



Board of Governors' Meeting

April 22, 2021

1:30 P.M.

Blum Student Union Rm 220



AGENDA

MISSOURI WESTERN STATE UNIVERSITY
BOARD OF GOVERNORS

April 22, 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, April 22, 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/BOG042221.

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

PUBLIC SESSION

Approval of February 25, 2021 Finance Committee Meeting Minutes
Approval of February 25, 2021 Board Meeting Minutes

Division Reports

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

Financial Report

- March 2021 Update

Report of the Student Governor

Report of the President

Report of the Chair

- Board Member Appointments

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
FINANCE COMMITTEE MEETING
MISSOURI WESTERN STATE UNIVERSITY
February 25, 2021

Due to COVID-19 and social distancing requirements, attendance in the Board Room was limited to Board members and required personnel. The Finance Committee Meeting was livestreamed on YouTube at [griff.vn/FB022521](https://www.youtube.com/watch?v=griff.vn/FB022521). The highest number of views during the meeting was 41.

UNIVERSITY REPRESENTATIVES

Board Members Present

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

Faculty and Staff Members Present

Cori Criger, Director of Technology Support
Doug Davenport, Provost and Vice President for Academic Affairs and Student Affairs
Kelli Douglas, General Counsel
Tom Flaska, Instructional Technologist
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

Judge Dan Kellogg, 5th Judicial Circuit Court, in attendance to administer the oath of office, came to meeting at 1:25 and left meeting at 1:45
Debbie Smith (virtually), was recognized for her service as a Board member and chair and presented with her portrait and engraved clock, left meeting virtually at 12:25
(not listed individually - open livestream via YouTube)

VP Darrell Morrison explained to the Board there are two pages (attached) that were handed out at the start of the Finance meeting to correct an error in the Board book.

VP Morrison briefed the Board on cash position and that it has slightly improved which indicates that the steps the Administration have taken are working and that the University is moving in the right direction.

VP Morrison briefed the Board on updates to FY21 in operating costs and non-operating costs. VP Morrison advised the Board that the budget has been adjusted to reflect the current revenue for tuition and fees for the current fiscal year. The Board was briefed on salaries and compensation budget and scholarship numbers are slightly below the projected amount at this moment.

VP Morrison briefed the Board on budget to actual for FY21 designated funds. Athletics, housing, food service, bookstore and miscellaneous auxiliary revenues are slightly down. This is a product of the pandemic, as is, limited events and fewer students on campus attending athletic games and using food service.

VP Morrison advised the Board that at this moment the University currently stands at a projected budget deficit of \$4.5 million. The Board was shown slides to compare tuition and fees in 2017, 2018, 2019, 2020, and projected 2021. The Board was briefed in terms of the number of credit hours in colleges across campus are down in 2020 and 2021. VP Morrison compared scholarships and discounts awarded from 2017 to 2021 and the Board was shown that the amount of scholarships and discounts increased every year. Additionally, in 2017 to 2018 a high number of out-of-state tuition waivers were issued.

VP Morrison briefed the Board that state appropriations have been flat or declining over the last several years.

VP Morrison briefed the Board that salary and compensation has gone down. The Board was advised in terms of supplies and services, and utilities budget.

VP Morrison advised the Board there's a plan in place to finish FY21 with the current budget. The Board was briefed in terms of expenses, a review and adjustment to expenses for all areas on campus, due to a decrease enrollment the University awarded less scholarships than was budgeted. VP Morrison advised the Board that he believes there will be a few hundred thousand dollars in utility savings. Due to the pandemic budgeted travel won't be used. Supplies and services will be reviewed for the last quarter of FY21. Personnel savings in unfilled faculty lines in FY21.

VP Morrison advised the Board in terms of revenues for the remainder of FY21 and that there are no new revenue sources. The University will take a drawdown from the Foundation this year to cover revenue loss.

VP Morrison updated the Board in terms of FY22 and tuition and fees options for the University. No decision to be made at the February meeting in terms of tuition and fees. VP Morrison explained to the Board how the State computes the consumer price index which in turn sets the percentage a higher education institution can increase in its tuition and fees. Based on CPI for higher education it is 1.4%. VP Morrison also briefed the Board that the State allows a higher education institution to recoup state appropriations through tuition and fees if that institution did not receive all of the appropriations the preceding year. MWSU could potentially go up to 6.5% in tuition and fees. It is the Administration's recommendation that MWSU increase tuition and fees somewhere in the middle but closer to 6.5%. It is the Administration's recommendation that residential life/housing have no increase and dining services be increased

by 2.5%. Discussion among the Board with VP Morrison in terms of comparison with other higher education institutions in the State. Discussion among the Board with VP Morrison in terms of Griffon Guarantee scholarships and out-of-state and in-state tuition. Discussion among the Board and VP Morrison in terms of marketing strategies to increase enrollment.

OATH OF OFFICE

Circuit Judge Dan Kellogg, 5th Judicial Circuit court of Andrew and Buchanan County, administered the Oath of Office to new Governor, Bob Wollenman.

There being no further discussion, the meeting was adjourned.

Respectfully submitted,

Betsy Wright, Secretary

APPROVED:

Lee Tieman, Chair
Board of Governors

MINUTES, BOARD OF GOVERNORS
MISSOURI WESTERN STATE UNIVERSITY
February 25, 2021

Due to COVID-19 and social distancing requirements, attendance at the Board meeting was limited to Board members and required personnel. The public session of the Board meeting was live streamed on YouTube at [griff.vn/BOG022521](https://www.youtube.com/watch?v=BOG022521). The highest number of viewers during the meeting was 42.

The meeting was called to order at 2:02 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
Lisa Norton
Kayla Schoonover
Bob Wollenman (left meeting at 3:30)
Hannah Berry – Student Governor

Faculty and Staff Members Present

Cori Criger, Director of Technology Support
Doug Davenport, Provost and Vice President for Academic Affairs and Student Affairs
Kelli Douglas, General Counsel
Tom Flaska, Instructional Technologist
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 December 3, 2020 Board meeting minutes as presented. Governor Landes made a motion to approve the minutes; Governor Norton seconded the motion. By voice vote, motion passed 6-0.

Chair Tieman asked for a motion to approve the December 17, 2020 Finance Committee meeting minutes as presented. Governor Ebersold made a motion to approve the minutes; Governor Schoonover seconded the motion. By voice vote, motion passed 6-0.

Chair Tieman asked for a motion to approve the January 29, 2021 Board of Governors' Retreat minutes as presented. Governor Wollenman made a motion to approve the minutes; Governor Norton seconded the motion. By voice vote, motion passed 6-0.

DIVISION REPORTS

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

- Plans for Fall 2021 semester
 - Primarily face-to-face classroom environment
 - Very engaging environment that looks different than spring 2021
 - Increased opportunities for student experiences, both in the class and out of class
 - Student Affairs is working on a list of events for the fall semester, which is crucial for students mental health and social development
 - Full range of Gold Friday activities
- Student Affairs
 - Student Affairs has hosted fifty events for students
 - Updates given in terms of initiatives (Master Academic Plan, Academic Program Review, Review of Honors program)

Melissa Mace, Vice President for Enrollment Management

- Admissions
 - Slate implementation is going very well, moving on to next phase, integrating early college academy and graduate admissions
 - Will begin cycle prep and work on updates to the admissions application in preparation for fall 22 recruitment, new application expected to be live July 1, 2021
 - Advising begins on March 17 for continuing students
 - Efforts underway to increase current student registration for fall 2020, including door hangers, table tents, large ads, notices on Handshake, electronic billboards, etc
 - Revision of old and/or outdated transfer guides is underway, kudos to Adrienne Johnson and Toni Mills for their hard work on this effort
 - Supplemental instruction is run through the Center for Academic Support and is a mean of boosting success and retention rates of MWSU students
- Recruitment
 - Virtual and face-to-face recruitment, including school visits, recruitment fairs, campus visits, Showcase and Go Griff weekly Zoom series.
 - Calling campaign is about to begin in an effort to reach out to students who have indicated they plan to attend but haven't selected an orientation date
 - Second phase of the recruitment campaign is to reach out to prospective students who indicated on FAFSA they were interested in MWSU but who have yet to complete an application at MWSU

- Currently recruiting at a 9% lower pace than in 2015
- Current rate of first-time, full-time freshman is projected to be approximately 776
- Current rate for transfer students is between 182-189
- Paying close attention to housing applications

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

- Athletics
 - For the first time in the history of Athletics every single sport will be actively engage this coming weekend
 - Over 2,000 COVID test administered with 2.1% positivity rates, very pleased with that number
 - Record-breaking academics for the sixth straight semester, 255 student-athletes received a 3.0 or higher GPA which represents 65% of the student-athlete population
 - Esports arena is nearing completion with a March 4 ribbon cutting ceremony
 - Baker Fitness Center received upgrades in partnership with SGA to the locker facilities and new pieces of fitness equipment
 - Nathan Lonngren is joining Rec Services as a program coordinator
 - Mackenzie O'Neill elected chair of NCAA Division II SAAC
- Foundation
 - Assets nearing \$60 million
 - Unrestricted giving at 105% of goal, new all-time high of 559 members
 - Restructuring of academic development and portfolios. The three University undergraduate deans have been assigned a development officer to focus on portfolio management and strategic initiatives

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 Morrison briefed the Board on two rounds of CARES Act money and the guidelines and obligations by the State for how the money was distributed.

VP Morrison advised those in attendance that the University is operating in a deficit and that in the finance meeting there was discussion in detail in terms of steps that will be taken to reduce

the deficit, such as, spending in all areas will be reviewed, unawarded scholarships, utilities, travel, and supplies.

VP Morrison presented the financial documents for the period ending January 31, 2021. Governor Landes made a motion to approve the financial documents as presented. Governor Ebersold seconded the motion. By voice vote, motion passed 6-0.

STUDENT GOVERNOR'S REPORT

Student-Governor Hannah Berry briefed the Board in terms of online and hybrid learning have become more normalized.

Student-Governor Berry had the opportunity to partner with Dr. Melissa Mace, Elliot Swope and Kent Heier to produce a recruitment video over the winter break. Student-Governor Berry is pleased to hear of the recruitment efforts on campus.

Student-Governor Berry advised the Board that student government elections are starting soon and she encourages students to get involved in student government.

PRESIDENT'S REPORT

Dr. Kennedy briefed the Board that we are nearing completion of nearly one-third of the spring semester and student and faculty are engaged in instruction which has involved approximately 54% face-to-face and 46% online or hybrid delivered courses.

Dr. Kennedy advised the Board of a few of spring 2021 activities, such as, Gold Fridays, with faculty and students engaged in research. Faculty are engaging students in applied learning. MWSU hosted the 21st annual Super Science Saturday, held virtually due to the pandemic. Student-athletes are participating in every sport and this gives another way for student's to get engaged in a collegiate activity.

Dr. Kennedy briefed the Board on plans for Commencement to be held on May 8 for winter '20 and spring and summer '21 graduates. MWSU is planning to have the faculty and staff awards and retirement reception.

Dr. Kennedy addressed the Board in terms of a strategic initiative to increase enrollment with a robust first-year experience program with help from Dr. Mace.

Dr. Kennedy is continually engaged with the COVID-19 Response Team in weekly meetings and is participating in bi weekly meetings with the Missouri Department of Higher Education and Workforce Development.

Dr. Kennedy briefed the Board that we are moving the needle for face-to-face classes and are committed to providing a safe collegiate experience for students.

Dr. Kennedy provided updates to the Board in terms of Greg Hatten of Greg Hatten Creative Business Solutions evaluating our marketing and branding and communication strategies. Additionally, Dr. Kennedy provided the date for the esports arena grand opening. Additionally,

a personnel shift was made to name Dr. Gary Clapp the director of the Incubator while still a member of MWSU.

Dr. Kennedy briefed the Board on community engagements by serving on Boards for the Chamber, Community Alliance, and Mosaic Life Care Foundation. Dr. Kennedy provided testimony to the House of Representatives Subcommittee on Appropriations and Education. Dr. Kennedy is continually communicating with faculty and staff senate leaders.

OTHER BUSINESS

No other business at this time.

REPORT OF THE CHAIR

Chair Tieman addressed the Board by stating that he has been contacted by the SGA President and the Student Senate has passed Resolution FY#21-04. Chair Tieman read the resolution aloud to the Board and those in attendance.

Chair Tieman addressed the Board that as Board members they have the best interest of the University at heart and they care about the school and the community. As Board members they want to ensure the success of the University.

Chair Tieman remarked that after six months of Dr. Kennedy in the Interim role that it's a time of reflection. Chair Tieman briefed the Board that three years ago when a long tenure President retired the University employed a national search consulting group to assist with the selection of a new President. Chair Tieman went into detail in terms of the level of involvement in that process. Chair Tieman stated that the approach to every situation doesn't have to be the same. There are other options available to the Board when selecting a President.

Chair Tieman provided the date of the next scheduled Board meeting, April 22, 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 Ebersold made a motion to approve the personnel item recommended in closed session. Governor Schoonover seconded the motion. By voice vote, motion passed 5-0.

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

Respectfully submitted,

Betsy Wright, Secretary

APPROVED:

Lee Tieman, Chair
Board of Governors

MEMORANDUM

TO: Dr. Elizabeth Kennedy, President

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

DATE: April 12, 2021

SUBJECT: Report to the Board of Governors

Academic Affairs

- **Grant Award** - Jacklyn Gentry was awarded the Nursing Education Incentive Program Grant, "Enhancing Education and Creating a Pipeline for the Future of Nursing in Northwest Missouri through Increased Simulation Lab Utilization" in the amount of \$120,700.
- **Griffon Office of Applied Learning (GOAL)** - We are pleased to announce the creation of the Griffon Office of Applied Learning, which will be led by Dr. Michael Ducey. Under Dr. Ducey's leadership, GOAL will develop and facilitate opportunities for applied learning, develop training workshops, connect students with potential applied learning experiences, and work with departments to develop and establish applied learning goals and implementation plans.
- **Multidisciplinary Research Day (MRD)** - Multidisciplinary Research Day is a bi-annual event which celebrates student applied learning projects in a conference-style research poster session format. This event is normally held in the Fulkerson Center in a face-to-face configuration, but due to COVID-19 protocols, was designed this year to be conducted 100% virtually. Students had an opportunity to present their research via Zoom and navigated a real-world scenario in the pivot to an online environment. Hundreds of participants experienced 50 poster presentations conducted by over 90 students on Friday, April 9th. The day was made possible by the Steering Committee on Applied Learning, composed of six faculty members and one administrator.
- **Curriculum Updates** - Throughout this academic year, faculty have worked diligently to make substantive revisions to our academic programs and to develop new programs that meet strategic workforce needs across our region. The following is a list of the programs and their status with regard to approval by the Missouri Department of Higher Education and Workforce Development (MDHEWD).

