b>	<b>33,582,817</b>	<b>(1,780,603)</b>	<b>31,802,214</b>	<b>30,914,216</b>	<b>97.2%</b>
<b>OPERATING EXPENSES</b>					
Salaries and compensation	24,182,651	203,878	24,386,529	12,686,251	52.0%
Fringe benefits	8,755,702	(197,709)	8,557,993	4,705,827	55.0%
Supplies and services	5,522,082	(185,090)	5,336,992	3,364,624	63.0%
Travel	445,225	(34,750)	410,475	2,225	0.5%
Utilities	1,442,997	(38,164)	1,404,833	515,519	36.7%
Insurance			246,000	255,145	103.7%
Scholarships	8,162,906	31,400	8,194,306	7,742,852	94.5%
Depreciation	-				
<b>TOTAL OPERATING EXPENSES</b>	<b>48,511,563</b>	<b>(220,435)</b>	<b>48,537,128</b>	<b>29,272,443</b>	<b>60.3%</b>
<b>OPERATING GAIN / (LOSS)</b>	<b>(14,928,746)</b>	<b>(1,560,168)</b>	<b>(16,734,914)</b>	<b>1,641,773</b>	<b>-9.8%</b>
<b>NON-OPERATING REVENUES (EXPENSES)</b>					
State appropriations	17,751,987	1,901,679	19,653,666	11,244,135	57.2%
State appropriations - capital	-	1,985,243	1,985,243	330,874	16.7%
Grants				-	
Gifts	1,531,106	(108,218)	1,422,888	807,331	56.7%
Investment income	146,702	(85,000)	61,702	37,436	60.7%
Interest on capital related debt				-	
Capital	(185,500)	(20,630)	(206,130)	(135,055)	65.5%
Other					
<b>NET NON-OPERATING REVENUES</b>	<b>19,244,295</b>	<b>3,673,074</b>	<b>22,917,369</b>	<b>12,284,721</b>	<b>53.6%</b>
<b>INCOME (LOSS) BEFORE TRANSFERS</b>	<b>4,315,549</b>	<b>2,112,906</b>	<b>6,182,455</b>	<b>13,926,494</b>	<b>225.3%</b>
<b>TRANSFERS IN (OUT)</b>					
Debt service	(499,977)	-	(499,977)		
Other	(602,743)	(2,380,215)	(2,982,958)	(2,811,138)	94.2%
Transfer to Aux from E&G	-				
<b>TOTAL TRANSFERS IN (OUT)</b>	<b>(1,102,720)</b>	<b>(2,380,215)</b>	<b>(3,482,935)</b>	<b>(2,811,138)</b>	<b>80.7%</b>
<b>INCREASE (DECREASE) IN NET POSITION</b>	<b>3,212,829</b>	<b>(267,309)</b>	<b>2,699,520</b>	<b>11,115,356</b>	<b>411.8%</b>
<b>OTHER</b>					
Prior year funds	-	65,428	65,428	-	
	\$ 3,212,829	\$ (201,881)	\$ 2,764,948	\$ 11,115,356	

Missouri Western State University  
Statement of Budget Changes and Comparison of Budget to Actual  
For the Year Ending June 30, 2021  
(As of January 31, 2021)

