



Board of Governors' Meeting

June 23, 2021

1:30 P.M.

Blum Student Union Rm 220



AGENDA

MISSOURI WESTERN STATE UNIVERSITY
BOARD OF GOVERNORS

June 23, 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 Board meeting beginning with its Public Session at 1:30 p.m. on Wednesday, June 23, 2021. The 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/BOG062321.

PUBLIC SESSION

Approval of April 22, 2021 Finance Committee Meeting Minutes

Approval of April 22, 2021 Board Meeting Minutes

Division Reports

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

Financial Report

- May 2021 Update
- Contract Approvals
 - Blum Union Kitchen Air Handler
 - FB21-047 Various Parking Lot Repairs – Addendum

Report of the Student Governor

Report of the President

Report of the Chair

- Election of Officers

Board Member Comments/Questions

A vote will be held to close the meeting pursuant to Missouri Statutes 610.021 (1), (2), (3), and (14) to consider legal matters, real estate, personnel, other matters protected by law. This 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
April 22, 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/FB042221](https://www.youtube.com/watch?v=griff.vn/FB042221). The highest number of views during the meeting was 31.

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
Chris Dowdell, Technology Services
Tom Flaska, Instructional Technologist
Kathy Gammon, Budget Director
Kent Heier, Assistant Director of Marketing and Communication
Elizabeth Kennedy, 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
Betsy Wright, Executive Associate to the President and Secretary to the Board of Governors

Others Present

(not listed individually - open livestream via YouTube)

Finance Committee Chair Landes asked for a motion to approve the March 31, 2021 Finance Committee meeting minutes. Governor Wollenman made a motion to approve the Finance Committee meeting minutes; Governor Norton seconded the motion. By voice vote, motion passed 3-0.

Darrell Morrison, Vice President for Finance & Administration reminded the Committee that the University started the fiscal year in a \$4 million deficit. The Administration has added revenues,

reduced expenses among other measures taken and is projected to end the fiscal year with a balanced budget.

VP Morrison thanked the Board, the President and others on the difficult decisions that had to be made to get the University to end the year in a balanced budget. The University is making strides in the right direction but is still in a financial emergency.

VP Morrison briefed the Committee on cash position and that compared to three years ago the University is up \$3.5 million and is moving in the right direction.

Finance Committee Chair Landes asked for a motion to approve the FY21 Financial Report as presented. Governor Wollenman made a motion to approve the FY21 Financial report as presented; Governor Norton seconded the motion. By voice vote, motion passed 3-0.

VP Morrison presented bid FB21-041 Scanlon Hall carpet. The Administration recommended acceptance of the bid from WJ Cole Floors for \$287,407.76 with a contingency of \$28,740, for a total project request of \$316,147.76. Governor Norton made a motion to approve FB21-041 Scanlon Hall carpet; Governor Wollenman seconded the motion. Motion passed by voice vote 3-0.

VP Morrison presented bid FB21-042 Scanlon Hall painting. The Administration recommended acceptance of the bid from Hallowell Painting Construction for \$309,500. Governor Norton made a motion to approve FB21-042 Scanlon Hall painting; Governor Wollenman seconded the motion. Motion passed by voice vote 3-0.

VP Morrison presented bid FB21-046 Murphy Hall and Hearnese Center Roof Repair. The Administration recommended acceptance of the bid from Delta Innovative Services, Inc for \$800,000. Governor Wollenman made a motion to approve FB21-046 Murphy Hall and Hearnese Center Roof Repair; Governor Norton seconded the motion. Motion passed by voice vote 3-0.

VP Morrison presented bid FB21-047 Various Parking Lot Repairs. The Administration recommended acceptance of the bid from Keller Construction for \$602,390 with a contingency of \$60,239 for a total project request of \$662,629. Governor Norton made a motion to approve FB21-047 Various Parking Lot Repairs; Governor Wollenman seconded the motion. Motion passed by voice vote 3-0.

VP Morrison presented the Committee with proposed Tuition & Required Fees, Room & Board rates for 2021-2022 (see attached slides). For the upcoming year the University under SB 389 – Higher Education Student Funding Act (HESFA) will be allowed the following tuition increase to the current tuition rate of \$230.00/credit hour for FY21:

- HESFA CPI – 1.4%
- Allowed the full CPI increase of 1.4% or \$107.72
- Allowed an additional increase of \$369.03 based on decrease in state funding

The Administration recommended an increase to \$230 per credit hour (in-state, undergraduate) as allowed by SB 389. This is an increase of \$10 per credit hour and proposed to slightly increase mandatory fees. The HESFA Cap for 30 credit hours (in-state, undergraduate) is

\$7,749.65. The proposal from the Administration is the increase for 30 credit hours (in-state, undergraduate) is \$7,749.60.

VP Morrison proposed 2021-2022 Course Fees and mandatory fees.

The Administration recommended no increase to room rates. Board rate increase will be approximately 3% (based on meal plan).

Governor Wollenman made a motion to approve the 2021-2022 tuition, required fees, room and board rates as recommended by the Administration; Governor Norton seconded the motion. Motion passes by voice vote 3-0.

VP Morrison gave a detailed presentation to the Committee of the proposed FY 22 Operating and Auxiliary Budgets. The Administration has taken a conservative approach to the proposed budget. The proposed budget reflects the approved 2021-2022 tuition rate, a flat fall enrollment, and current retention rate. The proposed budget assumes a \$2.3 million primarily federal funds (HEERF II) and auxiliary revenue with housing at 85%. VP Morrison briefed the Committee on revenues and expenses for FY22 (see slides). VP Morrison briefed the Committee on non-operating revenue/expenses. VP Morrison concluded his presentation of the FY22 proposed budget by briefing the Committee that the budget for FY22 is balanced.

Governor Norton made a motion to approve the FY22 Operating and Auxiliary Budgets as recommended by the Administration; Governor Wollenman seconded the motion. Motion passes by voice vote 3-0.

There being no further discussion, the meeting was adjourned.

Respectfully submitted,

Betsy Wright, Secretary

APPROVED:

Al Landes, Personnel, Finance & Operations Chair
Board of Governors

MINUTES, BOARD OF GOVERNORS
MISSOURI WESTERN STATE UNIVERSITY
April 22, 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/BOG042221](https://www.youtube.com/watch?v=griff.vn/BOG042221). The highest number of viewers during the meeting was 45.

The meeting was called to order at 1:56 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 (left meeting at conclusion of closed session)

Bob Wollenman (left meeting at conclusion of public session)

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

Chris Dowdell, Technology Services

Tom Flaska, Instructional Technologist

Kent Heier, Assistant Director of Marketing and Communication

Elizabeth Kennedy, 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

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 February 25, 2021 Finance Committee Meeting minutes as presented. Governor Norton 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 February 25, 2021 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.

DIVISION REPORTS

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

- Commencement
 - May 8, 2021, two ceremonies
 - 512 undergraduates and 45 graduates from fall, spring and summer semesters
 - Missouri Department of Higher Ed and Workforce Development Commissioner Zora Mulligan will speak at Commencement
 - Student speaker at Commencement is Briana Reed
 - Master's Hooding is on May 7
 - Grad Fest is a new event this year
 - Kudos to those who helped at Grad Fest and those who are helping with Commencement
- Grant Awarded
 - Nursing received a grant to support the simulation lab
- GOAL (Griffon Office of Applied Learning) was created and will be led by Dr. Mike Ducey
- Multidisciplinary Research Day (MRD) was conducted 100% virtual. Kudos to those who helped make this possible.
- Student Affairs
 - SOAR Awards were a success and it's nice to celebrate students' accomplishments.