Revised Programs	
Program	Approval Status
BS, Chemistry	MDHEWD approved February 2021
BS, Biochemistry and Molecular Biology	MDHEWD approved February 2021
BS, Convergent Journalism and Public Relations	MDHEWD approved March 2021

BMA, Musical Arts	Under review by MDHEWD
BFA, Graphic Design	Under review by MDHEWD
BFA, Digital Animation	Under review by MDHEWD
AS, Criminal Justice	Under review by MDHEWD
BS, Computer Science	Under review by MDHEWD
BS, Population Health Management	Under review by MDHEWD
BS, Criminal Justice	Under review by MDHEWD
Honors Program	N/A
BSE in Secondary Education	Under review by MDHEWD

New Programs	
Program	Approval Status
B.S. in Cybersecurity	Under review by MDHEWD
B.S. in Respiratory Therapy	Under review by MDHEWD
Master of Arts in Teaching	Under review by MDHEWD
Certificate in Early Childhood Education (micro-credential)	Under review by MDHEWD

- **Snapshots** - Beginning with this report, we are providing a snapshot that summarizes key activities across the Division. This includes summary data on applied learning experiences, faculty scholarly activities, other accomplishments, and counts of key metrics for units. A detailed listing of activities and accomplishments can be found in Appendix A.

Colleges and Schools

	Student Applied Learning Experiences	Faculty Scholarly Activities	Student/Alumni Other Accomplishments	Faculty/Staff Other Accomplishments
College of Business & Professional Studies	3	11	6	2
College of Science and Health	267	11	6	4
College of Liberal Arts	9	14	6	2
Graduate School		3	1	

Library

Statistics for the 2020-2021 Academic Year	
Average Weekly Gate Count	2,420
Physical Circulation	2,233
Ebook Circulation	3,288
Article Downloads	60,409
Large Group Study Room reservations	1,200

Appendix A

College of Business and Professional Studies

Dr. Logan Jones, Dean and Special Assistant to the President for Strategic Initiatives

Student Experience & Innovation

- Missouri Western students participated in the Bunk Bed Build event at Benedictine College in Atchison Kansas on February 27, 2021. Sleep in Heavenly Peace is a national organization who builds beds for kids who do not have one. This year the goal was to build fifty beds with about 150 volunteers. The lumber was donated by a local building supply company. Students ages 11-18 came from all over Northeast Kansas and Northwest Missouri, along with college students from Benedictine College and Missouri Western State University. Thank you Craig Spilker, Hosanna Moore, Wes Moore and Dr. Dennis Merritt who attended on behalf of Missouri Western State University.
- Students in Manufacturing Processes were shown how to use the 3D printer, and for most, it was their first time seeing one. Class discussion focused on how industries would use this tool in their business. By the end of class, they were able to create a Marvin keychain.
- Phi Beta Lambda completed virtually at the State Leadership Conference. PBL is an American career and technical student organization that is always connected to business schools.
- Senior Psychology major, Mia Ingram, completed 80 hours of volunteer service with the St. Joseph Museums and earned two hours of elective credit. These credit hours will enable her to graduate in May. Mia said of her experience at the museum, *"Through volunteering, my awareness of the community has deepened."*
- Senior Psychology major, Dominick Pugh, earned an elective credit through the Center for Service. Dominick completed 40 hours of volunteer service at Clinco Sheltered Industries in Cameron. Dominick plans to continue serving in order to earn two additional credit hours that will set him on a path to graduation in May. *"This service project really helped me develop as a person and as a leader. It taught me how important it is for all people to feel like they belong and to be part of something."* Dominick Pugh
- Students and Staff celebrated Random Acts of Kindness Week February 15-19
 - Golf, Lacrosse, Softball, & Volleyball teams worked together creating thank you cards for the community and notes of thanks to caregivers
 - 250 thank you cards were distributed on National Caregivers Day (2/19) to Abbey Woods, Meadowview, Riverside Place and Mosaic ER staff & caregivers
 - Students painted kindness rocks to distribute across campus and in the community.
 - Over 300 students participated in the weekly events equating to 75 service hours.

Programs & Partnerships

- Virtual Business & STEAM Career Fair on Friday March 5th, 2021. There were 31 employers total for the students to meet with in either individual sessions or group sessions.
- ET GO Griffs Weekly Zoom series, February 2nd, 7PM.

- Virtual Criminal Justice & Government Career Fair on Wednesday, March 3rd, 2021. There were 22 employers and law schools for the students to meet with in either individual sessions or group sessions.
- Members of the Criminal Justice/Legal Studies participated in the GO Griffs Weekly Zoom series on February 9th.
- Staff and faculty supported the Campus Cupboard March 16th through Gaming and Giving in the eSports area. Over 200 cans were donated to support the students and restock the cupboard.
- Dr. Cheryl McIntosh was the second author, "Cultural values and definitions of career success", and was selected as a finalist for the Academy of Management - Human Resources Division's 2021 International HRM Scholarly Research Award.
- David Tushaus published the following article with two former MWSU students (Hubbard and Sharp-Bauer): Rosenbaum, S.; Hubbard, B.; Sharp-Bauer; Tushaus, D (2021). The Myanmar Shwe: Empowering Law Students, Teachers and the Community through Clinical Education and the Rule of Law, 28 *Indiana Journal of Global Legal Studies* 153.
- Amit Verma, Mark Lewis, and Todd Echdahl recently published an article in the *Journal of Heuristics* (2021) 1-23 titled "Qfold: a new modelling paradigm for the RNA folding problem".
- Adrienne Johnson. (2021). Learning to support challenging students. Presentation at the Educators Rising Missouri Conference. Virtual.
- Adrienne Johnson, (2021). Preparing to Support Dreams. Presentation at the Educators Rising Missouri Conference. Virtual.
- Elizabeth Potts and L. Howard, (March 2021). Accessible resumes: Building the first step to employment. Council for Exceptional Children Convention and Expo. Virtual.
- Elizabeth Potts. (March 2021). Tips for taming the paper mountain. Council for Exceptional Children Convention and Expo. Virtual.
- Elizabeth Potts and L. Howard, (March 2021). Integrating arts to enhance universal design for learning. Council for Exceptional Children Convention and Expo. Virtual.
- Jen Botello virtually presented at the 2021 Spring MACTE Conference. "How to Ride the Backwards Bicycle.
- Shiva Nandan presented the paper titled "Strategic Planning with Human-Centered Design Thinking: Application in a Nonprofit Organization (NPO) Context" at the 2021 Marketing Management Spring Virtual Conference. He also served as a Session Chair and Discussant at the Conference.

People & Campus

- Center for Workforce Development launched the Professional Sales Training classes. It began on March 31, 2021 and will end May 26, 2021

- The Applied Business Ownership class has hosted a number of alumni guests including Wayne Chatham, Seth Lyons, Ross Theesen, Katie Parra, and Taira Garvey.
- Center for Service Administrative Assistant Jennifer Stover had the opportunity to meet in person with the volunteer tracking software team, VOMO in Texas on March 25th to collaborate with MWSU's campus needs and how the Center for Service is using VOMO's service to streamline volunteer organization efforts and analytics.
- Center for Service Director Kim Sigrist attends Community Volunteer Resource Network meetings led by United Way on a monthly basis to coordinate with area programs and their needs.

College of Liberal Arts

Dr. Joel Hyer, Dean

Student Experience

- Christine Ziemer's honors colloquium on psychedelics was visited by several guest speakers from both inside MWSU and beyond. Natalie Mikita from chemistry explained the molecular structure of psychedelic compounds and Corey White from psychology elaborated on the brain systems that are affected by psychedelics and how these chemicals interact with our sensation and perception. Guest speaker Robert Capeecchi from Marijuana Policy Project in Washington D.C. spoke to the class about drug policy reform and the legal barriers to psychedelic research. Guest speaker Thomas B. Roberts shared his insights from over three decades of research and teaching in psychedelic science including his role in founding the Multidisciplinary Association of Psychedelic Studies and as a visiting scientist at Johns Hopkins University.
- Stacey Rieck and several students: Kennedy Hibbs, Lacey Owens, and Erika Sandridge, presented an ongoing research project: Replication of Schnall et al. (2008): Priming a Clean Conscience? at the annual meeting of the Midwestern Psychological Association (MPA).
- Kennedy Hibbs, a senior psychology major, presented her majors honors project entitled, "Intimate partner violence and the interpersonal psychological theory of suicide" at the Great Plains Honors Council Conference. Jon Mandracchia was the faculty sponsor for Kennedy.
- Rachel Brockett, a senior majoring in secondary English education, has been named as MWSU's recipient of the Robert J. Greef Award. This award is given annually by the Missouri Council of Teachers of English to one outstanding graduate in English education at each college and university in the state.
- Dawn Terrick and the ENG 100 Program, released the 2020-2021 edition of *Discovering the Student, Discovering the Self*, a publication of ENG 100 student essays. MWSU student Anna Handza served as the Director of Layout and Design and President Elizabeth Kennedy wrote an inspiring letter to the students about perseverance.
- The MWSU Chapter of the Society for Collegiate Journalists (SCJ), under the advertisement of James Carviou, inducted new members. The following students were inducted into this prestigious national honor society: Kalee Black, Arianne Boma, Alyssa Braddy, Rose Cadden, Choe Clossum, Heather Daugherty, Caitlin Dillon, Sydney Durbin, Carrie Fisher, Cooper Jones, Harry Loomis, Josh Pohl, Briana Reed, Olivia Wabski.

- The MWSU Chapter of the Society for Collegiate Journalists (SCJ) conducted a clothing drive to aid the Career Closet in partnership with the Career Development Center. The group successfully received over six large black trash bags worth of men's and women's dress clothes for the Career Closet. James Carviou worked with local small business owner Tonya McCrea of East Hills Cleaners to set up a direct partnership with the Career Closet.
- Sydney Durbin, a senior in Jennifer Jackson's Strategic Communication Campaigns class, created a logo for use by the St. Joseph Sustainable Environment Advisory Committee. The logo was created as a unique way for SEAC to create community awareness in the fight for more sustainable environmental practices.
- English major Gwen Lack's poem "Odd Fellows" has been accepted for publication in the online journal *Wingless Dreamer*.
- James Carviou partnered with the Facebook Journalism Project to deliver hands-on training from social media experts in his JOUR 432: Social Media Branding course on. Students learned best practices in producing quality social media content and generating a large audience.
- Students in Madeline Rislow's ART472 East Asian Art class recently met with two experts over Zoom. Dr. Sooa Im McCormick, Curator of Korean Art, Cleveland Art Museum met with students to talk about her recently curated exhibition *Gold Needles: Embroidered Arts from Korea* along with career opportunities in art museums. Charity Page, Assistant Language Teacher, JET Programme (Japan Exchange and Teaching Programme) and MWSU alum (Graphic Design BFA '18) spoke with students and shared what it's like to live and work in Japan and advised on how students can become involved in similar international programs.
- Students in Madeline Rislow's ART100 Introduction to Art honors class met with Megan Benitz, Registrar and Exhibitions Manager, Albrecht-Kemper Museum of Art over Zoom to discuss the function of art museums and the role of art and artists in the regional community.
- Cinema (re)Established an Applied-Learning / Gold Friday initiative called "Griffon Production House" (GPH). Originally created in 2019, the current loss of the theatre program allowed the opportunity to create a uniquely Cinema-Focused program that serves the community, campus, and industry. GPH consists of three affiliates: GPH Live!, Griffon-University, and Fauxtoreality.
- Matt Hepworth initiated and is currently coordinating a Department of Art virtual senior art exhibit for 38 students. The ongoing project involves correctly sizing and collecting 342 project images, 38 individual bio statements, and the creation of pages per student. The website launch is anticipated for early May, 2021.
- Matt Hepworth developed and coordinated a virtual mock interview strategy for students in ART 494, Senior Seminar. Art faculty involvement included the submission of 10-15 industry-related interview questions pertinent to Digital Animation, Graphic Design, Art Education, and Studio Art majors. Students were tasked with how to evaluate and respond to a group of questions specific to their area prior to their mock interview. Six pre-recorded mock interview videos featured an employer asking a set of questions specific to each major. Students learned how to prepare their physical location for proper lighting, business casual attire, set up of hardware and software, and how to record and submit a video of their response to 7 interview questions.

People and Campus

- Kelly Henry was interviewed by News-Press Now for a special report, Prisoners of the Pandemic, about the mental health effects of Covid-19.
- James Carviou founded the Griffon Media Advisory which consists of media professionals and affiliated faculty and staff at MWSU. The advisory meets once a month and has made great strides already in shoring up a bright future for the students involved in Griffon Media.
- Susan Martens co-hosted a session with leaders from the Southeastern Louisiana Writing Project for the Tennessee Williams Literary Festival. This sold-out, ticketed, virtual event was titled, "The New Orleans Virtual Writing Marathon."
- Jordan Atkinson presented a paper titled "Investigating Student Communication Behaviors as a Function of Assimilation" at the 2021 Eastern Communication Association annual conference.
- Jordan Atkinson, along with colleagues Christine Anzur (East Tennessee State University) and Julia Weiss (The University of Virginia's College at Wise), presented a Short Course titled "Innovative Strategies for Recruiting and Retaining Undergraduate Communication Students" at the 2021 Eastern Communication Association annual conference.
- Jordan Atkinson completed his service as Short Course Director at the Eastern Communication Association. He also completed his second term as a member of the Executive Council and Nominating Committee at ECA. Jordan was appointed to direct and plan the James C. McCroskey and Virginia P. Richmond Undergraduate Scholars Conference at ECA in 2022.
- Jordan Atkinson has completed peer reviews for the journals *Communication Research Reports* and *Journal of Communication Pedagogy*.
- David McMahan presented on a panel titled "Judith S. Trent: Celebration of Life" at the 2021 Central States Communication Association Annual Convention, along with other friends and colleagues of Dr. Judith S. Trent, Past President of the Central States Communication Association and Past President of the National Communication Association.
- David McMahan presented on a panel titled "National Communication Association: Building Resilience in Difficult Times," along with National Communication Association Officers Walid Afifi (University of California, Santa Barbara), Roseann M. Manziuk (Texas State University), and Kent A. Ono (University of Utah), at the 2021 Eastern Communication Association Annual Convention.
- David McMahan wrote a column titled "From the President: Promoting the Discipline" for the National Communication Association magazine *Spectra*.
- David McMahan, in his capacity as President of the National Communication Association, developed and presided over the 2021 National Communication Association Leadership Retreat.
- Evan Elizabeth Hart presented "Abortion on Trial: the case of *State v. Goodson, 1923* at the 63rd annual Missouri Conference on History.
- Evan Elizabeth Hart presented on Diversity and Inclusion for Transition Mentor Training.