Attachment #1

Educational & General (Designated)					
	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	\$ 1,397,887	\$ (26,607)	\$ 1,371,280	\$ 1,297,541	94.6%
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts					
Sales and service of educational departments	66,400	80,440	146,840	123,163	83.9%
Auxiliary enterprises:					
Athletics					
Less: Scholarship allowances					
Housing					
Less: Scholarship allowances					
Food service					
Less: Scholarship allowances					
Bookstore					
Less: Scholarship allowances					
Other auxiliary enterprises					
Less: Scholarship allowances					
Other operating revenues	237,480	(175,541)	61,939	44,348	71.6%
TOTAL OPERATING REVENUES	1,701,767	(121,708)	1,580,059	1,465,052	92.7%
OPERATING EXPENSES					
Salaries and compensation	299,871	119,236	419,107	201,551	48.1%
Fringe benefits	68,301	14,068	82,369	42,357	51.4%
Supplies and services	1,851,781	(290,194)	1,561,587	589,364	37.7%
Travel	221,180	(7,556)	213,624	102,389	47.9%
Utilities	10,430	302	10,732	2,523	23.5%
Insurance	-	-	-		
Scholarships	60,500	8,600	69,100	35,922	52.0%
Depreciation	-				
TOTAL OPERATING EXPENSES	2,512,063	(155,544)	2,356,519	974,106	41.3%
OPERATING GAIN / (LOSS)	(810,296)	33,836	(776,460)	490,946	-63.2%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations				-	
Grants				-	
Gifts	237,133	(80,333)	156,800	84,855	54.1%
Investment income				-	
Interest on capital related debt				-	
Capital	(28,000)	(12,139)	(40,139)	(17,032)	42.4%
Other					
NET NON-OPERATING REVENUES	209,133	(92,472)	116,661	67,823	58.1%
INCOME (LOSS) BEFORE TRANSFERS	(601,163)	(58,636)	(659,799)	558,769	-84.7%
TRANSFERS IN (OUT)					
Debt service					
Other	688,853	(726,368)	(37,515)	(199,889)	532.8%
Transfer to Aux from E&G					
TOTAL TRANSFERS IN (OUT)	688,853	(726,368)	(37,515)	(199,889)	532.8%
INCREASE (DECREASE) IN NET POSITION	87,690	(785,004)	(697,314)	358,880	-51%
OTHER					
Prior year funds		685,572	685,572		
	\$ 87,690	\$ (99,432)	\$ (11,742)	\$ 358,880	

Missouri Western State University  
Statement of Budget Changes and Comparison of Budget to Actual  
For the Year Ending June 30, 2021  
(As of January 31, 2021)

Attachment #1

	Auxiliary				Percentage of
	Original Budget	Adjustments	Revised Budget	Actual	Total
OPERATING REVENUE					
Student Tuition and Fees					
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts					
Sales and service of educational departments					
Auxiliary enterprises:					
Athletics	\$ 989,580	\$ (133,900)	\$ 855,680	\$ 349,477	40.8%
Less: Scholarship allowances					
Housing	5,543,004	269,433	5,812,437	5,757,169	99.0%
Less: Scholarship allowances					
Food service	3,894,217	(200,000)	3,694,217	3,377,228	91.4%
Less: Scholarship allowances					
Bookstore	173,200	(7,200)	166,000	84,447	50.9%
Less: Scholarship allowances					
Other auxiliary enterprises	164,458	(123,000)	41,458	22,777	54.9%
Less: Scholarship allowances	-				
Other operating revenues	-				
TOTAL OPERATING REVENUES	10,764,459	(194,667)	10,569,792	9,591,098	90.7%
OPERATING EXPENSES					
Salaries and compensation	2,864,777	(114,744)	2,750,033	1,526,637	55.5%
Fringe benefits	1,211,582	(84,507)	1,127,075	618,311	54.9%
Supplies and services	5,210,723	(548,468)	4,662,255	2,627,242	56.4%
Travel	359,400	(36,970)	322,430	119,772	37.1%
Utilities	1,107,509	9,140	1,116,649	571,789	51.2%
Insurance	-	190,600	190,600	147,321	77.3%
Scholarships	3,550,031	(13,700)	3,536,331	3,287,341	93.0%
Depreciation					
TOTAL OPERATING EXPENSES	14,304,022	(598,649)	13,705,373	8,898,413	64.9%
OPERATING GAIN / (LOSS)	(3,539,563)	403,982	(3,135,581)	692,685	-22.1%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	-			-	
Grants	-			-	
Gifts			-	-	
Investment income	279,500	(27,100)	252,400	130,012	51.5%
Interest on capital related debt				-	
Capital	(5,000)	(160,300)	(165,300)	(141,084)	85.4%
Other					
NET NON-OPERATING REVENUES	274,500	(187,400)	87,100	(11,072)	-12.7%
INCOME (LOSS) BEFORE TRANSFERS	(3,265,063)	216,582	(3,048,481)	681,613	-22.4%
TRANSFERS IN (OUT)					
Debt service	(3,995,473)	(40,718)	(4,036,191)	(2,662,802)	66.0%
Other	(195,604)	113	(195,491)	382,804	-195.8%
Transfer to Aux from E&G	-				
TOTAL TRANSFERS IN (OUT)	(4,191,077)	(40,605)	(4,231,682)	(2,279,998)	53.9%
INCREASE (DECREASE) IN NET POSITION	(7,456,140)	175,977	(7,280,163)	(1,598,385)	22.0%
OTHER					
Prior year funds	\$ (7,456,140)	\$ 175,977	\$ (7,280,163)	\$ (1,598,385)	