Melissa Mace, Vice President for Enrollment Management

- Admissions
 - Slate implementation is going very well. This tracks prospective students at all stages of the application funnel.
- Recruitment
 - Recruitment team in the Office of Admissions has completed 114 school visits this semester. Out of 121 scheduled so far with 31 in-person visits and the remainder virtual. The Office of Admissions continues to participate in recruitment fairs and decision day events.
 - The Office of Admissions has sent out postcard campaigns to prospective students.
 - Radio spots are ongoing and eight billboards have been strategically placed in Missouri in an effort to increase enrollment.
 - There will continue to be recruitment efforts over the summer and brand awareness events.
 - Freshman admissions funnel is running 11% behind enrollment data from 2015
 - Student registration for fall 2020 have begun and efforts are underway to get the information to students about registration with door hangers, table tents and Griffon paper to name a few.

- First Year experience programming for incoming Freshmen are in the planning stages. This will be cross campus effort to create a great experience for our new students.

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

- Athletics
 - MWSU continues to plan with the KC Chiefs for training camp in 2021. As of this Board meeting don't know how the pandemic will affect training camp this year but Chiefs' officials will be on campus in April for a site visit.
 - As of the morning of the Board meeting Athletics has conducted 2,977 COVID tests with a positivity rate of 1.4% or 44 positive cases. Athletics has not had a positive case since early February.
 - The new esports arena is officially open and had a ribbon cutting to celebrate. The arena is for competition and for recreational game play as well. Every week the numbers go up in terms of students gathering there to play.
 - Inaugural season for lacrosse is almost finished. Lacrosse finished in the top half of the conference. The 25 new students have been a great addition to the University.
 - VP Looney praised the spring sports teams and their accomplishments in their respective sports.
 - Gold Coat drive will kick off soon and the biggest fundraiser in June for Athletics is the partnership with the YWCA is the charity golf auction.
- Foundation
 - Assets nearing \$60 million
 - Western League for Excellence is at 121% of their revenue goal at the end of March
 - Very close to having the best unrestricted funds giving year in the last decade
 - Foundation partnering with academic deans for a mini funding need campaign. Funding needs for areas like Wilson Hall study student areas, upgraded computers for the Fine Arts Digital Studio and Science and Health seminar speaker series.
 - Alumni Relations have launched a legacy cord initiative. Any graduate that has a parent or grandparent that graduated from MWSU will receive a legacy cord to wear at graduation.
 - First donor event in-person will be the Donor Appreciation Event outdoors on the Bill Snyder Pavilion on May 11.

Darrell Morrison, Vice President of Finance & Administration

- Administration Update
 - Kudos to the physical plant teams for their hard work on the grounds, painting and some renovations.
 - Kudos to the custodians who go unrecognized oftentimes for keeping campus clean and safe during the pandemic.
 - Kudos to Technology and HR for their work.

FINANCIAL REPORT

VP Morrison briefed the Board that he gave a detailed report to the Personnel, Finance, & Operations Committee prior to the Board meeting. VP Morrison briefed the Board that the Committee approved the financial update for FY21, approved bids and approved the proposed FY22 budget. VP Morrison briefed the Board that back in January the University was at a \$4.5 million deficit, but with added revenues and reducing expenses for the current fiscal year that brings the University to a balance budget for FY21.

VP Morrison briefed the Board that the Committee approved tuition and fees for 2021-2022 academic year. VP Morrison reminded the Board it is a \$10 increase per credit hour for an undergraduate student with minor adjustments to some fees. This increase is below the HESFA Act cap for next year.

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 that this is the busiest time of year for students. As of April 12, all Missourians ages 16 and older are eligible to receive the COVID vaccine. Additionally, on April 12 there were changes to the campus COVID policy that students were happy to see.

Student-Governor Berry briefed the Board that Esports is welcomed by students.

Student-Governor Berry expressed her excitement for fall classes to be face-to-face and events are welcomed.

Kudos to students and faculty for accomplishments this academic year.

PRESIDENT'S REPORT

Dr. Kennedy briefed the Board that there are two weeks left in the semester. Dr. Kennedy offered her gratitude to the entire campus community to the faculty, staff, and administrators for their hard work this past academic year. Dr. Kennedy offered her gratitude to the COVID 19 Response Team which was led by Coordinator Dr. Harris, Dr. Grantham and Dr. Clapp. Dr. Kennedy updated the Board on current COVID 19 case numbers among student and employees and they have dropped since the end of the fall semester to today. Dr. Kennedy briefed the Board on summer activities and a safe relaxation of some restrictions are possible. As planning for fall semester is going forward there is a shift to a pre-pandemic environment. 85% of the courses will be delivered face-to-face with 70% of those will be fully face-to-face and 15% will be a hybrid delivery format. 15% will be 100% online. The Office of Student Affairs has developed a fall 2021 student calendar with over 500 activities planned.

Dr. Kennedy briefed the Board that over 1700 students have been through advisement and recruitment efforts are beginning to ramp up. Griffon Orientation dates are set for June through August.

Dr. Kennedy briefed the Board that the University has submitted for new academic programs to the MO Department of Higher Education and Workforce Development for their approval. These new programs consist of a new Bachelor's of Science degree in cyber security and a Bachelor's of Science degree in respiratory therapy. The College of Business and Professional Studies has submitted a certificate in early childhood education and a Master's of Art in teaching.

Dr. Kennedy briefed the Board with an update on the provost search in terms of an executive search firm, Academic Search, conducting the nationwide search for a permanent provost. Dr. Kennedy has also engaged with The Registry to search for a temporary placement.

Dr. Kennedy briefed the Board on her most recent community engagements and that as of the second week of September she has had 125 community appointments to seek out opportunities to further MWSU's mission. In March, Dr. Kennedy was in Jefferson City to met with regional state legislators to discuss the University's budget and other priorities.

Dr. Kennedy briefed the Board in terms of the University entering into an articulation partnership with North Central Missouri College. This provides a pathway for students to enter into a bachelor's degree program at MWSU. Other partnerships are being explored with community colleges, such as Highland Community College.

Dr. Kennedy thanked VP Morrison and his team for their hard work assembling the budget. Dr. Kennedy expressed that the University didn't arrive to this current fiscal state in one day, and it will take time, along with dedicated work to get the University out of this situation.

OTHER BUSINESS

No other business at this time.

REPORT OF THE CHAIR

Chair Tieman addressed the Board by stating that all Board members have University email accounts.

Chair Tieman advised the Board that there are three committees that have been formed and are beginning committee work. The Personnel, Finance, & Operations Committee met prior to the Board meeting and the other two committees met earlier in the month and those committees are the Policy & Bylaws Committee and Academic & Student Engagement. Chair Tieman briefed the Board on the members of the committees.

Chair Tieman announced the following Board member appointments:

Nominating Committee – Al Landes and Lisa Norton

Foundation Board – Bob Wollenman

Innovation Stockyard Board – Al Landes

Chair Tieman stated that he will allow the new chair of the Board to keep these appointments or reassign these positions.

Chair Tieman provided the date of the next scheduled Board meeting, Thursday, June 24, 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 Schoonover moved to meet in executive session; Governor Landes seconded the motion. By voice vote, motion passed 6-0.

EXECUTIVE SESSION – CLOSED

REGULAR SESSION RE-CONVENED

Chair Tieman asked for a motion to approve the personnel recommendations in closed session. Governor Norton made a motion to approve the personnel recommendations in closed session. Governor Ebersold seconded the motion. By voice vote, motion passed 4-0.