- Matt Hepworth has been appointed as a professional reviewer for the first annual AIGA Midwest Portfolio Review, coordinated by Dylan Box, AIGA Chapter President of Detroit, MI. Involvement included hourly interactions and evaluations of upper-level design student portfolios preparing for a career in graphic design and user experience design, from the University of Nebraska-Lincoln, Ball AIGA is the largest Professional Association for Design in the U.S. with more than 70 chapters and 18,000 members. State University, Wichita State University, Harding University, and McPherson College.

Programs and Partnerships

- Famed free speech advocate Mary Beth Tinker gave a public presentation focused on youth and the first amendment. Two students, Zoie Reynolds and Anne Davies, read poems in Tinker's honor to open the event along with a formal introduction by Jennifer Jackson. This event was planned in honor of Freedom of Information Day and also to commemorate Women's History Month. This event was made possible by a collaboration between the Department of Communication, MWSU Chapter of Society for Collegiate Journalists, Reach (literary arts journal) and the Alpha Chi Honors Society. Special thanks to Jennifer Jackson and James Carviou for all their efforts in making this event a reality.
- The GPH Affiliate, GPH Live! recently partnered with Central High School to produce a video of their musical, "The Addams Family." This was an intradepartmental student collaboration where students from Cinema and Music partnered to shoot two performances that were played virtually for friends and family who couldn't attend the performances due to COVID restrictions.
- The GPH Affiliate, Fauxtoreality has partnered with White Rhino Digital, a VFX house out of San Antonio. Students work on industry related real-world projects and collaborate with White Rhino to complete and deliver VFX work to clients. This is an intradepartmental collaboration between Cinema and Art (specifically Animation students) who work on these projects.
- The GPH Affiliate, Griffon University has partnered with the Center for Teaching and Learning to collaborate on selecting noteworthy research from faculty and students with the intent to create YouTube style info-videos detailing the amazing research we're doing at MWSU in a way that newer audiences will enjoy.

College of Science and Health

Dr. Crystal Harris, Interim Dean

Student Experience & Innovation

- Esther Par, Biology Health Science major, (research advisor: Tilottama Roy) received the Stan Hudson Research Grant Award from the Missouri Native Plant Society, to study the evolution and diversification of the temperate North American false foxgloves plants.
- B.S. Chemistry senior, Leo Derr accepted an offer to the University of Ohio Chemistry Ph.D. program.
- Biology graduate Laney (Hayward) Nute (Honors thesis advisor: Julie Jedlicka) was accepted into two Masters Biology programs and one Biology Ph.D. program and has decided to accept the Ph.D. program offer.

- Devon Lindstrom, Biology graduate and former research student of Csengele Barta recently accepted a Scientist position at Eurofin Genomics Inc. Devon stated that her research experience in the Barta lab was a determining factor for choosing a research career and securing her job offer.
- B.S. Biochemistry and Molecular Biology graduate Bridget (Jannsen) Hatfield ('12) received her Ph.D. from the University of Nebraska.
- B.S. Medical Laboratory Science student Courtney Magana was accepted as the first student, and first MWSU student, in the Clinical Laboratory Science training program at Truman Medical Center. The TMC site is the most recent hospital affiliation to the MWSU Medical Lab Science program.
- Students in the CHE326 Instrumental Analysis course continue to engage in a semester long applied learning project focused on natural products. During the month of March, they extracted and analyzed terpenoids in fresh rosemary, employed coffee grounds as a biosorbent to remove heavy metal contamination from wastewater and measured antioxidants in red wine.
- The Department of Nursing had 151 students participate in the Mosaic COVID vaccine clinic for a total of 1,057 hours administering vaccines (7 hours/student).
- The Health Professions (HP) Department has 101 students currently participating in applied learning experiences across the programs of Health, Sport, and Exercise Science (HSES), Social Work, Physical Therapy Assistant, Population Health and Health Information Management (HIM). Students are contributing so much time to organizations throughout Saint Joseph, MO that we find students from multiple programs within HP working at the same applied learning sites. Students across both HIM and HSES, for example, are working with patients from the Freudenthal Parkinson Program in order to teach patients how to use their patient portals and assist with cycling and boxing physical activity classes. HIM students are also making a difference by volunteering at COVID vaccination clinics.

Strengths & Stewardship

- Jacklyn Gentry was awarded the Nursing Education Incentive Program Grant, "Enhancing Education and Creating a Pipeline for the Future of Nursing in Northwest Missouri through Increased Simulation Lab Utilization" in the amount of \$120,700.
- Csengele Barta was awarded the 2021 Primarily Undergraduate Institutions Award of the American Society of Plant Biologists. She has been the recipient of this award for the past three consecutive years, a recognition that positions the high-quality research and applied learning education efforts of MWSU at the forefront of the international plant science community. The prestigious award recognizes excellence in undergraduate student research mentorship, significant international contributions to plant science education, curriculum development, and applied learning, as well as sustained, high-quality plant science research of faculty at primarily undergraduate serving institutions. The award provides funding to facilitate the research presentation of Csengele Barta and her undergraduate research team at the 2021 Plant Biology Worldwide Summit of the American Society of Plant Biologists and at the Primarily Undergraduate Institutions Workshop.

Programs & Partnerships

- The Department of Chemistry continued its relationship with a local vineyard. Department members spent a Saturday morning pruning the vines in preparation for the growing season. The vineyard will continue to play an important role in bringing applied learning activities to the Chemistry laboratory curriculum as well as generate research projects for students and faculty.
- Shauna Hiley implemented a "Griffon Science Teachers" facebook group for the chemistry teaching alumni and soon-to-be-teaching students and so far has 10 members.
- The Computer Science, Math, and Physics (CSMP) program has been collaborating with alumni to develop cutting edge curricula to prepare graduates for the future. Alumnus Frank Luszicza met with faculty to identify workforce needs; a new Cybersecurity (BS) program proposal is currently being reviewed at the Missouri Department of Higher Education & Workforce Development (MDHEWD).
- An interprofessional team, represented by faculty from the Departments of Health Professions, Nursing, and Biology, collaborating with Mosaic Life Care, and with input from North Kansas City Hospital, Liberty Hospital, Truman Medical Center, and Children's Mercy Hospital, developed a new Respiratory Therapy (BS) program which is in the approval process at MDHEWD.
- Members of the CSMP faculty (Evan Noynaert, Gavin Waters, Alec Sithole, Yipkei Kwok) and staff from the Admission Office held a virtual "Go Griffs" panel discussion with students on programs and pathways for majors offered by the department. This panel discussion will be used for student recruitment in the future.
- The Social Work Program partnered with VoiceWorks to provide two free CEUs for area professionals and students.

People & Campus

- Julie Jedlicka was featured in an NGO video entitled "Installing Bluebird Boxes for Vineyard Pest Control" to explain the science behind merging bird conservation with agriculture. The video (<https://www.youtube.com/watch?v=IFbbGMyfspE>) was shared widely on social media.
- Mike Ducey is serving on the St. Joseph Allied Arts Council Bicentennial Planning Committee as a co-director of the STEAM Innovation and Activity Zone. The "Steam to STEAM" festival will be held at the Civic Center Park in St. Joseph on August 21-22.
- Stephanie Gerlach developed and implemented a cycle class for Parkinson's patients at the Freudenthal Center to further enhance programming initially started by nursing faculty member, Stephanie Stewart. Students from multiple classes in Health, Sport and Exercise Science are volunteering for the cycle program, which was featured on KQTV.
- Bill Russell had the article "The role of athletic identity and perceived social support on college female athletes' burnout" published in the *Journal of Sport Behavior*.
- Bill Russell had the article "An examination of sport motivation, motivational climate, and athlete burnout within the Developmental Model of Sport Participation" published in the *Journal of Amateur Sport*.

- Grey Endres had his Capstone Doctorate Project *Finding my Voice: Learn to Speak Up for Yourself* published.
- Pam Clary presented to the 139th Air National Guard Unit "The Impact of COVID-19 on Mental Health."
- Pam Clary presented "Trauma, ACES, and Boundaries" at the Caring People's Board Retreat.
- Carissa Ganong's paper "A Multimedia Active Learning Approach to Introducing Human Parasitic Diseases in an Undergraduate Parasitology Course" was published in the *Journal of Microbiology and Biology Education*.
- Pi-Ming Yeh presented a virtual poster presentation "The influences of coping strategies and spiritual well-being on mental illness patients' anxiety and depression" at the Midwestern Nursing Research Society 45th Annual Research Conference.

Graduate School

Dr. Susan Bashinski, Interim Dean

Student Experience & Innovation

- Alekhya Konda successfully completed two certification examinations: CompTIA CYSA+ and Oracle Database SQL (1Z0-071)

People & Campus

- Susan Bashinski presented the first two online professional development sessions in a series of three for teachers and related services providers who work with learners who experience deaf-blindness.
- Susan Bashinski published a sole-authored chapter in a special education text.

Early College Academy

Stacy Turner, Director

- ECA advisors have met with 44 Fall 2021 ECA students
- ECA Director, Stacy Turner, and President Kennedy met with Platte County High School to discuss their upcoming launch of the Leadership Micro Credential program and to further develop our partnership with them.

MEMORANDUM

TO: Dr. Elizabeth Kennedy, President

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

DATE: April 12, 2021

SUBJECT: Report to the Board of Governors

Student Affairs Snapshot

	February	March	Academic Year to Date
Career Development Center			
New Users in Big Interview and Traitify	62	11	218
Student Engagement in Handshake	56	61	263
Individual Career Counseling Appointments	7	3	40
Career Fairs	2	2	6
Career Development Presentations	4	2	22
Approved Employers	173	224	1174
Center for Student Involvement			
Active Registered Student Organizations	70	70	70
RSO Meetings	14	61	156
RSO Events	7	22	132
Tabling Events	4	6	66
Nontraditional, Commuter, and Accessibility Services			
Individual Nontrad and Commuter Student Visits	7	3	106
Nontrad & Commuter Student Events	1	0	1
Accessibility Resource Center Related Meetings	1	0	13
New Unique ARC Registered Students	2	2	29
Housing and Residence Life			
Events in Residence Halls	20	21	103
Room Changes	10	0	32
New Contracts for Current Semester	0	0	47
New Contracts for Next Fiscal Year	183	210	393
Esry Student Health Center			
Individual Health Center Visits	94	101	720

BinaxNow Tests Administered	28	21	145
Center for Multicultural Education			
Multicultural Education Events	3	1	20
Counseling Center			
Counseling Appointments	153	197	1170
New Counseling Appointments/Clients	33	19	167
Student Affairs and Dean of Students			
COVID Close Contacts Supported	13	8	709
COVID Positive Cases Supported	15	8	352
Individual Campus Cupboard Visits	10	16	70
Campus Cupboard Donations (lbs)	60	111	456
Lost and Found Visits	15	19	104
Visits to Student Affairs	129	96	932
Student Conduct Incident Reports	47	30	294
Student Conduct Active Cases	22	17	33
CARE / Behavioral Intervention Cases	17	15	38*

* New aspect of the Advocate system was implemented February 2021 for tracking these cases

Initiatives

Campus Assessment, Response, and Evaluation "CARE" Team

The MWSU Behavioral Intervention Team has been revised to better serve the expanding needs of our students, and will be known as the CARE Team moving forward. The purpose of the Missouri Western Student CARE Team is to develop proactive, collaborative, holistic approaches to identify, assess, and mitigate risks associated with students exhibiting concerning behaviors, thoughts, or facing hardships. The team will provide regular communication between University partners, identify resources, and provide support for students needing care or who are experiencing distress. The CARE Team assists with two levels of student care and support: 1. Student Crisis and Distress (active; details below) and 2. Student Wellbeing and Success. The change in name, management, and structure is supported by the National Association for Behavioral Intervention and Threat Assessment (NABITA) and the National Center for Higher Education Risk Management (NCHERM) best practices.

Student Crisis and Distress encompasses events involving a student that threatens the well-being of one or more individuals, or the university community as a whole. This may include personal crisis and/or behavioral issues. Specific examples: suicide ideation or attempts; death of a student; sexual assaults; physical assaults or other acts of violence; transport to hospital related to alcohol, drugs, eating disorders or serious injury; activities or events that may have an impact on the campus community and any personal tragedy or significant event that might impact a student's ability to stay in school.

Missouri Western members can [report concerns using the online tool](#). The CARE Team will research the issue to determine if an intervention is appropriate. All information submitted will be handled confidentially, with the purpose of assisting the student, faculty, or staff person you have named. By collaborating as a team, the CARE Team will strive to effectively balance the rights of individuals with the security of groups. The team includes representation from the faculty, Academic Advising, Legal Counsel, Athletics, Title IX, Housing and Residence Life, and Counseling. More information: www.missouriwestern.edu/student-services/care/.

Blum Lobby Renovations

In addition to the \$250,000 allocated by the Student Government Association to develop the Esports Arena, SGA also allocated \$50,000 to the improvement and renovation of the Blum Student Union Lobby. Renovations have included new carpet, painting walls to match, removing brown pillar coverings, and replacing furniture. Though still underway, students have responded favorably to the changes, commenting that the space looks brighter and more inviting.

Grad Fest

This is a new initiative in a partnership between Career Development, Center for Student Involvement, and Alumni Relations. Grad Fest is scheduled for April 14 and 15, from 10am to 4pm, and serves as a final touchpoint for our graduating students. The career center will collect outcome data, the alumni center will collect email addresses / contact information outside of the Missouri Western accounts and distribute legacy cords. The bookstore will have the opportunity to distribute caps and gowns, the financial aid department will provide exit counseling for student loans, the military center will distribute military cords, the international office will distribute international sashes, and the graduate admissions office will promote the graduate school. This is part of an ongoing commitment to improve the student experience during the transition from being a student to becoming an alum of Missouri Western State University.

Student Government Association (SGA) Elections

The 2021-2022 SGA Elections took place March 31 and April 1 of 2021. Nathan Scott, who currently serves as President of SGA, was re-elected for the 2021-2022 year, and Conner Peters, who currently serves as Director of Public Relations for SGA, was elected to serve as Vice President. Senators were also elected, including Charles Anderson, Johanna Martin, Dawson Schmutzler, Brett Shanks, Caitlyn Thompson, and Artemii Udovenko. The inauguration of the President and Vice President will take place during the Student and Organization Achievement Recognition Awards on April 14, 2021.