Missouri Western State University  
Statement of Budget Changes and Comparison of Budget to Actual  
For the Year Ending June 30, 2021  
(As of January 31, 2021)

Attachment #1

	Restricted				Percentage of
	Original Budget	Adjustments	Revised Budget	Actual	Total
OPERATING REVENUE					
Student Tuition and Fees					
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts	\$ 295,781	\$ 954,878	\$ 1,250,659	\$ 374,609	30.0%
State grants and contracts	24,395	3,928,740	3,953,135	3,257,093	82.4%
Non-governmental grants and contracts	13,000	532,750	545,750	506,200	92.8%
Sales and service of educational departments					
Auxiliary enterprises:					
Athletics					
Less: Scholarship allowances					
Housing					
Less: Scholarship allowances					
Food service					
Less: Scholarship allowances					
Bookstore					
Less: Scholarship allowances					
Other auxiliary enterprises					
Less: Scholarship allowances					
Other operating revenues					
TOTAL OPERATING REVENUES	333,176	5,416,368	5,749,544	4,137,902	72.0%
OPERATING EXPENSES					
Salaries and compensation	89,238	24,862	114,100	71,905	63.0%
Fringe benefits	27,119	6,359	33,478	19,702	58.9%
Supplies and services	163,049	1,400,355	1,563,404	410,762	26.3%
Travel	10,478	750	11,228	-	0.0%
Utilities		540	540	247	45.7%
Insurance					
Scholarships	8,417,774	135,000	8,552,774	6,856,519	80.2%
Depreciation					
TOTAL OPERATING EXPENSES	8,707,658	1,567,866	10,275,524	7,359,135	71.6%
OPERATING GAIN / (LOSS)	(8,374,482)	3,848,502	(4,525,980)	(3,221,233)	71.2%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations				-	
Grants	8,764,988	-	8,764,988	7,045,676	80.4%
Gifts				-	
Investment income					
Interest on capital related debt					
Capital		(3,753,825)	(3,753,825)	(3,358,393)	89.5%
Other	-				
NET NON-OPERATING REVENUES	8,764,988	(3,753,825)	5,011,163	3,687,283	73.6%
INCOME (LOSS) BEFORE TRANSFERS	390,506	94,677	485,183	466,050	96.1%
TRANSFERS IN (OUT)					
Debt service					
Other	(390,506)	(137,473)	(527,979)	(287,474)	54.4%
Transfer to Aux from E&G					
TOTAL TRANSFERS IN (OUT)	(390,506)	(137,473)	(527,979)	(287,474)	54.4%
INCREASE (DECREASE) IN NET POSITION	-	(42,796)	(42,796)	178,576	-417.3%
OTHER					
Prior year funds		42,796	42,796		
	\$ -	\$ -	\$ -	\$ 178,576	



Missouri Western State University  
Statement of Budget Changes and Comparison of Budget to Actual  
For the Year Ending June 30, 2021  
(As of January 31, 2021)

Attachment #1

	Plant				Percentage of
	Original Budget	Adjustments	Revised Budget	Actual	Total
OPERATING REVENUE					
Student Tuition and Fees					
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts	-	\$ 275,000	\$ 275,000	\$ 275,000	100.0%
Sales and service of educational departments					
Auxiliary enterprises:					
Athletics					
Less: Scholarship allowances					
Housing					
Less: Scholarship allowances					
Food service					
Less: Scholarship allowances					
Bookstore					
Less: Scholarship allowances					
Other auxiliary enterprises					
Less: Scholarship allowances					
Other operating revenues	-	18,000	18,000	18,000	100.0%
TOTAL OPERATING REVENUES	-	293,000	293,000	293,000	100.0%
OPERATING EXPENSES					
Salaries and compensation					
Fringe benefits					
Supplies and services	\$ 10,000	\$ 444,200	\$ 454,200	\$ 220,401	48.5%
Travel					
Utilities		1,200	1,200	1,082	90.2%
Insurance					
Scholarships					
Depreciation					
TOTAL OPERATING EXPENSES	10,000	445,400	455,400	221,483	48.6%
OPERATING GAIN / (LOSS)	(10,000)	(152,400)	(162,400)	71,517	-44.0%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations					
Grants					
Gifts					
Investment income					
Interest on capital related debt	(1,814,543)	(9,687)	(1,824,230)	(516,001)	28.3%
Capital	(300,000)	(2,509,599)	(2,809,599)	(241,631)	8.6%
Other	(2,680,907)	(31,031)	(2,711,938)	(2,146,801)	79.2%
NET NON-OPERATING REVENUES	(4,795,450)	(2,550,317)	(7,345,767)	(2,904,433)	39.5%
INCOME (LOSS) BEFORE TRANSFERS	(4,805,450)	(2,702,717)	(7,508,167)	(2,832,916)	37.7%
TRANSFERS IN (OUT)					
Debt service	4,495,450	40,718	4,536,168	2,662,802	58.7%
Other	500,000	2,415,698	2,915,698	2,915,698	100.0%
Transfer to Aux from E&G					
TOTAL TRANSFERS IN (OUT)	4,995,450	2,456,416	7,451,866	5,578,500	74.9%
INCREASE (DECREASE) IN NET POSITION	190,000	(246,301)	(56,301)	2,745,584	-4876.6%
OTHER					
Prior year funds		71,286	71,286	-	
	\$ 190,000	\$ (175,015)	\$ 14,985	\$ 2,745,584	