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: June 14, 2021

SUBJECT: Report to the Board of Governors

Academic Affairs

- Academic Programs - We are pleased to report that Missouri Western has received approval from the Coordinating Board for Higher Education (CBHE) for the B.S. in Cybersecurity, the B.S. in Respiratory Therapy, and the Master of Arts in Teaching.
- The Master of Business Administration program surpassed the 100 graduate milestone with a total of 24 MBA students graduating in the spring of 2021. The MBA program began in the fall of 2017.
- MWSU has received designation as a Project Lead the Way partner institution. As part of the partnership, scholarships will be available to PLTW students seeking to major in degree programs offered through the Departments of Biology, Chemistry and Engineering Technology.
- The Center for Workforce Development inaugural Professional Sales Certificate course was a success. It was a nine-week class designed to help participants identify and maximize their sales styles and increase their knowledge. The class participants were from Altec, Hillyard Inc, NPG, RS Electric, insurance agencies, realtors etc. Guest speakers included Casey Bell, Greg Hatten, Logan Jones, Brett Luthans, Shawna Harris, Chris Schmitter, Kevin Kelly, Don Tolly & Annette Weeks. The class participants received a Certificate of completion.
- Sally Gibson has been elected Vice-President/President-Elect of the MOBIUS Board for 2021-2022.
- Alyka Zahnd, a Wildlife Conservation and Management major, has been awarded the prestigious American Society of Plant Biologists (ASPB) Summer Undergraduate Research Fellowship (SURF) Award for 2021. The proposal by Alyka and her research mentor, Csengele Barta "*Offense and defense strategies in plants' chemical warfare for resources and survival: Can native "heroes" rescue other native plant species, sensitive to allelopathic inhibition, triggered by highly competitive invasive species?*" is grounded in the Barta team summer/Gold Fridays PORTAL project. Alyka recently presented at a variety of forums, including the Multidisciplinary Research Day and Biology PORTAL session.
- Hayden Glaubius, a 2021 graduate of the Craig School of Business, was awarded an Auntie Anne's pretzel franchise in Columbia MO.
- Entrepreneurship Week will be on campus July 12th-16th with several workshops targeting future small business owners such as writing a business plan, Quickbooks, or social media marketing.

- **Snapshots** - 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	2	10	9	2
College of Science and Health	39	16	27	14
College of Liberal Arts	4	5	0	4
Graduate School	0	0	0	0

Library

Statistics for the 2020-2021 Academic Year	
Average Weekly Gate Count	2,162
Physical Circulation	4,977
Ebook Circulation	5,128
Article Downloads	77,865
Large Group Study Room reservations	1,554

Appendix A

College of Business and Professional Studies

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

Student Experience & Innovation

- Students in the Applied Business Ownership class competed to be awarded an Auntie Anne's franchise.
- Four students in the Phi Beta Lambda organizations qualified to compete in the virtual National Leadership Conference.
- Three spring 2021 graduates from the Army ROTC program were commissioned into the US Army. This event was held at the National WWI Museum in Kansas City, MO. Two will serve on active duty and one will serve in the US Army Reserves.
- Logan Cutler and Craig Spilker, two Engineering Technology undergraduates, funded by Jinwen Zhu's NASA MOSGC grant, together with their project advisor, Jinwen Zhu, presented their research projects at NASA MOSGC annual spring conference.
- Eleven Engineering Technology undergraduate students presented nine posters for their research projects and applied learning experience on Multidisciplinary Research Day.
- Jesse Pierce, a senior Construction Engineering Technology student and President of AGC Student Chapter, received a gold "LEADS" Pin Award (SOAR Award).
- The Center for Service participated in National Volunteer Week by:
 - Partnering with MoDOT's No More Trash Bash. Students, staff and faculty picked up over 100 bags of trash along the highway and at Felix Square in downtown St. Joseph.
 - Students volunteered with Second Harvest for their community "Fill the Van" food drive.
 - American Red Cross Sound the Alarm Program. Students had the opportunity to call at least five people they know to discuss fire safety in the home and how to prepare.
 - Students celebrated Drop Everything And Read Day by completing 300 bookmarks and giving to Coleman Elementary 3rd-6th graders. Students included their name, degree interest at MWSU and their favorite childhood book. Staff and faculty have donated 500 children's books to the United Way Summer Reading Program.
 - Airshow - Students volunteered with United Way at the Sound of Speed airshow by collecting tickets, donations and helping in the tent.

Programs & Partnerships

- Army ROTC hosted 37 JROTC Cadets from three St. Joseph high schools, for team building and recruiting events. JROTC Cadets were teamed with MWSU ROTC Cadets to compete in navigational, physical, and knowledge based tasks. This event resulted in seven leads for future MWSU students and ROTC Cadets, and also established a firm working relationship with MWSU Army ROTC and local JROTC programs.

- Susan M. Bashinski, Special Advisor to the National Board of Director of the CHARGE Syndrome Foundation, is serving on the programming planning committee for the July 2021 bi-annual CHARGE Conference (which is to be held online this year).
- Susan M. Bashinski presented a keynote session, "Creating Nonconventional Signal Dictionaries for Learners Who Communicate Primarily without the Use of Symbols," for the SouthEast Consortium of Deaf-Blind Projects (13 states).
- Benedict Adams virtually presented "Transformative Constructivist Teachers in Action in an Urban Multicultural Classroom: A Critical Qualitative Case Study" and "Translanguaging pedagogy in practice in an urban classroom: A critical ethnographic inquiry" at the 17th International Congress of Qualitative Inquiry (ICQI).
- Ben Qiu recently had a paper accepted by the Review of Corporate Finance Studies, which is rated A* on the ABDC list. The paper is entitled "Golden Handcuffs and Corporate Innovation: Evidence from Defined Benefit Pension Plans".
- The Manufacturing Club received the Best New Student Organization award (SOAR Award).
- Center for Entrepreneurship, in partnership with the Southside Economic Development, hosted a workshop on "Ways to Improve Your Business" through product, marketing, and technology.
- Center for Entrepreneurship in partnership with Downtown St Joseph hosted a Social Media Work Session. Attendees learned how to create valuable content that connects with their audiences and grow organic engagement online. They also had time to produce a month's worth of content for their business/organization.
- The Center of Entrepreneurship in partnership with St Joseph Chamber of Commerce has designated June as Business SUCCESSION month. The transference of successful businesses to new ownership is vital to the success of our economy. A series of webinars and workshops will be hosted every Tuesday in June to assist with this effort. Executive Director, Annette Weeks, will present overview sessions "Where to Start When Selling a Business" and "Steps to Buying a Business". Ken Siemens with Murphy, Taylor, Siemens, & Elliott P.C. and Matt Robertson with Clifton Allen Accounting firm will present on the topics of legal and accounting considerations.
- Center for Military and Veterans Services was featured in the Uncommon Character video series, in partnership with the St. Joseph Chamber of Commerce.
- Elizabeth Thorne-Wallington and Adrienne Johnson presented "Using Geographic Weighted Regression to Determine Significance of Certification Policy on Low Incidence EL Populations", virtually, at the American Educational Research Association Annual Meeting.

People & Campus

- Pam Klaus received the Missouri Business Education Association 2021 NW District University Educator of the Year.

- Susan M. Bashinski had a chapter published in the text, *CHARGE Syndrome* (2nd ed.) 2021, by Plural Publishing. The text was edited by T. Hartshorne, M. A. Hefner, and K. Blake. Bashinski's chapter, titled "Prelinguistic Communication," covers pp. 353 - 390 in the book.
- David Marble presented at the Virtual Scholarship Summit (VSS), sponsored by the Center of Teaching and Learning at MWSU. The presentation was entitled, "Does Student Participation in Publisher Provide Online Practice Exercises Improved Student Mastery of Class Content?"
- Kim Sigrist was awarded the 2021 MWSU Faculty & Staff award of MWSU Foundations, Dr. James J. Scanlon Award for Staff Service to Community.