Student and Organization Achievement Recognition "SOAR" Awards

The annual SOAR Awards are scheduled for April 14, 2021 and will be hosted by Darrin Brinks, a first year student who recently hosted the 24 Hours Live Stream Event that kicked off the opening of the Esports Arena. This year, over 120 nominations were received, which is twice the number of nominations received for 2020. Awards that will be presented include the

Outstanding Student Organization Member, Outstanding Student Advisor of the Year, Fraternity and Sorority of the Year, Spirit of the Griffon, Best New Student Organization, and Student Organization of the Year, among others. A full list of awards and past recipients can be viewed at: www.missouriwestern.edu/studentaffairs/soar-ceremony/. This year's ceremony will be both in-person and live streamed with the assistance of Griffon Production House. The 2021 Commencement Speaker will also be announced at the SOAR awards ceremony.

Voter Friendly Campus Designation

Initiated by Student Affairs, Missouri Western State University has received a Voter Friendly Campus Designation. The achievement was [reported on campus](#) and by [News Press Now](#).

Memorandum

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

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

DA: 04/12/2021

RE: Enrollment Management Board of Governors Report

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

Strategic Priorities

Strategic Priority 1: Customer Service

Academic Advising

Registration for Fall 2021 has begun. The professional advisors in Academic Advising have held 228 visits with 190 individual students since the last Board of Governors report. Advising appointments have been offered in a variety of methods to best serve our students, including face-to-face, zoom, phone, and some advisement through email. A key piece of advising is having current Sample Plans for each major. Academic Advising Director Elaine Bryant has worked with the academic departments and have completed all but a few major Sample Plans.

Academic Advising was also charged with creating teach-out degree plans/agreements for students with majors that were phased-out. To date, 341 total plans have been prepared and sent to students for signature, and of those 201 have been executed by the student and transition advisor. For the remaining 140 students who have not yet signed their teach-out plans, follow-up email reminders were sent. The professional advisors are currently working with nine (9) students in the teach-out program and with UMKC as the partnering institution to get their students enrolled in courses to help them finish their degree.

Academic Advising recognizes outstanding advisors through two major mechanisms. The Advisor Shout-Out Awards recognizes two advisors each semester. To date, 67 nominations have been received this spring. The Outstanding Academic Advisor Award is an annual recognition. Winners are selected by the Academic Advising Council and announced at the University's Faculty & Staff Awards and Retirement Reception on April 30.

Academic Support

The Center for Academic Support (CAS) focuses on serving current students in need of academic support through tutoring. The chart below demonstrates the number of hours in direct tutoring with Missouri Western students throughout the Fall 2020 and Spring 2021 semesters.

Table 1: CAS Tutoring Hours

SUBJECT	SEMESTER	TOTAL HOURS OF TUTORING	% OF TOTAL TUTORING IN VIRTUAL ENVIRONMENT
MATH	FALL 2020	779.75	5.67%

MATH	SPRING 2021 THROUGH APRIL 9	240.22	11.9%
WRITING	FALL 2020	149.75	40.75%
WRITING	SPRING 2021 THROUGH APRIL 9	79.51	39.8%
CONTENT	FALL 2020	604.63	32.78%
CONTENT	SPRING 2021 THROUGH APRIL 9	471.03	57.5%
SUB-TOTAL	FALL 2020	1532.13	19.80%
SUB-TOTAL	SPRING 2021 THROUGH APRIL 9	790.76	45.5%
TOTAL	FALL & SPRING	2322.89	29%

The Center for Academic Support employs current students to serve as tutors in a wide range of courses. Our CAS staff are recognized for their expertise in collegiate level tutoring. Susan Garrison, director and writing coordinator in CAS, was voted president-elect for the Heartland Chapter of the College Reading and Learning Association. The region includes Iowa, Kansas, Missouri, Nebraska, and Oklahoma. Amber Halstead, CAS math coordinator, presented “Pivoting to Online Tutoring Using TutorTrac” at the Heartland Chapter CRLA Virtual Spring Conference.

Office of Admissions

The refresh of the Office of Admissions physical space has begun. The visit room has been painted a light color that brightens the room and makes it more welcoming to guests. Brighter overhead lights have been added to further enhance the bright and welcoming atmosphere.

The bidding process for the graphics that will be outside the suite, in the reception area, and in the visit room is underway. The target end date for this project is June 14, the day prior to the first orientation session.

Global Center

Fumi Cheever, Director of International Student Services, offered multiple events in March and April for current students including Tea & Talk, Take Me to Your Hometown, and International Cooking. In addition, Fumi is assisting colleagues in Student Affairs by managing the Virtual Diversity Book Club Series and the International and Multicultural Graduation and Sash Ceremony.

Fumi currently serves a total of 51 current international students holding a variety of visa statuses. Fumi’s primary responsibility with regard to current F and J visa holders is to assist them in staying in status with United States government. Fumi serves as the University’s PDSO and RO and is required to provide updates each semester to Student and Exchange Visitor Program through the SEVIS system.

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). SIG representative Brian Regan will be on campus April 13-15 and again the week of May 10th to continue implementation work. SIG representative Kathryn Lucas will also be on campus the week of May 10th to begin the next application cycle in preparation for the 2022-23 recruitment year which kicks off July 1, 2021.

In addition to working with undergraduate admissions, SIG is implementing the Early College Academy and Graduate application process. While testing for all areas can sometimes be laborious, this implementation is running well.

SIG has built a cabinet level funnel report that will be beneficial for next year when there is comparison data in the system. Currently, the report is used in conjunction with another report and determine what additional elements are needed at the cabinet level.

The recruiters and the event staff have all been trained on SLATE and work in the system to varying degrees. See more details under Strategic Priority 4.

Strategic Priority 3: Staffing Needs Assessment and Plan

Currently, there is one open position in the Office of the Registrar (Graduate Records Coordinator). That search is underway and nearing completion. All other current positions are filled. Additional positions have been recommended.

Strategic Priority 4: Enrollment Management Plan

Enrollment Management

After five months of learning about Missouri Western and the communities it serves, Enrollment Management will now begin the arduous task of writing the Enrollment Management Plan, short- and long-term. The goal is to have a working draft completed prior to the start of the Fall 2021 semester. The report will likely have three major foci: 1) recruiting new students, 2) retaining and enrolling continuing students, and 3) driving persistence to graduation.

Academic Advising

Nine EdSights campaigns have been pushed out through text messaging since the February Board of Governors report. These topics include:

- Student government elections
- Course engagement & self-efficacy
- Wellness check
- Career readiness
- Covid portal
- Spotify playlist announcement
- Housing satisfaction
- Griffons Got Grooves
- Campus engagement

An end of semester campaign is scheduled for May 13th.

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. To date, 371 prospective freshmen students have registered for Griffon Orientation and an additional 105 prospective freshmen have “committed” to attending Missouri Western. GO dates are scheduled as follows: June 15, 16, 17, 22, 23; July 13, 14, 20, 21; and August 6, 7, 10.

The second Griffon Showcase event was held online on April 10 with 19 prospective students registered. The current Showcase format is being reimagined for the next academic year with seven different on-campus recruitment events designed to attract prospective students to campus.

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

Table 2: Year-Over-Year Fall Freshman Funnel – Historical Reference

	Prospects	Apps	Conversion	Applicants	Admit	Conversion	Admit	Enrolled	Yield
FA 2010		3884		3884	2762	71.1%	2762	1277	46.2%
FA 2011		3861		3861	2639	68.4%	2639	1149	43.5%
FA 2012		3855		3855	2622	68.0%	2622	1079	41.2%
FA 2013		3522		3522	2461	69.9%	2461	975	39.6%
FA 2014		3508		3508	2609	74.4%	2609	1062	40.7%
FA 2015	14781	3344	22.6%	3344	2530	75.7%	2530	875	34.6%
FA 2016	12892	3671	28.5%	3671	2731	74.4%	2731	855	31.3%
FA 2017	11104	5390	48.5%	5390	3981	73.9%	3981	993	24.9%
FA 2018	13093	7426	56.7%	7426	5377	72.4%	5377	1047	19.5%
FA 2019	15463	7301	47.2%	7301	6286	86.1%	6286	957	15.2%
FA 2020	16791	6152	36.6%	6152	5336	86.7%	5336	690	12.9%

The recruitment team has completed 114 school visits this semester out of 121 scheduled with 31 visits in-person and the remainder offered virtually. In addition to high school visits, Missouri western has participated in 25 recruitment fairs with two (2) remaining.

Although we continue socially distanced campus visits with a maximum of 12 visitors per presentation time, we have had 158 families visit campus since the beginning of 2021 with 91 of those families also meeting with faculty while on campus.

The recruitment team has fully embraced the use of SLATE to engage prospective students. Personalized emails and text messages around the following themes have occurred:

- Admitted student emails and texts encouraging commitment
- Awaiting submission emails
- Missing FAFSA
- GO registration
- Admitted student congratulations
- FAFSA but no application
- Why Missouri Western to inquiries and prospects
- High school counselor email

These communications were in addition to the vast amount of communication going out in a more centralized effort. One communication of note going to the entire funnel is referred to as the “Hannah” videos. As mentioned in the February report, Governor Hannah Berry was kind enough to shoot a recruitment video for Admissions. Marketing team member Elliot Swope cut the footage into several 30 second videos around different topics that is then used to deliver a message. Thus far, the following messages have been sent to prospective students:

- Take a second look, planning to be back in person in the fall
- Affordable excellence
- Academic support
- Faculty

Spring 2021 one-time mail pieces include:

- Spring Showcase postcard
- Apply Now postcard
- Spring Apply Push postcard – not too late for scholarships

- President's letter to families
- President Kennedy's personalized video congratulating students on their acceptance

Spring 2021 drip campaign pieces include:

- Visit postcard
- Viewbook
- Find your path postcard
- GO invitation
- Housing postcard

Pennants are in production along with the die-cut wings card and are expected to mail the initial batch on April 26th. Pennants are being mailed to all prospective freshman students who have committed to attending Missouri Western State University.

Radio ads are running on the local stations and seven billboards have boarded and are being strategically placed in Missouri. We have purchased advertising space in the Platte County newspaper special edition for high school graduates and plans are being made to place advertisements in the St. Joseph News Press. A social media campaign is also launching in April and we will be geofencing Central High School's graduation on May 23rd, being held on the Missouri Western campus. For the next recruitment cycle, Missouri Western will be developing a robust, interactive digital viewbook. This will allow us to reach more prospective applicants with customizable information.

Go Griffs Weekly Zoom Series continues. To date, twenty (20) Zoominar panels have been offered with four (4) additional Zoominars scheduled. Campus visits program coordinator 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 campus community have participated to make these Zoominars engaging. Overall, 221 prospective students attended the Zoominars live and we have had another 234 on-demand views.

On February 26th, Dr. Logan Jones and I met with Mitch Holder, Dean of Instruction, from NCMC to discuss rebuilding and enhancing the transfer articulation partnership between the two institutions. An agreement between the two campuses has been signed by the respective presidents. Additionally, departments have begun the work of building major-specific transfer articulation guides.

Additionally, Missouri Western and North Central Missouri College have assembled two teams to work together on a dual enrollment arrangement. Students from NCMC would enroll in one-to-six credit hours at Missouri Western and have the opportunity to live on campus in the MWSU residence halls. Members of the Missouri Western team include Dr. Melissa Mace, Dr. Hannah Piechowski, Josh Maples, Elaine Bryant, Cindy Spotts-Conrad, and Jamie Sweiger. The two teams met virtually on March 31. A second meeting is planned but not scheduled at this time.

Transfer guides have also been developed for Highland Community College. The guide templates for both NCMC and HCC have been sent to deans and department chairs for major-specific development. Additional community colleges have been identified and are in the initial development stages.

Student Success (Academic Advising)

The AWC working group has been meeting regularly over the Spring 2021 semester to create 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

A First Year Experience work group has been assembled to work on an intentional FYE program targeting incoming freshmen. Some of the items targeted for the FYE program include Griffon Edge, Griffon Edge Mentoring, First Year Housing (2022), I Live 360 Wellness Program, UNV101, Centralized Advising, Griffons Give Back (service project), Co-Curricular Transcript (2022 target start)), and SOAR. This is an initial list that will be more thoroughly fleshed out in the upcoming meeting. A campaign will also be developed around this initiative to include a webpage, print piece, etc.

Strategic Priority 6: Enhanced Centralized Advising

Enrollment Management

Academic Advising for freshmen students will be moving to a centralized model with the exception of business and nursing. To that end, I have recommended the addition of two academic advisors in the academic advising office to manage the additional load.

Respectfully Submitted by Dr. Melissa K. Mace

MEMORANDUM

To: MWSU Board of Governors
From: Dr. Josh Looney, Vice President of Intercollegiate Athletics
Date: April 22, 2021 (as of April 9, 2021)
Re: BOG Report (Athletics, Esports and Recreation Services)

Programs & Partnerships

- **Preparations for 2021 Chiefs Training Camp Underway.** Regular planning calls are underway with members of the Kansas City Chiefs front office, as the University and NFL franchise prepare to host the 2021 Training Camp on campus this summer. While it is too early to make announcements regarding the structure, schedule and COVID-19 protocols surrounding Training Camp, Chiefs personnel are scheduled for an April site visit with members of the athletic department, physical plant and campus Police to evaluate potential adjustments.
- **Athletics COVID-19 Testing.** MWSU student-athletes continue to undergo regular COVID-19 testing prior to competition and travel. The athletic department has now conducted 2,687+ COVID-19 tests with 44 positive cases (1.6% positivity rate). The department has not had a positive test since February 19th when two members of the tennis program tested positive. Those two positive cases represent the only disruption of the spring sports seasons to date.
- **Men's Basketball Returns to the NCAA Tournament.** MWSU men's basketball completed its best MIAA season in two decades with a third-place regular season finish and returned to the NCAA tournament for the first time in 11 years. The 2020-21 season continued the rapid turnaround of a program that won just 6 games in 2017-18. Expectations remain high going into next season with the core of this year's roster set to return under second-year head coach Will Martin.
- **Women's Lacrosse Notches Numerous Program Milestones.** The inaugural season of MWSU women's lacrosse has produced several program milestones in the program's first two months of competition. On February 26th, the program's competitive debut resulted in a 17-0 victory over NAIA opponent Culver-Stockton to record the program's first-ever victory. Less than a month later, the Griffons defeated Maryville 17-7 to achieve the program's first victory over a NCAA Division II opponent. Then, on April 11th, Griffon Lacrosse won its first-ever Great Lakes Valley Conference contest with a 15-13 win over Lewis University.
- **Additional Spring Sports Updates.** The spring sports season kicked off in late February and is set for staggered finishes from late April through late May. A brief update on each spring sports season is below.