Missouri Western State University  
Statement of Budget Changes and Comparison of Budget to Actual  
For the Year Ending June 30, 2021  
(As of January 31, 2021)

Attachment #1

TOTAL - ALL FUNDS					
	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
<b>OPERATING REVENUE</b>					
Student Tuition and Fees	34,751,404	(1,882,458)	\$ 32,868,946	\$ 32,040,829	97.5%
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts	295,781	954,878	1,250,659	374,609	30.0%
State grants and contracts	24,395	3,928,740	3,953,135	3,257,093	82.4%
Non-governmental grants and contracts	13,000	872,750	885,750	806,200	91.0%
Sales and service of educational departments	239,500	108,788	348,288	250,335	71.9%
Auxiliary enterprises:					
Athletics	989,580	(133,900)	855,680	349,477	40.8%
Less: Scholarship allowances					
Housing	5,543,004	269,433	5,812,437	5,757,169	99.0%
Less: Scholarship allowances					
Food service	3,894,217	(200,000)	3,694,217	3,377,228	91.4%
Less: Scholarship allowances					
Bookstore	173,200	(7,200)	166,000	84,447	50.9%
Less: Scholarship allowances					
Other auxiliary enterprises	164,458	(123,000)	41,458	22,777	54.9%
Less: Scholarship allowances					
Other operating revenues	293,680	(175,641)	118,039	81,104	68.7%
<b>TOTAL OPERATING REVENUES</b>	<b>46,382,219</b>	<b>3,612,390</b>	<b>49,994,609</b>	<b>46,401,268</b>	<b>92.8%</b>
<b>OPERATING EXPENSES</b>					
Salaries and compensation	27,436,537	233,232	27,669,769	14,486,344	52.4%
Fringe benefits	10,062,704	(261,789)	9,800,915	5,386,197	55.0%
Supplies and services	12,757,635	820,803	13,578,438	7,212,393	53.1%
Travel	875,603	82,154	957,757	224,386	23.4%
Utilities	2,560,936	(26,982)	2,533,954	1,091,160	43.1%
Insurance					
Scholarships	20,351,891	620	20,352,511	17,922,634	88.1%
Depreciation	-	-	-	-	
<b>TOTAL OPERATING EXPENSES</b>	<b>74,045,306</b>	<b>848,038</b>	<b>75,329,944</b>	<b>46,725,580</b>	<b>62.0%</b>
<b>OPERATING GAIN / (LOSS)</b>	<b>(27,663,087)</b>	<b>2,764,352</b>	<b>(25,335,335)</b>	<b>(324,312)</b>	<b>1.3%</b>
<b>NON-OPERATING REVENUES (EXPENSES)</b>					
State appropriations	17,751,987	1,901,679	19,653,666	11,244,135	57.2%
Grants	8,764,988	-	8,764,988	7,045,676	80.4%
Gifts	1,768,239	(188,551)	1,579,688	892,186	56.5%
Investment income	426,202	(112,100)	314,102	167,448	53.3%
Interest on capital related debt	(1,814,543)	(9,687)	(1,824,230)	(516,001)	28.3%
Capital	(518,500)	(6,456,493)	(6,974,993)	(3,893,195)	55.8%
Other	(2,680,907)	(31,031)	(2,711,938)	(2,146,801)	79.2%
<b>NET NON-OPERATING REVENUES</b>	<b>23,697,466</b>	<b>(4,896,183)</b>	<b>20,786,526</b>	<b>13,124,322</b>	<b>63.1%</b>
<b>INCOME (LOSS) BEFORE TRANSFERS</b>	<b>(3,965,621)</b>	<b>(2,131,831)</b>	<b>(4,548,809)</b>	<b>12,800,011</b>	<b>-281.4%</b>
<b>TRANSFERS IN (OUT)</b>					
Debt service	-	-	-	-	
Other	-	(828,245)	(828,245)	1	
Transfer to Aux from E&G	-	-	-	-	
<b>TOTAL TRANSFERS IN (OUT)</b>	<b>-</b>	<b>(828,245)</b>	<b>(828,245)</b>	<b>1</b>	
<b>INCREASE (DECREASE) IN NET POSITION</b>	<b>(3,965,621)</b>	<b>(1,411,433)</b>	<b>(5,377,054)</b>	<b>12,800,011</b>	<b>-238.0%</b>
<b>OTHER</b>					
Prior year funds	-	865,082	865,082	-	0.0%
<b>\$ (3,965,621) \$ (546,351) \$ (4,511,972) \$ 12,800,011 -283.7%</b>					