College of Liberal Arts

Dr. Joel Hyer, Dean

Student Experience

- The Psychology Department hosted its annual Psychology Research Day in Murphy Hall. Twenty-one student researchers presented six posters summarizing their collaborative and individual research projects for the Spring semester. Students also received Finals Week Care Packages assembled by the department faculty. The day concluded with induction of three new members to Psi Chi (Psychology Honorary society), a reception on Kelley Commons, and an address from retiring Psychology Department member, Brian Cronk.
- Christine Ziemer, along with students S. Wyss and K. Rhinehart. Presented "Toddlers' Exploration of Touchscreen Images, Photographs, and Objects" at the Midwest Psychological Association Virtual annual conference.
- Stacey Rieck, along with students K. Hibbs, O. Owens and E. Sandridge presented the poster "Replication and Extension of Schnall, Benton, and Harve (2008): A Secret Way to a Clean Conscience?" at the Midwestern Psychological Association virtual annual conference.
- Students C. Goerlitz, B. Dove & G. King presented the poster "The Influence of Face Masks on Recognizing Emotions" at the Midwestern Psychological Association virtual annual conference. Teddi Dekas is the faculty sponsor.

People and Campus

- Evan Elizabeth Hart presented "Silences in the Archives: the State v Goodson, 1923" at the Archival Kismet conference through the Mississippi State University.
- Evan Elizabeth Hart presented "Medicalizing the History Survey Course: Tools and Methods for Lower-Division Courses" at the 94th Annual Meeting of the American Association for the History of Medicine.
- A team of researchers from the Department of Communication published a peer-reviewed journal article in the 2021 volume of the Ohio Journal of Communication. Jordan Atkinson, along with co-authors Donell Murray, and Department of Communication alumni Madison Rounkles, Maria Selby, and Taylor Wallace published the article titled, "Applying Leader-Member

Exchange Theory to the College Classroom: An Investigation of Student Communication Behaviors." This paper, which started as a class project from Dr. Atkinson's Organizational Communication course, was also awarded the Top Paper Award in the Theory and Methodology Division at the Eastern Communication Association conference.

- Toby Lawrence wrote, directed, and produced the feature film "Headless". The film was screened during the First Wednesday's Filmmaker's Showcase at Lemonade Park in Kansas City.
- Christine Ziemer presented the poster "Meditation's Effect on Exam Scores", at the Midwest Psychological Association virtual annual conference.
- Teddi Deka presented the poster "Classroom Expectation Differences in High School and College at the Midwestern Psychological Association virtual annual meeting.
- Prairie Lands Writing Project Co-Directors Amy Miller (MWSU) and Elisabeth Alkier (SJSD) hosted a virtual welcome and orientation session for area teachers from ten different school districts attending the 2021 PLWP Invitational Summer Institute.

Programs and Partnerships

- Professor emeritus Thomas B. Roberts of Northern Illinois University, cofounder of the Multidisciplinary Association of Psychedelic Studies and the Council on Spiritual Practices; Vilmaire Narloch, director of drug education for Students for a Sensible Drug Policy; Robert Capecci, lawyer for Marijuana Policy Project; and Katie Stone, California Institute of Integral Studies graduate student and organizer of the Intercollegiate Psychedelic Network were guest speakers for Christine Ziemer's honor's colloquium "Psychedelic Science: Exploring the New Frontier of Psychedelics as Medicine for the Mind". This course inspired students in the class to create a MWSU chapter of Students for a Sensible Drug Policy. SSDP is a nation-wide student organization that empowers students to learn about and engage with drug policy reform both on campus and throughout their communities and country.
- Susan Martens, Prairie Lands Writing Project Director, was an invited attendee at the Missouri Writing Projects Network Leadership Retreat.
- Prairie Lands Writing Project hosted their annual Writing Retreat for area teachers and writers at Conception Abbey in Conception, Missouri.

College of Science and Health

Dr. Crystal Harris, Interim Dean

Student Experience & Innovation

- The Department of Chemistry is launching the Summer PORTAL program. A total of 8 student/faculty teams will be engaged in a wide variety of research projects and program activities.
- Students in CHE326 Instrumental Analysis presented their course capstone projects.

- The Chemistry Department awarded a total of 7 American Chemical Society degrees to students in the Spring 2021 graduating class. Students receiving ACS certification of their degree include: Leo Derr, Matthew Edlin, Kindall Henning, Emily Holland, Christopher Holcomb, Jacob Koonce and Amanda Scoular.
- The Department of Chemistry hosted its annual Student Spring Awards Ceremony. The ceremony was also broadcast through Facebook Live to allow family members and friends to attend. The following students were recognized for their accomplishments:
 - Edgar C. Little Outstanding Chemistry Graduate: Leo Derr, BS Chemistry (ACS Certification)
 - William Rosalee Medical Technology Award: Cameron Hall, BS Medical Laboratory Science
 - MWSU Department of Chemistry Student Service Award: Jessie Wright, BS Natural Science Chemistry (Secondary Education Option) and Kindall Henning, BS Chemistry (ACS Certification)
 - Len Archer Graduate Student Award: Munaa Mbarak, MAS Chemistry and Marlen Munoz-Franco, MAS Chemistry (ACS Certification)
 - Zweerink Physical Chemistry Scholarship: Nelson Maxey, BS Chemistry (ACS Certification)
 - American Chemical Society (ACS) Undergraduate Award in Analytical Chemistry: Kyle Roller, BS Chemistry (ACS Certification)
 - ACS Undergraduate Award in Organic Chemistry: Bowyn Ziebarth, BS Biochemistry & Molecular Biology (ACS Certification)
 - ACS Undergraduate Award in Inorganic Chemistry: Kindall Henning, BS Chemistry (ACS Certification)
 - ACS Undergraduate Award in Physical Chemistry: Jacob Koonce, BS Chemistry (ACS Certification)
 - MWSU Award for Excellence in Biochemistry: Catherine Cates, BS Medical Laboratory Science
- The Department of Biology awards were presented and the following students were recognized for their accomplishments:
 - Yancy Award for Highest Achievement in Biological Science: Bailee Romaker
 - Dr. Don Robbins Scholar of the Year: Esther Par
 - Young Conservationist Award: Sam Gazi
 - Conservation Honors: Guthrie Ziebarth
 - Get it Curve Award: Robert Bremer
 - Conservation Partner: Shelby Smith
- Csengele Barta and five MWSU undergraduate research students, Alyka Zahnd, Amie Haddock, Shannon Buehre, Lauren Tinoco and Tai Mehreen each presented their work as six virtual poster presentations at the Missouri Academy of Science Annual Meeting. The presented research included projects focusing on the role of isoprene in plants, plant responses to climate change and aspects of plant-plant communication between invasive and native species. Csengele served as a moderator for one of the virtual poster sessions for Biology.