- Women's Soccer sits 6-1-1 in its abbreviated spring season under first-year head coach Damian Macias. The team is challenging for the MIAA Northwest Division title and has its sights set on qualifying for the MIAA Championship Bracket.
- Volleyball, another fall sport playing an abbreviated spring schedule, will open MIAA Tournament play on April 16th. The team currently has a 6-9 fall record.
- Softball is in the mix for another NCAA Tournament appearance and enters the final month of play atop the MIAA standings with a 20-10 (9-3 MIAA) record.
- Golf is in contention for NCAA Tournament bids with the men's and women's programs both achieving regional rankings in the most recent Central Region polls. The regular season will conclude in late April with NCAA Championship play in early May.
- Tennis is recording its best season in recent memory under second-year head coach Olaya Garrido-Rivas. The Griffons have recorded the most conference wins since 2015-16 and are well on their way to a winning MIAA record for the first team in at least a decade.
- Baseball has battled injuries on the mound and has struggled to find consistency with a young roster of just two seniors and 13 freshmen. The team is currently 8-19 (6-15 MIAA).
- Track and Field begins its spring season fresh off indoor accomplishments the program had not seen prior to this year. Thrower Jordan Garr paces the men's team as the reigning 2021 MIAA Indoor Shot Put Champion and the women's team is coming off its best indoor season scoring 39 points while recording the most individual scorers in program history.

Student Experience

- **Esports Cuts Ribbon on New Arena.** A ribbon cutting and dedication ceremony was held on March 4th to officially open the new Esports Arena in Blum Union. The arena is open daily for student use and has seen increased traffic from recreational students, faculty and staff throughout the month. Varsity and club athletes celebrated the grand opening by playing a 24-hour livestream for charity that resulted in more than \$1,600 raised for the Children's Miracle Network. A story on the dedication can be found [here](#).

External funding covered 100% of Arena construction and equipment expenses. Some statistics on the Esports Arena following its first month of operation, include:

- 173 unique signups (averaging 10 new student signups per week)
- 136 of the 173 unique signups are active users (78.6%)
- 17,100 GriffCoins have been redeemed (playing promotions and awards)

- Six games have seen more than 100 plays, led by Fortnite Battle Royale (416 plays) and Overwatch (279 plays)
- **Locker Room Renovations Completed at Baker Fitness Center.** In addition to the new Esports space, the renovation of the locker rooms at the Baker Fitness Center is complete and locker rooms have re-opened. The renovation included much needed touchups/updates to the floors, walls, showers and bathrooms. All construction was performed in-house by the campus' physical plant and was funded by SGA.
- **Recreation Services Ramps Up Student Events.** With the campus re-emerging from COVID-19 limitations, the Recreation Services department has rolled out alternate activities to take the place of traditional club and intramural competition. Events hosted since March 1st, and running through the end of the semester, include: G.R.I.F.F.O.N. Basketball Challenge, Ping Pong and racquetball tournaments, Esports (e.g. Madden FIFA, NBA 2k, etc.), Disc Golf, Cornhole, Home Run Derby and Rec Day at the Commons. In addition, the men's club soccer team will re-engage competition with other colleges and universities in April.
- **Mystics Dance Team Holds 2021-22 Auditions.** The Mystics are concluding their first academic year under the leadership of the athletics department. The team has been a welcome addition in athletics and recently held auditions for 2021-22. Technical dance and ballet skills, kicks, flexibility, leaps, jumps and hip hop dancing skills were core pieces of head coach Fallon Gardner's evaluation process. The 2020-21 team featured 11 student-athletes and interest in the program continues to increase.
- **Upcoming Cheer Tryouts.** The cheerleading squad serves as one of the most visible student groups on campus. Griffon Cheer takes pride in its role as University ambassadors, not only through athletic events, but also in the community. Tryouts will be held April 30th and May 1st, at which time selections will be made for the 2021-2022 school year.

People and Campus

- **St. Joseph Native Jordan Garr Wins MIAA Indoor Track and Field Title.** In its fourth year of existence, the MWSU track and field program produced its first MIAA champion as St. Joseph Central High School alum Jordan Garr won the indoor shot put crown and advanced to the national championship. Garr, a senior with two years of eligibility remaining, finished 9th in the country just missing All-America status by one position. The team opened its outdoor season in April, with Garr looking to qualify for the outdoor national championships in late May.
- **Peete Exits Men's Basketball Staff.** Griffon men's basketball assistant coach Tim Peete departed the program in April to join the first-year coaching staff at NCAA Division I UT-Martin. Peete is a native of Memphis, Tennessee. MWSU men's basketball is working to complete its coaching staff for 2021-22 as transfer recruitment is underway and summer recruitment is rapidly approaching.

- **Four Griffons Earn All-MIAA Men's Basketball Honors.** Griffon junior Tyrell Carroll was named All-MIAA Second Team and also selected to the All-Defensive Team, while junior Caleb Bennett, sophomore Will Eames and sophomore Reese Glover all achieved honorable mention All-MIAA accolades. The four players honored by the league were tied for the most of any team in the conference with Northwest Missouri State.
- **26 Griffons Earn MIAA Indoor Track and Field Academic Honors.** The MIAA announced its academic awards for the 2020-2021 men's and women's indoor track and field season. Honorees must have at least two terms of grades reported at the certifying member institution, excluding summer terms. A list of the Griffons' indoor track and field academic honorees are available [here](#).
- **14 Griffons Earn MIAA Basketball Academic Honors.** The MIAA announced its Academic Awards for the 2020-2021 men's and women's basketball seasons. Honorees must have at least two terms of grades reported at the certifying member institution, excluding summer terms. A list of the Griffons' basketball academic honorees are available [here](#).
- **Jared Wells Named MIAA Pitcher of the Week.** Sophomore Jared Wells was named the MIAA Pitcher of the Week on March 16th. The Carl Junction, Missouri native made his first career start against No. 4 Missouri Southern and threw a combined three-hit shutout with teammate Robert Farrell.
- **Ioanna Lathouri Named UTR/ITA National Player of the Week.** Junior Ioanna Lathouri was named the Universal Tennis Ratings (UTR)/Intercollegiate Tennis Association (ITA) National Player of the Week on March 17th. The Athens, Greece native has played in the No. 1 spot for the Griffons and is ranked 33rd nationally. Lathouri is in her first season at MWSU after spending the last two years at Fresno Pacific. She began her career at Missouri-Kansas City during the 2017-18 season.
- **MacGibbon Named MAA Tennis Athlete of the Week.** Sophomore Isabella MacGibbon was named the MIAA Women's Tennis Athlete of the Week on March 22nd. The Brisbane, Australia native helped the Griffons defeat GAC favorite Harding, 4-3, as she earned wins at No. 3 singles and No. 3 doubles.
- **Allycia Gan Named MIAA Golfer of the Week (Twice).** Sophomore Allycia Gan was named the MIAA Women's Golfer of the Week on March 24th for her performance at the Henderson State Spring Invitational. This was the second MIAA Golfer of the Week honor this season for Gan.

Strength and Stewardship

- **2021-22 Gold Coat Drive Launches May 12th.** Griffon Athletics and the Gold Coat Board of Directors will kick off the 2021-22 Gold Coat Drive on May 12th. The Gold Coat Club

is the athletics booster and season ticket organization of Missouri Western. The Gold Coat Club experienced record membership revenue last year despite the COVID-19 pandemic, with 343 memberships totaling \$232,567.

- **Football Alumni Weekend Sold Out.** The Griffon Football Alumni Golf Tournament and Weekend has sold out in advance of its April 17th tee times at St. Joseph Country Club. The fundraiser includes a post-golf social event hosted by the Country Club.
- **Donations Help Fund Salaries.** The athletic department generated \$60k in new donations toward football staff salaries as part of its strategies to reduce expenses and generate new revenue streams during the 2020-21 academic year. Since July 1st, the athletic department has provided the University's general fund with \$491,617 in operational budget reductions, an approximate \$115,655.63 in additional personnel savings and \$219,902.70 in new revenue streams. The Vice President for Intercollegiate Athletics continues to work closely with the CFO on budget strategies to close FY21 and projections for FY22.
- **MWSU Charity Golf Tournament and Auction.** The athletic department is preparing for its largest fundraising event of the year with the 19th Annual Charity Golf Classic set for June 5th and June 7th. Once again partnering with the St. Joseph YWCA, the dinner and auction is being planned for June 5th at the St. Joseph Frontier Casino while the golf tournament will tee off June 7th at the St. Joseph Country Club.

Telling our Story

- **MWSU and St. Joseph Country Club Hosting 2021 NCAA Women's Golf Central Region Championship.** The athletic department is preparing to host the 2021 women's golf Central Regional at St. Joseph Country Club, May 3rd – 5th. Senior associate athletic director Brett Esely will serve as tournament director while the best in the Midwest battle it out for a bid to the national championship.
- **Summer Camp Dates Set.** After canceling all MWSU athletic camps last summer due to the COVID-19 pandemic, youth sports camps are set to make their return to campus this summer. Camp dates are listed below with several other sports camps TBA, including men's basketball.
 - Basketball (Men's)
 - TBA
 - Basketball (Women's)
 - Elite Camp (grades 7th-12th), June 1st
 - Team Camp (grades 9th-12th), June 2nd-3rd
 - Little Griffs Day Camp (grades 1st-6th), June 7th-9th
 - Football
 - Griffon Youth Camp (grades 3rd-8th), June 7th-9th
 - Team Camp (high school teams), June 10th-15th
 - Griffon Elite Showcase (grades 9th-12th), July 25th
 - Softball
 - TBA

- Soccer
 - TBA
- Volleyball
 - MoKan Top 10 Team Camp (high school teams), July 15th-16th
 - Griffon Elite Camp (grades 8th-12th), July 19th – 20th
 - Little Griffs Camps (grades 1st-6th), July 21st

MEMORANDUM

To: MWSU Board of Governors
From: Dr. Josh Looney, Interim Vice President of Advancement
Date: April 25th, 2021 (as of April 9, 2021)
Re: BOG Report (University Advancement and the MWSU Foundation)

Programs & Partnerships

- **Executive Committee Meets; Sets Distribution Rates.** The Foundation's executive committee met March 11th to discuss the University's recent \$1.8m funding request. The Foundation Board of Directors is expected to take action on the funding recommendations at its May 5th meeting. In addition, the Foundation investment committee maintained a 4% endowment distribution rate and 1.5% management fee for 2021-22.
- **Unrestricted University Giving at 121% of Annual Goal.** Thanks to a series of initiatives dedicated to increasing the University's annual fund, total unrestricted University contributions reached 121% of the Foundation's FY21 goal (as of March 31st). While work continues over the final quarter of the academic year, unrestricted fundraising has reached its highest point since 2017-18 and is projected to challenge top fiscal years from the past decade. The unrestricted annual fund is comprised of several campaigns, including the Western League for Excellence, Founder's Day, Phonathons and Direct Mail.

People and Campus

- **Fund A Need Campaign Launched.** In partnership with the annual phonathon, a mini fund-a-need campaign was launched in early April at griff.nv/need. Academic Deans from each college identified a project that needed funding. Student callers are currently asking for unrestricted donations and also discussing the four projects to provide options to those who wish to give toward an initiative or project. The four projects include:
 - Science and Health Seminar Series
 - Upgraded Computers for Fine Arts Digital Studio
 - Wilson Hall Student Study Areas
 - Replacement Flags for the Bill Snyder Pavilion
- **Victory Plaza Brick Installation.** A third round of 64 bricks were purchased as part of the Victory Plaza initiative launched during the Centennial Capital Campaign. The new bricks have been received and are scheduled for installation late this spring under the Victory Tree located outside Spratt Stadium.
- **Alumni Partners at Grad Fest; Launches Legacy Cord Initiative.** The Alumni Office worked with Student Affairs to arrange a Grad Fest for graduating seniors on April 14th

and 15th. Seniors picked up their legacy cords and license plate frames from Alumni Board volunteers at the Alumni table. Several campus departments participated and Barnes and Noble handed out caps and gowns.

The new Legacy Cord will be provided to all graduating seniors who have parents or grandparents who graduated from Missouri Western and register with the Alumni Office. This antique gold cord will symbolize legacy graduates.

- **Donor Appreciation Event Set for May 1th.** The Foundation will host a donor appreciation event on Tuesday, May 11th from 5 – 7 pm on the Bill Snyder Pavilion (located at Spratt Stadium). The Missouri Western Ambassadors will host a silent auction in conjunction with the event, in lieu of their annual Night at the Ritz event to support scholarships for non-traditional students. The evening will also represent an opportunity for University contributors to meet with President Kennedy.

Student Experience/Telling our Story

- **Dallas Alumni Engage President Kennedy.** In partnership with the Alumni Office, President Kennedy held a ZOOM meeting with alumni from the Dallas/Fort Worth area on April 8th. Alumna Amanda Luzsicza '12 organized and moderated the call. President Kennedy introduced herself, spoke about the future of Missouri Western, and answered questions about how COVID impacted the school, as well as current and anticipated enrollment numbers. The event was well received by our DFW alumni.
- **Alumni Board Meets.** At the April Alumni Board meeting, by-law changes were ratified, scholarships were awarded, Alumni Award nominations were considered and winners identified. Outgoing board members were recognized, new board members were welcomed and the slate of officers for the next fiscal year was determined.

Strength & Stewardship

- **Western League of Excellence Doubles Giving Total Through March 31st.** As of March 31st, the Western League had recorded \$164,478.06 in unrestricted donations for FY21. This is an 83% increase compared to \$89,993 at the same time last year.

Memorandum

To: Missouri Western State University Board of Governors

From: Kent Heier, Assistant Director, Marketing and Communications

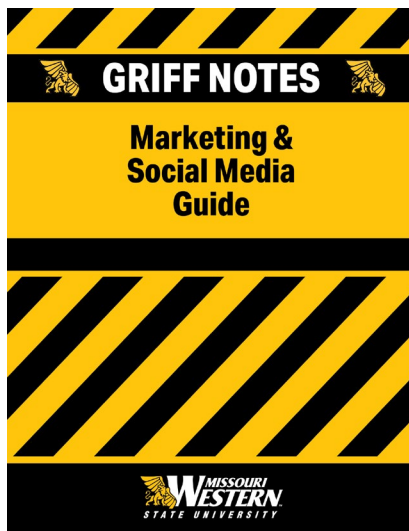
Date: April 12, 2021

RE: Board of Governors Report

Local marketer Greg Hatten has been embedded with the Marketing and Communications team since February, with a goal of evaluating our current efforts and creating a plan to guide our future efforts. As part of those efforts, Greg has been meeting with stakeholders on and off campus to get a sense of how Missouri Western is perceived. He is also working with upper level marketing students to get perception data among current and prospective students.