Missouri Western State University  
Schedule of Funds Invested  
January 31, 2021

OPERATING FUND	YIELD	AMOUNT	BANK
Checking Account-Operating	0.13%	250,023	Citizens Bank
Checking Account-Other	0.12%	11,936,077	Citizens Bank
Checking Account-Other	0.00%	17,469	Citizens Bank
Miscellaneous Petty Cash/Change Funds	0.00%	4,850	Campus Locations
<b>TOTAL OPERATING, AUXILIARY &amp; AGENCY FUNDS</b>		<u>12,208,419</u>	
<b>AUXILIARY SYSTEM REVENUE BONDS</b>			
Repair & Replacement Reserve	0.12%	<u>300,000</u>	Citizens Bank
<b>TOTAL AUXILIARY SYSTEM REVENUE BOND FUNDS</b>		<u>300,000</u>	
<b>INSTITUTIONAL LOAN FUND</b>			
Checking Account	0.12%	<u>82,483</u>	Citizens Bank
<b>TOTAL LOAN FUNDS</b>		<u>82,483</u>	
<b>TOTAL FUNDS INVESTED</b>		<u>\$ 12,590,902</u>	

**Average Interest Rate**

January 2021 - 0.13%

January 2020 - 0.50%

Missouri Western State University  
Statement of Cash Position  
January 31, 2021

Fund	01/31/2021 Available Balance	01/31/2020 Available Balance	01/31/2019 Available Balance
Operating, Auxiliary, Agency, Payroll, & Petty Cash	\$ 12,208,419	\$ 16,886,838	\$ 19,678,533
Auxiliary System Revenue Bond Funds	300,000	305,582	300,000
Loan Funds	82,483	82,483	82,483
<b>TOTAL FUNDS INVESTED</b>	<b><u>\$ 12,590,902</u></b>	<b><u>\$ 17,274,903</u></b>	<b><u>\$ 20,061,016</u></b>

Statement of Cash Position

Report of Student Governor Berry  
15 February 2021

The hybrid learning format of both in-class and online becomes more normalized with each semester. We are one third of the way through the spring semester and students have transitioned well. Students continue to receive flexibility from professors and faculty which has been positive for their success in the hybrid-learning format. Students are eagerly anticipating the grand opening of the Esports Arena on the first floor of Blum Student Union. Covid-19 vaccination efforts in Missouri are a point of hope for students, as many desire to return to pre-pandemic social interactions.

Recruitment efforts for the fall semester have changed in light of the Covid-19 pandemic. I had the opportunity to partner with Dr. Mace, Elliot Swope, and Kent Heier over winter break to create a recruitment video for Missouri Western. Student recruitment typically relies heavily on face-to-face interactions, however functions differently this year. I was pleased to learn about the creative recruitment efforts of this team and see how they are working to ensure success in an environment where interaction with perspective students is limited.

Student Government Association continues to serve our student population through creative avenues this semester. On Thursday, February 11<sup>th</sup> from 12pm-2pm, SGA hosted their annual Heart Your Union event in Blum Student Union. Heart Your Union is one of the largest events that SGA hosts and student anticipate this program each year. Thank you to Jashira Bolden and her team for their work on this event, as well as the student organizations who participated.