- Csengele Barta has been invited to serve on the international docent steering and evaluation committee of the Department of Biology and Geology at her alma mater, Babes Bolyai University of Sciences in Cluj-Napoca, Romania.
- Chemistry major Kindall Henning presented "Grape Leaves of Wrath: Measurement of Nutrients in Soil, Sugar in Grapes, and Calcium in Leaves" at the Spring Multidisciplinary Research Day (MDR).
- Mechel McKinney and HIM students Victoria Kramer, Cer Par and Kimberly Heine participated in MDR Day with the poster entitled "Privacy of Medical Records: How do the authorization requirements for the release of Protected Health Information differ by state throughout the United States."
- MWSU Chemistry alum Gary Baumann (BS '09, MAS '12) published a novel *Convergence* that is available through Amazon.
- Senior HIM students Heather Sadler, RHIT, HCS-D and Kimberly West, RHIT received cash awards of \$300 each at the virtual Missouri Health Information Management Association Annual Business Meeting.
- The Organization of Student Social Workers (OSSW) won the Community Service Program of the Year award at the 2021 SOAR awards ceremony.
- The Social Work Program held its annual awards ceremony honoring 19 graduates.
- OSSW students worked at the Sound of Speed Airshow held at Rosecrans Memorial Airport in St. Joseph, MO.

Strengths & Stewardship

- MWSU was awarded a \$40,000 research contract from Boehringer Ingelheim that will engage faculty and students in the Department of Chemistry over the next 6 months. This project will be led by Gary Clapp.

Programs & Partnerships

- The Department of Chemistry provided activities related to Medical Laboratory Science to students visiting as part of the Hillyard Health Service Assistant Program Visit Day.
- Jon Rhoad worked with a Winnetonka High School student as he completed his senior honors project.
- MWSU announced its designation as a Project Lead the Way partner institution. As part of the partnership, scholarships will be available to PLTW students seeking to major in degree programs offered through the Departments of Biology, Chemistry and Engineering Technology.
- Mike Ducey presented to the Downtown Rotary Club in St. Joseph, MO about the upcoming "Steam to STEAM" Bicentennial Celebration being planned by the Allied Arts Council.

- Gary Clapp served on the Mock City Council at EmpowerU for regional middle school students learning about local government.
- Mike Ducey and Gary Clapp presented a demonstration through Facebook Live as part of the Chemists Celebrate Earth Week activities. The demonstration caught the attention of the American Chemical Society with excerpts featured on the ACS Facebook feed.
- Students within the Department of Nursing and Physical Therapist Assistant programs provided activities for high school students who visited MWSU as part of the Area Health Education Centers Nursing Pipeline Event.
- The School of Nursing and Health Professions provided activities related to nursing and other health services to students visiting as part of the Hillyard Health Service Assistant Program visit day.

People & Campus

- Mike Ducey presented "A Natural Product Analysis Themed Sequence of Experiments for Use in a Chemical Instrumentation Course" at the Spring Virtual Scholarship Summit.
- Gary Clapp has been selected to serve on an National Institutes of Health and National Institute on Drug Abuse contract evaluation panel.
- Gary Clapp was credited in two US patents (number 10,729,673 and number 10,993,927) describing synthesis and pharmaceutical applications of taxane nanoparticles.
- At the Missouri Academy of Sciences Annual meeting, Tilottama Roy presented a virtual talk and undergraduate research students in the Roy lab, Esther Par and Shawn Boss presented virtual posters exploring the various aspects of the evolution and diversification of the Rosinweeds.
- Environmental Safety Coordinator Craig Darrough and Science Laboratory Coordinator Victoria Sample worked with DeKalb High School and Oak Grove High School science faculty to conduct laboratory safety audits of their chemistry labs and chemical storerooms.
- Faculty members Csengele Barta, Dawn Drake, Ashley Elias, Mark Mills and Aracely Newton, and undergraduate research student in the Barta laboratory, Amie Haddock, hosted a demonstration tent with a large number of representative biology and geography exhibits in an effort to recruit for MWSU at the Sound of Speed Airshow at the Rosecrans Memorial Airport in St. Joseph, MO.
- Biology faculty members Mark Mills, Csengele Barta, Aracely Newton, Tilottama Roy and Carissa Ganong; two master naturalists; prairie namesake, John Rushin (MWSU Professor Emeritus); and six MWSU students, five of which were members of the Student Chapter of The Wildlife Society, recently built planter bed boxes and planted them with prairie pollinator-attracting species on the John Rushin Teaching and Research Prairie on the MWSU campus.
- At the virtual national conference of the American Physiological Society Kristen Walton presented a talk on adapting a physiology course to the COVID-19 pandemic, and three

undergraduate students in the Walton lab, Trenton Oswald, Caleb Poku and Tanner Fox presented a virtual poster on their project determining whether prebiotic fiber treatment altered experimental colitis in mice.

- At the annual international Society for Freshwater Science virtual conference, Carissa Ganong, Michael Grantham, Dawn Drake, Ashley Elias, and Mark Mills co-authored a poster about the Biology Department's Gold Fridays PORTAL Pond Team entitled "Combining Interdisciplinary Research and Place-Based Learning: Using Urban Campus Ponds as the Focus for an Undergraduate Research Group."
- Kristen Walton, Mark Mills, Carissa Ganong, various reptiles and amphibians, and a hedgehog participated in live Zoom presentations about mammal and reptile natural history and anatomy to the Second and Fourth grade classes at Compass Elementary School in Platte City, MO.
- Mark Mills and Csengele Barta in collaboration with the Admissions Office and the Department of Chemistry hosted a GO-Zoom recruitment session.
- Pi-Ming Yeh had a poster titled "The Influences of Parents' Rearing Attitude and Personality on Mental Illness Patients' Anxiety and Depression" win the Marita G. Titler Conduct of Research Poster Award at the National Evidence-Based Practice Conference.
- Maureen Holtz was selected to the American Physical Therapy Association Fellowship in Educational Leadership Program.
- Kelly Fast and Mechel McKinney presented "PPE Projects with Real-World Impacts" at The American Health Information Management Association (AHIMA) Assembly on Education.
- Justin Kraft, Maureen Holtz and William Russell presented at the American Council of Sports Medicine.
- Pam Clary received an Advisor Shout-out award by students and staff. Others nominated were Britt Johnson, Maureen Raffensperger and Andrea Keller.
- Andrea Keller received the 2020 Advisor of the Year Award.
- Regan Dodd received the 2020 MWSU Faculty to Service Award.
- Jeff Poet's article "Bacterial Computing: Using E. coli to Solve the Burnt Pancake Problem", published in *Math Horizons*, was selected by the Mathematics Association of America to be part of the virtual issue related to undergraduate research/undergraduate authors. Co-authors include MWSU Athletics, Marian Carbin and Laurie Heyer from Davidson College, as well as Davidson College undergraduate students.

Graduate School

Dr. Susan Bashinski, Interim Dean

Student Experience & Innovation

- Graduate students from the departments of Chemistry, Education, and Nursing completed capstone internships with the following community partners:
 - Hillyard
 - East Buchanan Public School District
 - Independence Public School District
 - King City Public School District
 - North Kansas City Public School District
 - St. Joseph Youth Soccer League
 - Children's Mercy Hospital
 - Mosaic Life Care, Maryville & St. Joseph
 - North Kansas City Hospital
 - University of Kansas Medical Center
- The Master of Business Administration program surpassed the 100 graduate milestone with a total of 24 MBA students graduating in the spring of 2021. The MBA program began in the fall of 2017.
- The first student to complete the joint MSN/MBA program graduated in spring 2021.