In early March, Greg and Dr. Mace led a planning retreat with members of both the marketing and admission teams to discuss ways we could make an immediate impact on fall 2021 enrollment. Our team is working with Enrollment Management on a number of initiatives:

- Virtual viewbook that will highlight specific programs for prospective students
- Traditional advertising: billboards, radio and newspaper in particular
- Digital advertising, including social media and geofencing



One of the more exciting partnerships is a faculty workshop scheduled for April 16. In conjunction with the Center for Teaching and Learning, marcom and admissions will present “Reaching Out: A Guide for Faculty Engaging Prospective Students.” Just as in our strategic plan “every employee is an educator,” we believe that “every employee is a recruiter.” The workshop will provide tools, techniques and resources to attract students to the University and to their particular discipline. As part of the workshop, our team prepared “Griff Notes,” a guide to help everyone market Missouri Western.

Another key activity has been working with Dr. Kennedy, Dr. Harris and members of the University’s COVID-19 response team to communicate policies and procedures related to the pandemic, and to encourage the campus community to get vaccinated to facilitate a return to normal. We recently updated the navigation on our [COVID-19 webpage](#) to make relevant information more readily available.



MEMORANDUM

To: MWSU Board of Governors

From: Darrell R. Morrison, VP Finance & Administration

Date: April 13, 2021

Subject: BOG Report

Financials

- Finance Department continues reviewing salary sheets and updating GL budget in preparation for FY22 budget. We've established a budget timeframe and have met with each VP, Dean and Chairperson/Director as we build budgets from the bottom up.
- Monitoring of COVID funding is ongoing. The university has spent down nearly all of Phase 1 funding and is working hard on utilizing the funds in Phase 2 as strategically as possible. MWSU was awarded \$4,828,692 in Institutional funds, \$281,771 in SIP funds and \$1,861,176 in student funds. Currently we are working with BKD as we undergo the FY20 HEERF audit.
- FY22 Budget build is nearly complete.
- Strata Information Group is ongoing for the Finance approvals and is just beginning for Student A/R.
- NSF Checking has been tested and is ready for the green light, and then we will begin training employees.
- The State has released \$396,900 of allocated withheld funds back to MWSU for FY21.
- We are well underway to quickly spend down the \$1.98M in State M&R funding to be used in accordance with our maintenance and repair deferred maintenance plan. Our project list includes; Eder Hall chiller replacement, Hearnese Center 2nd 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 lots C, D, J and Wilson Hall service drive.
- Accounting Services continues to work with Steve Barcus from SIG to correct and update Banner Finance in an effort to make our workload more efficient, and to better utilize the resources within Banner Finance to include the approval queue process and fund/org security issues. The accounts receivable processes are also being reviewed.
- The IPEDS (Postsecondary Education Data System) report has recently been completed and submitted to the U.S. Department of Education.

People and Campus

- Physical Plant continues to support several projects made possible by Federal, State, and local stimulus funds. Replacement of roofs on Hearn Center and Murphy Hall, Installation of Touchless Proximity Security Door Locks, Equipment, Software, Various AHU/Condensing Units, Chillers replacements, Upgrading Building Automation System, Parking Lot and Street Repairs, and Custodial Cleaning Equipment are some of the projects completed or are in the process of completion.
- Several updates and renovations have been planned for this summer in our Residence Halls. Scanlon will receive fresh paint and new carpet, Juda and Beshears will also see some improvements this year. Plans are to place all dorms on a rotating schedule that will allow renovations and improvements on a regular schedule. This is vital in keeping our buildings updated and maintained.
- Mowing, planting flowers, and landscaping has been a top priority for our grounds crew with the arrival of spring. A new courtyard in front of Eder Hall is beginning to take shape. Sod has been installed with plans of sidewalks and landscaping to be completed soon.
- University Police continues working on developing a new parking system for fall 2021. New parking stickers have been designed and approved for the fall semester.
- All University Officers have completed CIT (Critical Incident Training) and are certified.
- University Police recently acquired Narcan through the City of St. Joseph Health Department. Narcan is a prescription nasal spray used for the treatment of a known or suspected opioid overdose emergency, with signs of breathing difficulty and severe sleepiness or being non-responsive.
- 9 new employees have joined the MWSU family during the months of February and March.
- Employees continue pursuing Professional Development webinars as schedules allow.

Tech Support

- Tech services has completed the design and began implementation of IPv6 network addressing.
- Replacement of security camera servers and software is in the beginning stages of investigation.
- Planning and timeline development for required summer projects.
- Working with SIG to implement and redesign our HR structure (i.e. positions, faculty data, approval ques) to ensure best practices with HR/Payroll processes and ease of reporting for federal compliance.
 - Faculty forms to track data (i.e. appointment, tenure, rank, standard occupational codes, etc.) has been created, implemented and current faculty data has been entered; presented a clean IPEDS report for our federal reporting requirement.
 - Continue to work on position structure in Banner for a 7/1/2021 implementation.
 - Continue to work on payroll time approver structure in Banner for a 7/1/2021 implementation.

COVID Response

- Covid-19 protocols continue to be followed as directed by President Kennedy in an email dated April 6th to employees of MWSU. This includes a few adjustments pertaining to events on campus, campus visitors, and travel for students.
- Providing employee guidance with regards to COVID-19 regulations.
- Tracking COVID salaries (Response Coord, Nursing Support, & Analysts) for federal reimbursements through CARES.
- Keeping up-to-date with COVID regulations (FFCRA, CARES, ARPA, etc.).
- Keeping up-to-date with COVID Employee Benefits Security Administration (EBSA): COBRA extensions and relief notices.
- Keeping up-to-date with CDC guidelines with respect to COVID.
- Remote working arrangements continue to be audited through the HR Department.



FINANCE AND ADMINISTRATION

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Fax (816) 271-4522
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April 15, 2021

To: Missouri Western State University Board of Governors

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

Subject: Financial Information – Board Meeting, April 22, 2021

Please find the following financial documents for the period ending March 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”
- Bid approval requests as follows:
 - FB21-041 Scanlon Hall Carpet
 - FB21-042 Scanlon Hall Painting
 - FB21-046 Murphy Hall and Hearn Center Roof Repair
 - FB21-047 Various Parking Lot Repairs
- “Budget Summary” for fiscal year 2021-2022
 - This document is supported by a detailed document which will be included in your Board of Governors packet. The University will be seeking approval of the budget following a detailed presentation of the information in the Personnel, Finance, and Operations Committee.

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 March 31, 2021)

Attachment #1

Educational & General (Undesignated)					
	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	\$ 33,353,517	\$ (1,855,376)	\$ 31,498,141	\$ 30,786,809	97.7%
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	31,328	204,428	159,568	78.1%
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	26,949	70.7%
TOTAL OPERATING REVENUES	33,582,817	(1,777,148)	31,805,669	30,998,326	97.5%
OPERATING EXPENSES					
Salaries and compensation	24,182,651	(35,856)	24,146,795	16,671,494	69.0%
Fringe benefits	8,755,702	(97,560)	8,658,142	6,105,093	70.5%
Supplies and services	5,522,082	(416,094)	5,105,988	3,413,317	66.8%
Travel	445,225	(265,043)	180,182	14,368	8.0%
Utilities	1,442,997	(42,104)	1,400,893	961,516	68.6%
Insurance			246,000	255,145	103.7%
Scholarships	8,162,906	(193,600)	7,969,306	7,781,833	97.6%
Depreciation	-				
TOTAL OPERATING EXPENSES	48,511,563	(1,050,257)	47,707,306	35,202,766	73.8%
OPERATING GAIN / (LOSS)	(14,928,746)	(726,891)	(15,901,637)	(4,204,440)	26.4%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	17,751,987	1,901,679	19,653,666	14,607,945	74.3%
State appropriations - capital	-	1,985,243	1,985,243	992,622	50.0%
Grants				-	
Gifts	1,531,106	732,885	2,263,991	807,331	35.7%
Investment income	146,702	(85,000)	61,702	39,422	63.9%
Interest on capital related debt				-	
Capital	(185,500)	(6,964)	(192,464)	(137,337)	71.4%
Other					
NET NON-OPERATING REVENUES	19,244,295	4,527,843	23,772,138	16,309,983	68.6%
INCOME (LOSS) BEFORE TRANSFERS	4,315,549	3,800,952	7,870,501	12,105,543	153.8%
TRANSFERS IN (OUT)					
Debt service	(499,977)	-	(499,977)		
Other	(602,743)	(2,667,632)	(3,270,375)	(3,109,503)	95.1%
Transfer to Aux from E&G	-				
TOTAL TRANSFERS IN (OUT)	(1,102,720)	(2,667,632)	(3,770,352)	(3,109,503)	82.5%
INCREASE (DECREASE) IN NET POSITION	3,212,829	1,133,320	4,100,149	8,996,040	219.4%
OTHER					
Prior year funds	-	65,428	65,428	-	
	\$ 3,212,829	\$ 1,198,748	\$ 4,165,577	\$ 8,996,040	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2021
(As of March 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	\$ (12,694)	\$ 1,385,193	\$ 1,304,425	94.2%
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts		80,000	80,000	80,000	
Sales and service of educational departments	66,400	80,440	146,840	134,870	91.8%
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	(174,590)	62,890	65,487	104.1%
TOTAL OPERATING REVENUES	1,701,767	(26,844)	1,674,923	1,584,782	94.6%
OPERATING EXPENSES					
Salaries and compensation	299,871	117,341	417,212	243,212	58.3%
Fringe benefits	68,301	13,736	82,037	44,811	54.6%
Supplies and services	1,851,781	(105,339)	1,746,442	728,746	41.7%
Travel	221,180	(7,160)	214,020	103,016	48.1%
Utilities	10,430	302	10,732	3,200	29.8%
Insurance	-	-	-	-	
Scholarships	60,500	10,466	70,966	41,560	58.6%
Depreciation	-	-	-	-	
TOTAL OPERATING EXPENSES	2,512,063	29,346	2,541,409	1,164,545	45.8%
OPERATING GAIN / (LOSS)	(810,296)	(56,190)	(866,486)	420,237	-48.5%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations				-	
State appropriations - capital				-	
Grants				-	
Gifts	237,133	(37,763)	199,370	117,338	58.9%
Investment income				-	
Interest on capital related debt				-	
Capital	(28,000)	(12,140)	(40,140)	(18,807)	46.9%
Other					
NET NON-OPERATING REVENUES	209,133	(49,903)	159,230	98,531	61.9%
INCOME (LOSS) BEFORE TRANSFERS	(601,163)	(106,093)	(707,256)	518,768	-73.3%
TRANSFERS IN (OUT)					
Debt service					
Other	688,853	(925,910)	(237,057)	(68,400)	28.9%
Transfer to Aux from E&G					
TOTAL TRANSFERS IN (OUT)	688,853	(925,910)	(237,057)	(68,400)	28.9%
INCREASE (DECREASE) IN NET POSITION	87,690	(1,032,003)	(944,313)	450,368	-48%
OTHER					
Prior year funds		803,089	803,089		
	\$ 87,690	\$ (228,914)	\$ (141,224)	\$ 450,368	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2021
(As of March 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	\$ (73,900)	\$ 915,680	\$ 423,970	46.3%
Less: Scholarship allowances					
Housing	5,543,004	269,433	5,812,437	5,743,838	98.8%
Less: Scholarship allowances					
Food service	3,894,217	(200,000)	3,694,217	3,398,478	92.0%
Less: Scholarship allowances					
Bookstore	173,200	(7,200)	166,000	84,662	51.0%
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	(134,667)	10,629,792	9,673,725	91.0%
OPERATING EXPENSES					
Salaries and compensation	2,864,777	(108,144)	2,756,633	2,029,219	73.6%
Fringe benefits	1,211,582	(60,979)	1,150,603	811,446	70.5%
Supplies and services	5,210,723	(504,600)	4,706,123	3,297,975	70.1%
Travel	359,400	(28,019)	331,381	242,618	73.2%
Utilities	1,107,509	10,565	1,118,074	761,854	68.1%
Insurance	-	190,600	190,600	152,635	80.1%
Scholarships	3,550,031	(70,200)	3,479,831	3,290,244	94.6%
Depreciation					
TOTAL OPERATING EXPENSES	14,304,022	(570,777)	13,733,245	10,585,991	77.1%
OPERATING GAIN / (LOSS)	(3,539,563)	436,110	(3,103,453)	(912,266)	29.4%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	-			-	
State appropriations - capital	-			-	
Grants	-			-	
Gifts			-	-	
Investment income	279,500	(27,100)	252,400	130,012	51.5%
Interest on capital related debt				-	
Capital	(5,000)	(11,200)	(16,200)	(146,821)	906.3%
Other					
NET NON-OPERATING REVENUES	274,500	(38,300)	236,200	(16,809)	-7.1%
INCOME (LOSS) BEFORE TRANSFERS	(3,265,063)	397,810	(2,867,253)	(929,075)	32.4%
TRANSFERS IN (OUT)					
Debt service	(3,995,473)	(40,718)	(4,036,191)	(3,501,717)	86.8%
Other	(195,604)	17,858	(177,746)	(445,025)	250.4%
Transfer to Aux from E&G	-				
TOTAL TRANSFERS IN (OUT)	(4,191,077)	(22,860)	(4,213,937)	(3,946,742)	93.7%
INCREASE (DECREASE) IN NET POSITION	(7,456,140)	374,950	(7,081,190)	(4,875,817)	68.9%
OTHER					
Prior year funds	\$ (7,456,140)	\$ 374,950	\$ (7,081,190)	\$ (4,875,817)	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2021
(As of March 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	\$ 7,803,005	\$ 8,098,786	\$ 7,061,406	87.2%
State grants and contracts	24,395	3,928,740	3,953,135	3,499,351	88.5%
Non-governmental grants and contracts	13,000	532,750	545,750	542,950	99.5%
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	12,264,495	12,597,671	11,103,707	88.1%
OPERATING EXPENSES					
Salaries and compensation	89,238	29,865	119,103	91,202	76.6%
Fringe benefits	27,119	7,780	34,899	24,879	71.3%
Supplies and services	163,049	1,489,841	1,652,890	535,590	32.4%
Travel	10,478	750	11,228	312	2.8%
Utilities		540	540	330	61.1%
Insurance					
Scholarships	8,417,774	2,016,852	10,434,626	8,745,376	83.8%
Depreciation					
TOTAL OPERATING EXPENSES	8,707,658	3,545,628	12,253,286	9,397,689	76.7%
OPERATING GAIN / (LOSS)	(8,374,482)	8,718,867	344,385	1,706,018	495.4%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations				-	
State appropriations - capital	-				
Grants	8,764,988	-	8,764,988	7,045,676	80.4%
Gifts				-	
Investment income					
Interest on capital related debt					
Capital		(8,624,190)	(8,624,190)	(3,369,680)	39.1%
Other	-				
NET NON-OPERATING REVENUES	8,764,988	(8,624,190)	140,798	3,675,996	2610.8%
INCOME (LOSS) BEFORE TRANSFERS	390,506	94,677	485,183	5,382,014	1109.3%
TRANSFERS IN (OUT)					
Debt service					
Other	(390,506)	950,630	560,124	319,620	57.1%
Transfer to Aux from E&G					
TOTAL TRANSFERS IN (OUT)	(390,506)	950,630	560,124	319,620	57.1%
INCREASE (DECREASE) IN NET POSITION	-	1,045,307	1,045,307	5,701,634	545.5%
OTHER					
Prior year funds		42,796	42,796		
	\$ -	\$ 1,088,103	\$ 1,088,103	\$ 5,701,634	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2021
(As of March 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	\$ 470,000	\$ 480,000	\$ 399,755	83.3%
Travel					
Utilities		1,200	1,200	1,082	90.2%
Insurance					
Scholarships					
Depreciation					
TOTAL OPERATING EXPENSES	10,000	471,200	481,200	400,837	83.3%
OPERATING GAIN / (LOSS)	(10,000)	(178,200)	(188,200)	(107,837)	57.3%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations					
State appropriations - capital					
Grants					
Gifts					
Investment income					
Interest on capital related debt	(1,814,543)	(69,668)	(1,884,211)	(1,271,866)	67.5%
Capital	(300,000)	(498,306)	(798,306)	(324,648)	40.7%
Other	(2,680,907)	28,950	(2,651,957)	(2,229,851)	84.1%
NET NON-OPERATING REVENUES	(4,795,450)	(539,024)	(5,334,474)	(3,826,365)	71.7%
INCOME (LOSS) BEFORE TRANSFERS	(4,805,450)	(717,224)	(5,522,674)	(3,934,202)	71.2%
TRANSFERS IN (OUT)					
Debt service	4,495,450	40,718	4,536,168	3,501,717	77.2%
Other	500,000	2,915,696	3,415,696	2,915,697	85.4%
Transfer to Aux from E&G					
TOTAL TRANSFERS IN (OUT)	4,995,450	2,956,414	7,951,864	6,417,414	80.7%
INCREASE (DECREASE) IN NET POSITION	190,000	2,239,190	2,429,190	2,483,212	102.2%
OTHER					
Prior year funds		71,286	71,286	-	
	\$ 190,000	\$ 2,310,476	\$ 2,500,476	\$ 2,483,212	