SGA continues to look at the unique needs of students as a result of the pandemic, finding Covid-19 friendly ways to serve students through events and campaigns. Student Government Association is preparing to host spring elections for President, Vice President, and Senator positions. Thank you to Josiah Schmedding, Chief Justice of the Student Government Association for revision of election rules and hosting elections in the coming weeks. Election positions are open to any full-time student at Missouri Western State University. Students interested in joining can find information about elections on the "Student Government Association" tab from the A-Z index on MWSU's homepage.



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## **Report of the Interim President to the Board of Governors**

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## **February 25, 2021 Report**

### Introduction

At this writing, our Spring 2021 semester is more than one-third of the way complete. We remain diligent in our efforts to keep our campus safe, healthy, and operational during the current COVID-19 pandemic while delivering high quality educational programming and providing meaningful collegiate experiences to our students. I am very grateful for the relentless work of our entire Griffon community – our faculty, staff, and students – who have kept us going during these very challenging times.

As I have reported to you over the past several months, our efforts to maintain positive momentum at MWSU have not been limited to managing the pandemic. There continues to be much good work undertaken to advance the institution, particularly now that we are looking ahead to Fall 2021 and the next academic year. MWSU is moving forward, with clear direction and sure purpose.

With this in mind, I am pleased to provide the following shout-outs, reminders, updates and highlights of our campus activities. Additional details may be found in the Vice Presidents' and/or unit reports provided herein.

### Fall 2020 Semester Summary

As mentioned in previous reports and communications to you, MWSU's ability to remain operational during the pandemic is a concerted team effort. Led by our COVID-19 Coordinator Dean Harris, our entire campus mobilized, putting the safety of every member of our Griffon community paramount as the University engaged in its educational enterprise. However, despite the many challenges MWSU experienced this past semester, some bright spots in Fall 2020 did arise. For example, by starting the semester two weeks early, we were able to send students home for the winter break with a fully completed semester (i.e., no need for at-home online instruction or worry about final exams) on the Tuesday before Thanksgiving. Further, by developing a COVID-19 rapid testing protocol, we were able to test 76 symptomatic individuals prior to their leaving for winter break, providing peace of mind to them and their families regarding potential COVID-19 infection (Note: only 11 positive cases were reported, again, among individuals who reported experiencing COVID-like symptoms). Overall, our campus-wide COVID-19 positive case numbers remained consistently low.

Most importantly, and in partnership with EdSights, which deploys a chatbot "Max Griffon" to connect with our students, we were able to gain insight into our students' perceptions of their fall semester experiences. Importantly, 85% of the students surveyed reported "feeling safe" on campus during the semester despite the COVID-19 pandemic. Entering into the semester, our academic offerings included a ratio of approximately 53% face-to-face -to- 47% online/hybrid content delivery. Here again, 62% - 75% of students reported that they would repeat their courses in the same course delivery modality (e.g., face-to-face, online, hybrid) as they had selected at the start of the semester. Additionally, as need arose, faculty were able to swiftly and adroitly pivot delivery modality to meet current situational demands in their classrooms. In other words, an overwhelming majority of our students felt safe attending MWSU and were satisfied with their educational experiences during the Fall semester; we kept teaching and learning

despite the numerous challenges we faced. The significance of this accomplishment deserves recognition, and I am very proud to report these findings to you.

### Spring 2021 Semester

Our Spring Enrollment continues to mirror fall semester declines. As of census 2/16 (enrollment reporting date), we are down approximately 12.3% in student credit hours (SCH), reflecting both the impact of the pandemic as well as (to a lesser extent) the effects of programs eliminated last academic year. As in the Fall semester, our enrollment declines (headcount) as compared to Spring 2020 (pre-pandemic) are most significant in our freshman class (-24.8%/239 students), but also indicate a noteworthy decline among our sophomores (16.2% /127 students). It is important to note that historically Spring semester enrollments are typically lower than Fall semester; given the current pandemic, it is a reasonable assumption that our spring enrollment numbers would be lower than anticipated. That said, efforts to address these numbers are well underway and are further described under the Fall 2021 Semester Planning section.