MEMORANDUM

TO: Dr. Elizabeth Kennedy, President

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

DATE: June 14, 2021

SUBJECT: Report to the Board of Governors

Student Affairs Snapshot

	April	May	Academic Year to Date
Career Development Center			
New Users in Big Interview and Traitify	14	6	238
Student Engagement in Handshake	40	21	324
Individual Career Counseling Appointments	6	8	54
Career Fairs	1	0	7
Career Development Presentations	3	1	26
Approved Employers	252	160	1586
Center for Student Involvement			
Active Registered Student Organizations	70	70	70
RSO Meetings	58	23	237
RSO Events	60	10	202
Tabling Events	11	0	77
Nontraditional, Commuter, and Accessibility Services			
Individual Nontrad and Commuter Student Visits	1	1	108
Nontrad & Commuter Student Events	0	0	1
Accessibility Resource Center Related Meetings	0	0	13
New Unique ARC Registered Students	2	1	31
Housing and Residence Life			
Events in Residence Halls	16	0	119
Room Changes	1	0	33
New Contracts for Current Semester	0	0	47
New Contracts for Next Fiscal Year	220	101	741
Esry Student Health Center			
Individual Health Center Visits	73	15	806

BinaxNow Tests Administered	10	0	155
Center for Multicultural Education			
Multicultural Education Events	0	0	20
Counseling Center			
Counseling Appointments	178	75	1290
New Counseling Appointments/Clients	20	4	188
Student Affairs and Dean of Students			
COVID Close Contacts Supported	4	0	713
COVID Positive Cases Supported	7	1	360
Individual Campus Cupboard Visits	8	11	89
Campus Cupboard Donations (lbs)	111	146	456
Lost and Found Visits	14	2	120
Visits to Student Affairs	159	33	1124
Student Conduct Incident Reports	14	6	314
Student Conduct Active Cases	2	2	37
CARE / Behavioral Intervention Cases	27	6	71*

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

Initiatives and Highlights

Fall Programming - Over 150 events are currently scheduled for the fall semester through Student Affairs. This includes programming through Housing and Residence Life, Career Development Center, Center for Multicultural Education, Center for Student Involvement, and the Office of Non-Trads and Commuters. These events are designed to enhance student engagement on campus and to facilitate student success.

Campus Cupboard - Thanks to the support of members of the campus community, the Campus Cupboard is fully stocked. New marketing is underway to assist students in locating the space and they have added Friday hours from 12:00 - 2:00 PM.

Learning Outcomes Assessment - This year, the Division of Student Affairs identified a set of learning outcomes related to Intrapersonal Development, Critical Thinking/Problem Solving, Oral/Written Communications, Teamwork/Collaboration, Digital Technology, Leadership, Professionalism/Work Ethic, Career Management, and Global/Intercultural Fluency. Each unit with the Division is currently completing the assessment of these competencies within their respective areas for AY 20-21. We anticipate that these assessments will be completed this summer.

CARE Team Update - The transition of the Behavioral Intervention Team (BIT) to a two-tiered Campus Assessment Response Evaluation Team (CARE) has been completed. This transition will enable us to better support students in the midst of crisis and enhance their success.

Senior's Day/Week Launch - This new tradition was initiated this spring to formally celebrate seniors and mark the hand off from Student Affairs/University life to Alumni Relations. It included GradFest activities, which was facilitated through a partnership between Career Development, Center for Student Involvement, and Alumni Relations. This event occurred April 14th and 15th with 282 participants. 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.

Memorandum

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

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

DA: 06/14/21

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 began on April 5th and will continue throughout the summer. The professional advisors in Academic Advising have held 298 visits with 231 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. All Sample Plans are now completed and posted with the exception of the newly approved degree programs. Those Sample Plans will be posted by August 1, 2021.

Academic Advising continues to work with the development of teach-out plans for phased out academic programs. They worked with two teach-out students for summer enrollment and are working with five teach-out students for fall enrollment at our partnering institution(s).

Academic Advising recognizes outstanding advisors through two major mechanisms. The Advisor Shout-Out Awards recognizes two advisors each semester. There was a total of 73 nominations for the Advisor Shout-Out Awards this spring; 54 from students and 19 from faculty, staff, and chairs. The winners were Madeline Rislow from Fine Arts and Pam Clary from Social Work. 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. The winner of this year's Outstanding Academic Advisor Award was Tommy Brecheisen from Fine Arts.

The Early Intervention system provides a mechanism for faculty to alert academic advisors that students are experiencing difficulties in the classroom.

- 730 total reports for the semester (students can be reported for multiple issues)
 - o 218 students recommended to withdraw from the reported class
 - o 86 actually withdrew from the reported class
 - o 25 received C or above in reported class but did not withdraw
 - o 116 reports were on freshmen (25.66%)
 - o 98 reports were on sophomores (21.68%)
 - o 98 reports were on juniors (21.68%)
 - o 139 reports were on seniors (30.75%)
 - o 1 graduate student reported
- 267 students received passing grade (A, B, C, or D) in reported class (36.58%)

- 198 students passed with A, B or C (27.12%)
- 289 students' grades improved from mid-term to final grade (39.59%)
- Grade distribution:
 - o F's = 196 (26.85%)
 - o D's = 69 (9.45%)
 - o C's = 107 (14.66%)
 - o B's = 80 (10.96%)
 - o A's = 11 (1.51%)

EdSights is an Artificial Intelligence company with which Missouri Western has partnered to gain greater knowledge about what are students are thinking, feeling, and struggling with that may impact their enrollment at MWSU. The system is managed by Derek Evans, an academic advising professional in the Academic Advising/Student Success office. The following campaigns were run in April and May (2021):

- Persistence Check-in (Feelings about returning to MWSU) (April 8) – 5,144 students
- Congrats on Job (follow-up with students who told chatbot they have job offer) (April 8) – 17 students
- Housing and Food Insecurity Follow Up (April 21) – 444 students
- Registration Reminder (April 22) (confirmed returning students) – 460 students
- Registration Reminder (April 22) (unsure if returning or didn't answer previous text) – 1,895 students
- Supporting a Family member follow up (student reported to chatbot they were struggling to support family) (April 27) – 10 students
- Satisfaction with Institution (year-end rate experience) (May 5) – 2,564 students
- Favorite Professor (graduating students) (May 6) – 63 students
- Registration Reminder (May 21) – 461 students

Beginning Fall 2021, graduate student information will be incorporated into the EdSights dashboard and the chatbot will be used for custom campaigns and relative information for that specific student population.

In May, the Academic Advising/Student Success suite reorganized space and received a fresh coat of paint to create a more welcoming space for prospective and current student visits.

Academic Support

The Center for Academic Support (CAS) provides one-on-one and small group tutoring for most courses offered at Missouri Western. CAS employs MWSU student tutors with 1) an overall GPA of 3.0 or higher and 2) a recommendation from faculty in the subject matter. During the Spring 2021 academic semester, CAS served 325 students through 1,464 visits to the center and 1,464 hours of tutoring and/or supplemental instruction.

For the Fall 2020 and Spring 2021 semesters combined, the Center for Academic Support assisted 754 students through 3,597 visits and 3,685 hours. While CAS has offered online tutoring for several years, prior to the pandemic the service was underutilized. In the last year, center staff have done a lot of "behind the scenes" work to set up a user-friendly online system. Due to this effort, online tutoring has become more popular and during these last two semesters with approximately 20 percent of CAS tutoring completed online.

Office of Admissions

The refresh of the Office of Admissions physical space continues. The flags were removed from the entrance walls and the physical plant staff did an outstanding job of removing the chair rail, flag pole mounts, patching, and prepping the walls for graphics installation. The graphics bid was awarded to a company out of the Kansas City area. We are currently in the design process but, unfortunately, will not meet the targeted completion date of June 14.

Global Center

The Global Center will transition in name to the Office of Global Engagement beginning with the new academic year. The office is staffed by one full-time professional staff member, Fumi Cheever. Fumi will also assume responsibilities for

Study Abroad beginning in July. The University is considering appropriate options for Study Abroad opportunities for students as we continue to navigate the pandemic.