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

Attachment #1

TOTAL - ALL FUNDS					
	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	34,751,404	(1,868,070)	\$ 32,883,334	\$ 32,091,234	97.6%
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts	295,781	7,803,005	8,098,786	7,061,406	87.2%
State grants and contracts	24,395	3,928,740	3,953,135	3,499,351	88.5%
Non-governmental grants and contracts	13,000	952,750	965,750	922,950	95.6%
Sales and service of educational departments	239,500	111,768	351,268	294,438	83.8%
Auxiliary enterprises:					
Athletics	989,580	(73,900)	915,680	423,970	46.3%
Less: Scholarship allowances					
Housing	5,543,004	269,433	5,812,437	5,743,838	98.8%
Less: Scholarship allowances					
Food service	3,894,217	(200,000)	3,694,217	3,398,478	92.0%
Less: Scholarship allowances					
Bookstore	173,200	(7,200)	166,000	84,662	51.0%
Less: Scholarship allowances					
Other auxiliary enterprises	164,458	(123,000)	41,458	22,777	54.9%
Less: Scholarship allowances					
Other operating revenues	293,680	(174,690)	118,990	110,436	92.8%
TOTAL OPERATING REVENUES	46,382,219	10,618,836	57,001,055	53,653,540	94.1%
OPERATING EXPENSES					
Salaries and compensation	27,436,537	3,206	27,439,743	19,035,127	69.4%
Fringe benefits	10,062,704	(137,023)	9,925,681	6,986,229	70.4%
Supplies and services	12,757,635	933,808	13,691,443	8,375,383	61.2%
Travel	875,603	(138,792)	736,811	360,314	48.9%
Utilities	2,560,936	(29,497)	2,531,439	1,727,982	68.3%
Insurance					
Scholarships	20,351,891	1,602,838	21,954,729	19,859,013	90.5%
Depreciation	-	-	-	-	
TOTAL OPERATING EXPENSES	74,045,306	2,234,540	76,716,446	56,751,828	74.0%
OPERATING GAIN / (LOSS)	(27,663,087)	8,384,296	(19,715,391)	(3,098,288)	15.7%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	17,751,987	1,901,679	19,653,666	14,607,945	74.3%
State appropriations - capital	-	1,985,243	1,985,243	992,622	50.0%
Grants	8,764,988	-	8,764,988	7,045,676	80.4%
Gifts	1,768,239	695,122	2,463,361	924,669	37.5%
Investment income	426,202	(112,100)	314,102	169,434	53.9%
Interest on capital related debt	(1,814,543)	(69,668)	(1,884,211)	(1,271,866)	67.5%
Capital	(518,500)	(9,697,800)	(10,216,300)	(3,997,293)	39.1%
Other	(2,680,907)	28,950	(2,651,957)	(2,229,851)	84.1%
NET NON-OPERATING REVENUES	23,697,466	(5,268,574)	18,428,892	16,241,336	88.1%
INCOME (LOSS) BEFORE TRANSFERS	(3,965,621)	3,115,722	(1,286,499)	13,143,048	-1021.6%
TRANSFERS IN (OUT)					
Debt service	-	-	-	-	
Other	-	290,642	290,642	(387,611)	
Transfer to Aux from E&G	-	-	-	-	
TOTAL TRANSFERS IN (OUT)	-	290,642	290,642	(387,611)	
INCREASE (DECREASE) IN NET POSITION	(3,965,621)	2,969,764	(995,857)	12,755,437	-1280.9%
OTHER					
Prior year funds	-	982,599	982,599	-	0.0%
	\$ (3,965,621)	\$ 3,952,363	\$ (13,258)	\$ 12,755,437	-96209.4%

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

OPERATING FUND	YIELD	AMOUNT	BANK
Checking Account-Operating	0.13%	486,064	Citizens Bank
Checking Account-Other	0.12%	15,888,398	Citizens Bank
Checking Account-Other	0.00%	181,211	Citizens Bank
Miscellaneous Petty Cash/Change Funds	0.00%	2,000	Campus Locations
TOTAL OPERATING, AUXILIARY & AGENCY FUNDS		<u>16,557,673</u>	
AUXILIARY SYSTEM REVENUE BONDS			
Repair & Replacement Reserve	0.12%	<u>300,000</u>	Citizens Bank
TOTAL AUXILIARY SYSTEM REVENUE BOND FUNDS		<u>300,000</u>	
INSTITUTIONAL LOAN FUND			
Checking Account	0.12%	<u>82,483</u>	Citizens Bank
TOTAL LOAN FUNDS		<u>82,483</u>	
TOTAL FUNDS INVESTED		<u>\$ 16,940,156</u>	

Average Interest Rate

March 2021 - 0.13%

March 2020 - 1.53%

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

Fund	03/31/2021 Available Balance	03/31/2020 Available Balance	03/31/2019 Available Balance
Operating, Auxiliary, Agency, Payroll, & Petty Cash	\$ 16,557,673	\$ 15,409,164	\$ 12,970,416
Auxiliary System Revenue Bond Funds	300,000	305,582	300,000
Loan Funds	82,483	82,483	82,483
TOTAL FUNDS INVESTED	<u>\$ 16,940,156</u>	<u>\$ 15,797,229</u>	<u>\$ 13,352,899</u>

FB21-041 SCANLON HALL CARPET

Invitations for bid were advertised in two newspapers for two days and specifications were sent to sixteen (16) potential vendors. Three (3) bids were received for the base bid of installation of the carpet and alternative of removing furniture at Scanlon Hall.

The carpet in Scanlon Hall is showing wear and tear due to constant student and guest occupancy. Carpet replacement is needed in order to make Scanlon Hall more attractive to our students and guests. This is also the primary residence hall used by the Kansas City Chiefs when on campus for training camp.

Bid results are as follows:

Commercial Surfaces

Leawood, KS

Base Bid	\$ 310,445.00
Alternate moving furniture	<u>\$ 37,000.00</u>
TOTAL	\$ 347,445.00

Eckard's Home Improvement

St. Joseph, MO

Base Bid	\$ 314,166.00
Alternate moving furniture	<u>\$ no bid</u>
TOTAL	\$ 314,166.00

WJ Cole Floors

Kansas City, MO

Base Bid	\$ 270,657.76
Alternate moving furniture	<u>\$ 16,750.00</u>
TOTAL	\$ 287,407.76

University Physical Plant personnel verified the pricing and bid details with WJ Cole Floors to ensure our requirements and specifications outlined in the bid were met.

The recommendation to the Board of Governors is to accept the base bid from WJ Cole Floors in the amount of \$270,657.76 and the alternate bid of \$16,750 for furniture moving along with a contingency budget of \$28,740, approximately 10% of the total bid, to cover any unforeseen cost.

Total amount for this project request is \$316,147.76. This project will be funded through the University Repair and Replacement account.

FB21-042 SCANLON HALL PAINTING

Invitations for bid were advertised in two newspapers for two days and specifications were sent to thirteen (13) potential vendors. Two (2) bids were received for the base bid of painting and three alternatives of additional painting jobs.

With constant student and guest occupancy in Scanlon Hall the paint on the walls has faded and absorbed scratches over an extended period of time. Painting and wall repairs are needed in order to make Scanlon Hall more attractive to our students and guests. This is also the primary residence hall used by the Kansas City Chiefs when on campus for training camp.

Bid results are as follows:

Hallowell Painting Construction

St. Joseph, MO

Base Bid	\$ 244,000.00
Alternate #1 Ceilings	\$ 44,000.00
Alternate #2 Bathroom Ceilings	\$ 12,500.00
Alternate #3 Stairwells x3	\$ 9,000.00
TOTAL	\$ 309,500.00

G A Thompson Painting

St. Joseph, MO

Base Bid	\$ 313,810.00
Alternate #1 Ceilings	\$ 51,990.00
Alternate #2 Bathroom Ceilings	\$ 15,960.00
Alternate #3 Stairwells x3	\$ 15,400.00
TOTAL	\$ 397,160.00

University Physical Plant personnel verified the pricing and bid details with Hallowell Painting Construction to ensure our requirements and specifications outlined in the bid were met.

The recommendation to the Board of Governors is to accept the base bid from Hallowell Painting Construction in the amount of \$244,000 and the three alternates which would entail painting areas of ceilings, bathroom ceilings and the three stairwells in the amount of \$44,000, \$12,500 and \$9,000 respectively.

Total amount for this project request is \$309,500. This project will be funded through the University Repair and Replacement account.

FB21-046 MURPHY HALL AND HEARNES CENTER ROOF REPAIR

Invitations for bid were advertised in two newspapers for two days and specifications were sent to seventeen (17) potential vendors. Two bids were received for the base bids of Murphy Hall and Hearnese Center roof repair.

Murphy Hall's roof contains localized damage due to blistered or crack sections. Murphy Hall's roof needs to have an overlay roof system with the TPO membrane, which was requested in the bid specifications. Hearnese Center's roof needs to be repaired due to leaks and age, which means the old roof will need to be removed and a new Modified Bitumen roof installed. The roofs will include a 20-year warranty.

Bid results are as follows:

Delta Innovative Services, Inc.

Kansas City, KS

Base Bid #1 (Murphy Hall)	\$ 383,000
Base Bid #2 (Hearnese Center)	\$ <u>417,000</u>
TOTAL	\$ 800,000

Hausman Metal Works & Roofing, Inc.

St. Joseph, MO

Base Bid #1 (Murphy Hall)	\$ 418,000
Base Bid #2 (Hearnese Center)	\$ <u>no bid</u>
TOTAL	\$ 418,000 (one base bid only)

Ellison-Auxier Architects verified the pricing and bid details with Delta Innovative Services, Inc. to ensure our requirements and specifications outlined in the bid were met. The architectural fee is 4% of the total project or \$32,000.

The recommendation to the Board of Governors is to accept the two base bids from Delta Innovative Services, Inc. for roof repairs on Murphy Hall and the Hearnese Center in the amount of \$800,000 and approval of a \$32,000 payment to Ellison-Auxier Architects.

Total amount for this project request is \$832,000. This project is being paid for through the State of Missouri Capital Appropriations Fund.

FB21-047 VARIOUS PARKING LOT REPAIRS

Invitations for bid were advertised in two newspapers for two days and specifications were sent to twenty-nine (29) potential vendors. Four (4) bids were received for the fourteen (14) base bids and two (2) alternates. This work includes removing and replacing existing asphalt per specifications. Bid results are as follows:

GDS, LLC/Ambrozi Contracting

St. Joseph, MO

Combination of Base Bid #1-14	\$1,328,032
Alternate Bid #1	\$ 12,460
Alternate Bid #2	\$ <u>no bid</u>
TOTAL	\$1,340,492

Herzog Contracting Corporation

St. Joseph, MO

Combination of Base Bid #1-14	\$ 693,765
Alternate Bid #1	\$ 9,000
Alternate Bid #2	\$ <u>7.50 per square foot</u>
TOTAL	\$ 702,765

Keller Construction

St. Joseph, MO

Combination of Base Bid #1-14	\$ 592,790
Alternate Bid #1	\$ 9,600
Alternate Bid #2	\$ <u>2.75 per square foot</u>
TOTAL	\$ 602,390

Tandem Paving Company

Blue Springs, MO

Combination of Base Bid #1-14	\$ 860,779
Alternate Bid #1	\$ 8,311
Alternate Bid #2	\$ <u>14.50 per square foot</u>
TOTAL	\$ 869,090

The recommendation to the Board of Governors is to accept the base low bid of \$592,790 and alternate low bid of \$9,600 totaling \$602,390 from Keller Construction along with a contingency budget of \$60,239, approximately 10% of the total bid, to cover any unforeseen costs.

Also requesting approval to use remaining funds allotted from this state appropriation for other parking lot repairs based on the low bid of square foot pricing of \$2.75.

Total amount for this project is projected to be \$602,390 and \$60,239 totaling \$662,629. This project is being paid for through the State of Missouri Capital Appropriations Fund.