### Fall 2021 Semester Planning

To address our enrollment declines, I have initiated enrollment data collection and analyses through the offices of the Registrar and Institutional Research. The necessity for doing so was driven by the fact that routine monitoring of semester enrollments has been limited and not uniformly performed in past academic terms. To this piece, I have once again mobilized the Office of Academic Affairs and Provost Davenport to develop and employ strategies to address areas of lagging student enrollment by engaging in retention efforts through faculty-to-student connections. This includes, for example, concerted efforts to contact students via email, phone, and texting. Under our decentralized advising model, I am confident that this will have a positive impact on our fall enrollment. Further, we are working to establish solid enrollment management practices in the area of Academic Affairs, to ensure that our scheduling is both efficient and effective as we meet student demand and manage faculty workloads. I am further confident that Dr. Mace, our recently hired Vice President for Enrollment Management, will deploy key strategies and new initiatives which will not only help bolster our overall enrollment numbers but will also aid in our retention efforts.

Conversations across the state and nation indicate a lack of consensus regarding what the Fall 2021 semester will look like on college campuses. Some universities are reporting expectations that their fall semesters will be “pre-pandemic normal”; others are at the extreme opposite and declaring that Fall 2021 will look no different than Spring 2021.

At MWSU, we are committed to following the guidance of local and national health experts and agencies as we make decisions about our Fall 2021 semester. I regularly engage in community, regional, and state-wide COVID-19 related conversations to ensure that we are making sound decisions based on science and on evidenced-based practice. We are equally committed to continuing our best-practices model of keeping our campus safe, delivering high quality education, and providing as many relevant and safe collegiate experiences as possible. We intend to engage in and monitor discussions among health/science experts to create our 2021-2022 academic year. To that end, I have asked that the Provost to develop and implement a course scheduling strategy which allows us to maximize our face-to-face course offerings, encompasses the ability to nimbly shift course modality as necessary to meet COVID-19 pressures, and addresses the need to provide as much as is possible a “campus/collegiate experience” to our



students. **Our goals are to create a Fall 2020 schedule which provides our students with increased opportunities to optimally engage safely in face-to-face instruction and to participate in other collegiate experiences that can happen safely in our COVID-19 environment.** We are working on a “new normal” and are eager to bring our campus “back”. We are working on messaging to current and prospective students and their families and to our broader community about what this will look like. Details will follow as these initiatives and communications are rolled out.

### University Initiatives

Our own Annette Weeks served as Chair of [Great Northwest Days](#), along with Tama Wagner of Community Alliance, to promote our regional needs among our elected state officials. This year’s program shifted to a virtual format. We were honored to have Governor Mike Parson as the invited keynote speaker on Feb. 2; Mr. Rob Dixon, Director of the Department of Economic Development, was the keynote speaker on Feb. 3.

Sponsored by Hyvee and in collaboration with the Remington Nature Center and the St. Joseph Museums, MWSU faculty and students participated in the 21<sup>st</sup> annual Super Science Saturday, on Saturday Jan. 30. The Super Science Program provides our faculty an opportunity to showcase their expertise and teaching talents to K12 students and serves as an important vehicle through which these students can become engaged in a variety of STEM fields and programs. This year’s event was held virtually (due to the pandemic); however the sessions were recorded and are available for viewing on YouTube. I encourage you to check-out our faculty as they demonstrate various scientific principles through experiments and other hands-on activities at this link: [Super Science Saturday YouTube Videos](#)

### Community Engagement and Relations

From Day-One in my appointment, I have made it my personal mission to push MWSU; to engage, re-engage, repair, build, seek out opportunities to connect with a host of individuals – our community and regional, business and industry leaders as well as our elected officials – in order to promote the University in every way possible. Since the second week of September, when I was fortunate enough to convince/persuade Mr. Steve Johnston to rejoin MWSU, I have had 95 of such appointments. These have been opportunities to plant seeds for future support, collaborations, and to widen the lens, if you will, through which others view the University;

For example, in addition to serving on Boards for the Chamber and Community Alliance, I was recently appointed to the Mosaic Life Care Foundation Board. Students in our Population Health Management program have been working with the Mosaic Life Care Foundation Board to help plan their Children’s Discovery Center, recently approved by that Board to move forward to the next stage of development. Our Center for Workforce Development is collaborating with Community Alliance and the United Way to provide leadership training which aligns with Community Alliance’s Imagine2040 community plan. And just this past week, I was very happy to provide Dr Laney, Dr. Pulido from Mosaic and Dr. Julie Gaddie of the MLC Foundation a tour of our simulation lab; we also discussed a new health program, Respiratory Therapy BS, and ways in which Mosaic and MWSU might collaborate to make that program a success.