- The Office of Global Engagement anticipates the return of 35 international students to campus this fall along with approximately 15-21 new international students, depending on visa acquisition.

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

Office of Admissions

The University continues to work on SLATE implementation with the third-party vendor, Strata Information Group (SIG). SIG will be on campus June 15-17 and June 21-24 to continue implementation efforts. The primary focus of this visit is to gain more ground on graduate implementation so that we are ready for the go live date in early September. And, with the Spring/Fall 2022 undergraduate application for admission going live on July 6, it is essential for SIG to be available to conduct any final testing and trouble shoot potential problems. Early College Academy implementation has been completed.

The next project will be the build of continuing students in SLATE. This will allow us to reach current students through a variety of ways including email, text, voice, and video – all while tracking open rates. The preliminary goal is to have implementation of the continuing student project complete by time to register for Spring 2022 classes so that we may communicate more efficiently. If we do not meet that date, the project will be complete in time for Summer and Fall 2022 registration.

Strategic Priority 3: Staffing Needs Assessment and Plan

Currently, there are two vacancies in the Division of Enrollment Management. With the retirement of Deb Treat, the Registrar's office has an Administrative Assistant position currently open, and Academic Advising has a position for an academic advisor currently advertised. This position is an addition to the Academic Advising office in preparation for building a centralized Academic Advising effort as part of the overarching (in progress) strategic enrollment management plan.

The open position of communications coordinator was offered and accepted. The successful candidate will begin her duties at Missouri Western on July 1, 2022.

Strategic Priority 4: Enrollment Management Plan

Enrollment Management

Enrollment Management is in the initial phases of creating a strategic enrollment management plan. 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.

Office of Admissions

Griffon Orientation (GO) kicks off on June 15th with the first freshman orientation. To date, 683 prospective freshmen students have registered for Griffon Orientation and an additional 77 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 recruitment team, led by Peggy Payne, completed 122 high school visits this semester. In addition to high school visits, Missouri Western has participated in 27 recruitment fairs, and one home school college fair.

The admissions team has also engaged in community outreach by way of participation in the Speed of Sound Airshow on May 1-2, as well as the Summer Concert Series in Coleman Hawkins Park. The community, especially alumni, frequently express their appreciation of University presence at these events.

Campus visits continued throughout the Spring semester, including Mineral Area College Upward Bound students. Additionally, Admissions is engaging with 91 driver's education students in June and July, as well as a group of students doing a prayer walk on campus.

The Admissions team continuing to engage with prospective students through SLATE. The following are examples of campaigns:

- 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
- Congratulations to admitted students
- GO confirmation

Additionally, the recruitment team engaged in four calling campaigns using SLATE Voice:

- FAFSA no application
- Committed no GO registration
- GO registration no survey
- Awaiting materials – transfer students

These communications were in addition to the vast amount of communication going out in a more centralized effort.

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

In July and August, each student who has committed to Missouri Western will receive a branded "getting ready for college" box of goodies, including a cinch bag, planner, notebook, two pens, sticky notes and a flash drive.

Radio ads are running on the local stations and seven billboards have boarded and are being strategically placed in Missouri. We are preparing to launch another social media campaign to increase the number of commits and registrations for GO.

Missouri Western will also launch an aggressive walk-in registration campaign. Walk-in registration will be held on August 24, and marketing will target continuing students who have not registered for courses as well as prospective students who have not applied for admission.

Missouri Western and North Central Missouri College held a planning meeting on the North Central Missouri College campus on June 9th. The following staff members from Missouri Western were in attendance: Josh Maples, Cindy Spotts-Conrad, Jamie Sweiger, Derek Evans, and Dr. Melissa Mace. The group is tasked developing a program in which students from NCMC can also be enrolled at Missouri Western and live on campus at Missouri Western. The program is projected to go live for the fall semester of 2022.

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. 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, and as noted in Strategic Priority 3, a new academic advisor position has been posted and will be filled this summer.

Respectfully Submitted by Dr. Melissa K. Mace

MEMORANDUM

To: MWSU Board of Governors

From: Dr. Josh Looney, Vice President of Intercollegiate Athletics

Date: June 23, 2021 (as of June 14, 2021)

Re: BOG Report (Athletics, Esports and Recreation Services)

Programs & Partnerships

- **2021 Kansas City Chiefs Training Camp.** Chiefs and Missouri Western personnel have held weekly planning calls throughout the summer, navigating requirements of hosting an NFL Training Camp as the country emerges from the COVID-19 pandemic. The athletic department, alongside the physical plant and campus police, are confident in the University's ability to exceed NFL protocols for hosting Training Camp in St. Joseph this July and August. The Board of Governors will be provided with the most up-to-date Training Camp information at its in-person Board meeting on June 23rd.
- **Griffon Student-Athletes Post Highest-Ever Athletic Department GPA (Again).** Griffon student-athletes extended their record-breaking academic performance to seven consecutive semesters, dating back to spring 2018. Griffon student-athletes have now broken and re-broken the department's cumulative GPA record four consecutive full academic years. The department's cumulative GPA is 3.222 following the 2020-21 academic year, breaking the previous record of 3.220 recorded after the 2019-20 academic year. For comparison, the department GPA was 3.05 following the 2017-18 academic year. In total, 238 student-athletes earned MWSU academic honors during the spring 2021 semester, which is the second-highest mark behind a record 254 student-athletes earning academic honors after the fall 2020 semester. Team-by-team cumulative GPAs are listed below.
 - Women's Tennis: 3.795
 - Women's Soccer: 3.579
 - Softball: 3.476
 - Volleyball: 3.469
 - Women's Cross Country: 3.423
 - Women's Golf: 3.420
 - Women's Track and Field: 3.330
 - Baseball: 3.306
 - Women's Basketball: 3.301
 - Men's Golf: 3.252
 - Men's Cross Country: 3.102
 - Women's Lacrosse: 3.100
 - Men's Basketball: 3.074
 - Men's Track and Field: 3.073
 - Football: 2.877

- **Final Athletics COVID-19 Testing Statistics.** MWSU student-athletes underwent extensive COVID-19 protocols and testing requirements prior to competition and travel during the 2020-21 academic year. The athletic department, with support from Mosaic Life Care, conducted more than 3,200 COVID-19 tests. The department's positivity rate was approximately 1.2%. The athletic department did not record a positive test from February 19th through the remainder of spring competition. This summer, the department shifted its COVID-19 approach from testing to education surrounding vaccinations. Vaccinated individuals are expected to be exempt from COVID-19 protocols during the 2021-22 competitive seasons.
- **Esports Receives Peach Belt Conference Invite.** After a unanimous vote of support from Peach Belt Conference presidents and chancellors, Griffon Esports received an invitation to join the PBC as an associate member for Esports. MWSU's varsity team is expected to compete in a full regular season conference schedule for Overwatch next fall. The Peach Belt is the first "traditional" Division II conference to host coordinated regular season and championship play for Esports. The league includes teams from NCAA Divisions I, II and III, with membership expanding as far as Hawaii. Regular season competition is virtual with championships held in person for qualifying teams. This is an exciting and differentiating factor for the budding Esports program at MWSU.
- **Men's and Women's Golf Qualify for NCAA Tournaments.** Missouri Western sophomore Allycia Gan wrapped up her first collegiate season of NCAA golf at the Division II Women's Golf National Championship at TPC Michigan. She finished 42nd nationally after posting a runner-up finish at the NCAA Central Regional. The men's program qualified for the NCAA Midwest/Central Super Regional Tournament and finished 13th.
- **Women's Soccer Finishes with National Ranking After Reaching MIAA Spring Tournament Championship Game.** After enduring two off-season coaching changes and a cancelled fall season due to the COVID-19 pandemic, Griffon Soccer reached the MIAA Spring Tournament Championship Game before falling to Central Oklahoma in the final. The Griffons were rewarded with a national ranking of 23rd and four athletes were named to the All-MIAA Tournament Team – sophomore Lauren Street, juniors Kaili Campbell and Anna Mayer, and senior Lillian Davis.
- **Griffon Tennis Wraps Up Best MIAA Season in Decades.** Griffon Tennis had not posted a winning MIAA record in 13 years prior to 2021, but stormed to the scene in head coach Olaya Garrido-Rivas' first full season as head coach with a 13-7 overall record (6-4 MIAA). The program reached the MIAA semifinals and was among the first teams left out of the 2021 NCAA Tournament after holding a regional ranking for much of the season.
- **Rocket League and League of Legends Pace Inaugural Griffon Esports Season.** The Griffons Rocket League team was one of 16 teams around the nation invited to the Collegiate National Esports Championship, falling to the University of Akron who has been #1 in collegiate Rocket League for years. The Griffons went 2-3 in the tournament.