Missouri Western State University
Budget Summary
Fiscal Year 2021-2022

	Educational & General (Undesignated)	Educational & General (Designated)	Auxiliary	Restricted	Plant	TOTAL - ALL FUNDS
OPERATING REVENUE						
Student Tuition and Fees	\$ 29,717,321	\$ 1,227,316				\$ 30,944,637
Less: Institutional scholarships						-
Less: Other scholarship allowances				\$ 2,470,867		2,470,867
Federal grants and contracts				160,700		160,700
State grants and contracts	25,000	56,400		4,305		85,705
Non-governmental grants and contracts	162,300	135,388				297,688
Sales and service of educational departments						-
Auxiliary enterprises:						
Athletics			\$ 1,549,979			1,549,979
Less: Scholarship allowances			-			-
Housing			6,044,727			6,044,727
Less: Scholarship allowances			-			-
Food service			3,558,490			3,558,490
Less: Scholarship allowances			-			-
Bookstore			167,680			167,680
Less: Scholarship allowances			-			-
Other auxiliary enterprises			139,206			139,206
Less: Scholarship allowances			-			-
Other operating revenues	22,650	364,541	-			387,191
TOTAL OPERATING REVENUES	29,927,271	1,783,645	11,460,082	2,635,872	-	45,806,870
OPERATING EXPENSES						
Salaries and compensation	22,733,621	618,268	2,917,514	112,645		26,382,048
Fringe benefits	8,702,373	168,955	1,063,931	43,441		9,978,700
Supplies and services	4,970,229	1,691,535	4,860,488	2,475,046		13,997,298
Travel	296,230	83,775	411,200	4,200		795,405
Utilities	1,357,201	10,870	1,111,209	540		2,479,820
Insurance	280,660		305,862			586,522
Scholarships	8,862,180	43,900	3,726,476	8,384,583		21,017,139
Depreciation					1,349,579	1,349,579
TOTAL OPERATING EXPENSES	47,202,494	2,617,303	14,396,680	11,020,455	1,349,579	76,586,511
OPERATING GAIN / (LOSS)	(17,275,223)	(833,658)	(2,936,598)	(8,384,583)	(1,349,579)	(30,779,641)

Missouri Western State University
Budget Summary
Fiscal Year 2021-2022

NON-OPERATING REVENUES (EXPENSES)									
State appropriations	19,256,855								19,256,855
State appropriations - capital	2,322,497								2,322,497
Grants						8,758,197			8,758,197
Gifts	1,485,983		620,413						2,106,396
Investment income	52,720			244,330					297,050
Interest on capital related debt								(1,746,577)	(1,746,577)
Capital	(161,500)		(48,000)	(1,000)					(210,500)
Other									-
NET NON-OPERATING REVENUES	22,956,555	572,413	243,330	8,758,197	(1,746,577)	(1,746,577)			30,783,918
INCOME (LOSS) BEFORE TRANSFERS	5,681,332	(261,245)	(2,693,268)	373,614	(3,096,156)	(3,096,156)			4,277
TRANSFERS IN (OUT)									
Debt service	(499,977)						4,538,709		-
Other	29,493	261,245	(4,038,732)	(373,614)			300,000		-
Transfer to Aux from E&G	(5,210,848)		(217,124)						-
TOTAL TRANSFERS IN (OUT)	(5,681,332)	261,245	954,992	(373,614)	4,838,709	4,838,709			-
INCREASE (DECREASE) IN NET POSITION	\$ -	\$ -	\$ (1,738,276)	\$ -	\$ 1,742,553	\$ 4,277			\$ 4,277



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

April 22, 2021 Report

Introduction

At this writing, our Spring 2021 semester is nearly over, with only approximately one more week of instruction and then one week of final exams. At this point in time, I am happy to report that MWSU is **moving toward re-opening our campus** as we end the Spring 2021 semester and head into the summer months. While we will continue to monitor COVID-19 conditions in our region and on campus and to maintain our key campus COVID-19 protocols (e.g., physical distancing, indoor face coverings), **we believe that safe relaxation of some of our COVID-19-related restrictions related to the use of our facilities for a variety of activities and events for both internal constituencies and external groups is now possible** ([MWSU Opening Campus](#)). For example, we have begun scheduling in-person, on-campus summer youth sports camps, spring banquets for companies and organizations, a variety of University Award Ceremonies, and other meetings, again, reflective of the current COVID-19 conditions.

This is the most hopeful about our ability to “return to normal” that I have felt during the pandemic, and I greatly appreciate the ongoing guidance that our COVID-19 Response Team, led by Interim Dean Harris, Dr. Clapp, and Dr. Grantham, has provided to help the University get to this point.

We are still eagerly anticipating word regarding the **Chiefs 2021 Training Camp**, which is front-and-center in terms of campus-community impact. We continue to prepare our campus for the Chiefs arrival this July by finalizing our contractual commitments to them. Thus far, we remain optimistic about hosting this event. Expect more details to follow as they become available.

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. MWSU is moving forward, with clear direction and sure purpose. With this in mind, I am pleased to provide the following updates and highlights of our campus activities. Additional details may be found in the Vice Presidents’ and/or unit reports provided herein.

Fall 2021 Semester Planning

As mentioned earlier, MW is shifting toward pre-pandemic levels of operation, based upon COVID-19 conditions in our community and region, and upon the guidance of local, state, and national public health agencies. Further, we intend to keep our COVID-19 Response Team activated so as to assist in our monitoring, screening, and testing for our campus community, all of which are necessary to help keep our Griffon family safe and healthy.

That said, our fall class schedules include approximately **85% of our courses to be delivered with face-to-face instruction; 70% of those will be fully face-to-face, with the remaining 15% representing a hybrid format**. That leaves approximately 15% of our courses to be offered in a 100% online format, which represents the percentage of typical online course delivery for the University. The [Fall 2021 Course Schedule](#) is available now.

Additionally, the Office of Student Affairs has developed a **Fall 2021 Student Programing Calendar** which to-date has **slightly over 500 activities planned thus far**. I am incredibly excited to participate in MW’s traditional events such as the R. Dan Boulware Convocation on

Critical Issues, Western Welcome, Homecoming, and to witness the vibrancy that events, such as Greek-life recruitment, fall and winter sports, student organization activities and engagements, career fairs and so many, many other student-centered activities, will bring to our campus.

We have been working to share the excitement about MWSU's fall plans with current and prospective students. VP Mace has been working with Greg Hatten and our Marketing and Communications team to roll out messaging via radio, billboards, and print media local to Saint Joseph and in some of our larger market cities where our recruitment efforts typically provide good yield (e.g., North County, St. Louis – Hazelwood; Liberty/Kearny headed into KC; and Northland, Kansas City area).

Fall 2021 Enrollment

Over 1,700 students have been through advisement thus far, and in the opening week of registration just under 1,200 have registered for fall courses. Efforts to enroll our current students in the fall 2021 semester will continue over the summer months to maximize student retention. Recruitment efforts for new students, including new freshmen, transfer, and graduate students, currently focus on increasing applications and converting those to confirmations for our Griffon Orientation (GO) events, which will begin June 15 and run through August 7. As VP Mace has reported, our shift in recruiting practices, coupled with the impact that the pandemic has had, requires that we be cautious in our enrollment projections this early in the process. However, we are tracking these numbers carefully and will have more to report in the next few weeks.

University Initiatives

I am pleased to report that the University has submitted three new academic programs to the Missouri Department of Higher Education and Workforce Development (MDHEWD) for their review and approval. These include a new bachelor of science degree in Cybersecurity, which was developed through a collaboration between our MWSU Computer Science faculty and alum Mr. Frank Luzsicza ('99), who was recently featured in our February *MWSU Magazine*. Also submitted was a bachelor of science degree in Respiratory Therapy (RT), which will become part of our program offerings in our College of Science and Health. Notably, we have submitted an approximately \$1M grant proposal to Governor Parson's GEER – Excels Grant Funding call for proposals. Funding here would assist in the development of RT lab space and would also increase our footprint in the interprofessional healthcare arena. In the College of Business and Professional Studies, our School of Education has submitted a Certificate in Early Childhood Education, which will provide necessary credentialing for individuals seeking entry-level positions in this field.

Additionally, ten other degree programs, each of which underwent significant curriculum revisions as part of last spring's Academic Program Review process, were submitted to MDHEWD. Three of these (Chemistry, Biochemistry and Molecular Biology, and Convergent Journalism and Public Relations) have received formal approval; seven others are pending final review.

All of the above mentioned programs reflect areas of strong student and workforce demand, and I am very optimistic about the positive impact on recruitment each offers.

I am also happy to report that the two initiatives I charged Academic Affairs with developing at the start of this academic year are also nearing completion. Work on the first of these, the

University's **Master Academic Plan (MAP)**, led by Interim Vice Provost Dr. Elise Hepworth, has progressed steadily over the past academic year and should be ready for presentation to the Board of Governors in the very near future. The MAP represents the University's academic portfolio, which will provide strategic direction in terms of enhancing our student recruitment and enrollment, increasing our community engagement, and supporting our regional workforce needs. Secondly, development of a cyclical **Academic Program Review (APR)** process is also in the final stages. Chaired by Associate Professor Dr. Beth Potts, the APR Committee has proposed an evaluation mechanism through which our degrees, minors, and certificate programs will remain relevant and effective. Concluding comments and deliberations are underway; a final report will be available in the near future.

Finally, we will be launching the **Griffon Office of Applied Learning (GOAL)**, which will strengthen our commitment to Applied Learning by expanding the number and types of opportunities available to students, elevating the understanding of applied learning among employees, and increasing the visibility of applied learning for prospective students and the surrounding community. Dr. Mike Ducey, Chair of the Department of Chemistry, and one of our faculty leaders in terms of providing applied learning opportunities for our students, will be spearheading this initiative. Additional details will follow.

Status of the Provost Search

Following Dr. Davenport's announced retirement and my message to you on March 19, 2021, I have secured the services of **Academic Search**, an executive search firm which specializes in higher education placements; Dr. Eric Richtmyer and Dr. Jairy Hunter will be coordinating our Provost search on behalf of this firm. Additionally, given the difficulty over the past two years that we have had in filling the AVP/Controller position, I have also requested that Drs. Richtmyer and Hunter assist us in filling that position as well; they are working directly with VP Morrison on this search.

To date, I have discussed the Provost search process with the appropriate University constituencies (e.g., Cabinet, Faculty Senate Executive Board, Staff Association, Student Government Association) and have provided that information to the campus during our April 9, 2021 Town Hall meeting. Further, a search committee representing relevant stakeholders has been formed and will work directly with Academic Search. Drs. Richtmyer and Hunter will be on campus April 26-27 to initiate the Provost search process.

I have also engaged with **The Registry**, a highly respected higher education search firm which specializes in temporary executive placements. I anticipate that we will have an Interim Provost in place (slightly) prior to Dr. Davenport's departure, which will provide the necessary academic affairs leadership while the permanent position search unfolds. Again, as in the search process with Academic Search, I have informed campus of this process and will work with the relevant constituencies as we finalize selection of the Interim Provost.

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 125 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.

During our **March 22-23 visit to Jefferson City**, Steve Johnston and I visited with our regional state legislators including **Senator Dan Hegeman, Rep. Bill Falkner, Rep. Brenda Shields, Senator Tony Luetkemeyer, and Rep. Rusty Black** (Chair, Sub-committee on Appropriations – Education). We also met (briefly) with **Rep. Cody Smith** (Chair, House Budget Committee) and with **Jeff Earl, Legislative Director in Governor Parson’s office**, to discuss MW’s priorities. I also enjoyed a personal visit to our campus by **Rep. Dean Van Schoiak** on March 26, as we were not able to connect in Jeff City. Rep. Van Schoiak is very dedicated to MWSU and strongly supports our mission of applied learning, particularly as related to meeting the workforce needs of our community and region.

Our trip concluded with a very positive meeting at the Missouri Veterans Commission (MVC), where I spoke with Col. (Ret.) Paul Kirchhoff, Executive Director, and Melissa Skinner, Director, Operations. I was pleased to inform them that MWSU had been named a MWSU Military Friendly School - Gold Award. Since my return to campus, I have been able to connect our Center for Military and Veterans Services (CMVS) Director, Joe Midgley with Ms. Skinner and the MVC outreach coordinator, Ms. Grace Moss. MWSU’s Admissions team along side our CMVS will be tabling at the Sound of Speed Airshow at Rosecrans Memorial Airport, May 1st – 2nd, and we are very pleased that the MVC will be joining us at that event.

I am also very pleased to announce that MWSU has entered into an **Articulation Partnership with NCMC**. This partnership provides NCMC students seamless pathways through which they can enter a bachelor degree program at MWSU. I am very excited about this agreement as it will serve as the first-step model through which we develop similar agreements with other community colleges. NCMC and MWSU continue to explore a Dual Enrollment agreement, which will make the transition from a two-year degree program at NCMC into a four-year degree program at MWSU even more seamless.

I also had the very great pleasure of participating in the **EmpowerU e2Fellowship Program** on March 30, 2021. I was invited to present an ethical dilemma to high school students from several school districts and areas, who were then charged with “solving” the dilemma. Given Mayor McMurray’s recent rescinding of the Saint Joseph mask mandate, I asked these inquisitive high school students to tackle this issue for MWSU: Should MWSU rescind its mask mandate? The discussions, deliberations, fact-finding and data reviews (as they searched the internet for relevant information), coupled with the opportunity to engage these students in conversations relevant to them, was wonderful. For this experience, MWSU was front-and-center to so many talented high school students, along with their faculty advisors and counselors. The recruitment opportunities were not lost on me; we provided many take-aways related to our programs, our activities, our application materials, and some strong “swag” (e.g., string backpacks, t-shirts, stickers, etc.). I see much good potential in these types of activities and will continue to pursue these opportunities.

Financial Situation

As the Board is aware, the University remains in a state of Financial Emergency. While we have made improvements to our financial situation related to process and operations, the decline in enrollment has elongated our situation of financial distress. That said, VP Morrison and his team have worked with many across our campus community to address the approximately \$4.5M deficit for this fiscal year; we are grateful for the Foundation and its support of our financial strategies. At this time and, barring any other unforeseen circumstances, we anticipate ending the current fiscal year with a balanced budget.

That said, as we develop the budget for FY22, our efforts to mesh our enrollment projections with our recently adopted fiscal policies and practices continues. VP Morrison's work with the ad-hoc budget committee in promoting a budget-conscious campus continues, as do efforts to promote greater understanding of both our current financial situation and the University's budgeting processes and realities. Both efforts are critically important as MWSU continues its work to emerge from a state of financial emergency. We have more work ahead of us, however, I remain confident that we are on the right trajectory.

Summary

I will repeat again that my position regarding 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. MWSU is engaging in necessary collaborations and partnerships, which I am confident will serve as the catalyst for development in these arenas. There is much to be optimistic about for MWSU, and I am thrilled to be part of this momentum.