In terms of our elected officials, Governor Parson visited our campus twice during the fall semester, once in October and again a month later in November; the Governor gave MW a nice

shout-out in his state of the state address, mentioning our Center for Excellence in Allied Health Learning; we were one of two University's mentioned specifically for our good work on the MoExcels grant.

I've also made three visits to Jefferson City, two during the month of January alone. I've met with all of our local elected officials and others in key leadership positions in both the House and Senate. On Tuesday, January 26, I was invited to provide testimony to the House of Representatives' Subcommittee on Appropriations – Education, which is chaired by Representative Rusty Black, with Representative Brenda Shields serving as Vice Chair. As requested by the subcommittee, my testimony centered on MWSU's response to COVID-19 in terms of how we conducted the fall semester, our use of COVID/CARES funding we had received, and finally our projections for the Fall 2021 semester.

I provided details to the committee as way of indicating our successes in managing the pandemic on our campus. To-date, MWSU has received roughly \$9.9 million in total funding related - with \$7.92 million COVID-19/CARES funding from federal, state, and county entities and \$1.98 from Governor Parson's Federal Budget Stabilization Funds (FBSF)FBSF distributions. We are very grateful for all of the funding that we have received to-date which has provided us ways in which to keep our campus operational and safe. It is important to note, however, that use of these monies is restricted and well-defined; for example, CARES Funding cannot be utilized for general fund/operational costs. Importantly, after we were able to reimburse student costs associated with vacating campus due to national closures, we were able to direct the majority of our funding to HVAC/air handling maintenance and upgrades. Meeting deferred maintenance issues while simultaneously creating a physically safe campus environment due to upgrades in air handling is extremely relevant to our ability to maintain an open and operational campus.

I am pleased to report that my testimony was very well received, and MWSU was congratulated for both its virus mitigation efforts which kept our campus both safe and operation and for our strategic use of COVID/CARES/FBSF funds which also provided ongoing benefit to the infrastructure of the University.

Earlier this month Governor Parson announced \$68 Million in Federal Budget Stabilization Funds (FBSF) to be appropriated for infrastructure and capital improvement projects at Missouri public universities. As a result, MWSU was approved for approximately \$1.9 million for several important deferred maintenance projects including new roofing for Hearnese Center and Murphy Hall, chillers /chiller controls for Eder Hall and Leah Spratt Hall, and a new boiler for Looney Complex. Coupled with other CARES Act monies, this funding will have dramatic impact on the University's physical facilities and campus operations.

Missouri Western State University will expand its scholarship for A+ certified high school graduates from Missouri. As a result of my conversations with guidance counselors from area high schools as well as feedback from prospective students and their families, I worked with VP Morrison and VP Mace to ensure that the University was well-positioned to attract these top-performing high school students. More information about the A+ scholarship expansion may be found in our [MWSU A+ Scholarship Expansion press-release](#).

I have begun my appointment to the Mosaic Life Care Foundation Board and eagerly await the initiation of my work there.

### Financial Situation

As the Board is aware, the University remains in a state of Financial Emergency. While we have made improvements in our financial situation related to process and operations, the decline in our Spring 2021 enrollment has elongated our situation of financial distress. Based upon our recent figures, we are projecting an approximate \$4 million deficit. We have exercised sound fiscal responsibility in managing COVID-related CARES funding which has provided for both the typical COVID-related expenditures as well as opportunities to address physical plant maintenance projects (again with significant COVID implications such as air handling systems, condenser units) that would have otherwise been deferred. We have been fortunate to have returned to us approximately \$396K of the State's initial withheld funds for FY21. Further, I am pleased to report that the work of the Budgeting and Planning Committee, led by VP Morrison and consisting of members from our staff and faculty across campus, is both ongoing and robust. As I mentioned in my December 2020 report, the on-going work of this committee in promoting a budget-conscious campus which will assist efforts to promote greater understanding of both our current financial situation and the University's budgeting processes and realities is critically important. We must, however, engage every entity and every individual on campus to addressing our financial concerns.

### Summary

My optimism in the future of MWSU and our potential as an institution which is well-positioned to contribute to the economic vitality and growth of our region remains strong. MWSU has been and will continue to be an important stakeholder in the future of the City of Saint Joseph and our Northwest Missouri region. Our collateral efforts to date are serving as the catalyst for development in these arenas, which I eagerly anticipate. Fall 2021 has much promise, which I am confident we will secure.