Fortnite finished top 10 in NACE, which was an impressive accomplishment for the first-year program.

Student Experience

- **2020-21 Baker Fitness Center Usage Statistics.** Baker Fitness Center experienced a significant decrease in traffic during the 2020-21 academic year. Total users from August 31, 2020 through May 7, 2021, totaled 1,031 patrons (a 44% decrease in traffic from 2019-20). COVID-19 protocols and transmission concerns, paired with a decrease in on-campus housing residents, are believed to be the leading factors causing reduced usage rates. Recreation Services also saw a decline in Friday and Weekend usage rates, and plans to measure the impact of Gold Fridays during a traditional academic year. Special events are being planned for Fridays in 2021-22.
- **Thomas Eagleton Pool Experiencing Lifeguard Shortages.** Recreation Services has struggled to maintain appropriate lifeguard levels since students departed campus at the end of the spring 2021 semester, forcing pool closure for several days this summer. Lifeguard pay has been increased to \$13/hour, matching city lifeguard rates, and Recreation Services is working hard to recruit additional lifeguards alongside the HR staff.
- **Esports Arena Inaugural Semester Statistics.** After opening in early March, the Esports Arena experienced a busy first semester filled with excitement and engagement. Some of the notable usage statistics included:
 - 214 unique students with over eight hours of time spent in the Arena.
 - 120 students participated in the Griffon Gaming Series, a four-week event that had over 120 students participate. Over 70,000 GriffCoins were redeemed during this period, granting access prizes from sponsors.
 - Hosted over a dozen Club activations, including:
 - Smash Club every Tuesday and Thursday, with a monthly tournament.
 - VALORANT Club hosted four tutorial nights, and played live competitions throughout the season.
 - Engineers, R6 and COD Clubs utilized the space for meetings and practices.
 - Hosted community outreach activities, highlighted by an evening for Big Brothers and Big Sisters of St. Joseph, partnerships with the YWCA and partnerships local youth gaming organizations. The inaugural Griffon Esports youth summer camp is slated to take place in early July.

People and Campus

- **Softball's Sydni Hawkins Rakes in All-American and MIAA Player of the Year Honors.** Hawkins, the Griffons starting second basemen, earned First Team All-America honors as she was named the second baseman on the Division II Collegiate Commissioners Association All-America First Team. Hawkins was also a unanimous selection to the NFCA All-America First Team. The junior from Wichita, Kansas, now

has two First Team All-American honors this season, two First Team All-Central Region honors, an All-MIAA First Team honor and she was the MIAA Player of the Year. Hawkins broke two school records in 2021 as her batting average of .483 broke the previous MWSU record by 53 points. And her on-base percentage of .522 is 56 points higher than the previous school record. She led the MIAA in both categories, along with her 50 runs scored this season. Hawkins was also a finalist for NCAA Division II Player of the Year honors.

- **Hanna Williams Becomes First All-American in Women's Track and Field History.** Williams, a junior, finished eighth in the 400 meter dash at the NCAA Track & Field National Championships as the top eight are named All-Americans. The Trimble, Missouri native ran a time of 55.35, her second fastest time of the season. She is also the first two-time national qualifier in women's program history, having previously qualified in 2019 but was unable to make the final.
- **Men's Basketball Looks to UK Ties.** Head men's basketball coach Will Martin went back to his University of Kentucky roots to finalize his coaching staff for the 2021-22 season. A former student manager at UK, Martin hired two former Wildcat athletes in Jon Hood and Perry Stevenson to join the Griffons. Hood comes to MWSU after one year as an assistant coach at NCAA Division II Kentucky Wesleyan and was previously an assistant coach in the prep ranks at Frederick Douglass High School in Lexington, Kentucky. As a player, Hood was a part of the University of Kentucky's 2009 No. 1 ranked recruiting class that included John Wall, DeMarcus Cousins and Eric Bledsoe. Hood was named Mr. Basketball in Kentucky and the Gatorade Player of the Year in the state during his senior season at North Hopkins High School in Madisonville, and was ranked No. 40 by Rivals.com. Stevenson is making his collegiate coaching debut with the Griffons. After graduating from Kentucky, Stevenson played professionally and was in the NBA Development League for two seasons. Stevenson appeared in 134 games over his four-year career at Kentucky and is seventh in UK history in career blocked shots with 159.
- **Fred Wyatt Hired as Defensive Line Coach.** Wyatt comes to MWSU from Kansas State, where he was a defensive Graduate Assistant the last two seasons. As a GA at K-State, Wyatt worked with the Wildcats' defensive backs and was able to work alongside his father, Buddy. Wyatt is following in his father's footsteps as Buddy has spent 31 years as a defensive line coach and has worked in the Big 12, SEC, Big Ten and the AAC. Wyatt played collegiately at Northwestern University and was a three-time Academic All-Big Ten honoree earning his bachelor's degree in communications from Northwestern in 2018 and his masters in management studies from the Kellogg School of Management in 2019. Wyatt replaces Scorpio Horn, who stepped down as defensive line coach earlier this month to be the first head coach of the football program at KIPP KC school.
- **Volleyball's Ali Tauchen and Soccer's Anna Mayer Named First-Team Academic All-District.** Tauchen was named to the CoSIDA 2020-21 NCAA Division II Academic All-District 7 Volleyball First Team. The senior middle blocker has a 4.0 GPA in Biology Health Science & Psychology and will be on the ballot for a chance to be named a

CoSIDA Academic All-American. Mayer, who has been the Griffons starting goalie since her freshman year in 2018, has a 3.80 GPA in Psychology. She will also advance to the Academic All-America ballot.

- **Jacob Oyler Highlights Cross Country MIAA Academic Honors.** The MIAA announced the 2020-21 MIAA Cross Country Academic Awards, and seven Missouri Western student-athletes earned honors from the league. The prestigious MIAA Academic Excellence Award was achieved by one Griffon as Jacob Oyler was one of eight men in the MIAA to earn that honor. An MIAA Academic Excellence Award recipient must have a grade point average used by the institution for purposes of NCAA academic certification of at least 4.00 at the certifying member institution. The honoree also must have at least two terms of grades reported at the certifying member institution, excluding summer terms.
- **McCarthy and Buffington Named First Team All-MIAA Golf.** Patrick McCarthy and Tom Buffington were both named to the All-MIAA team after helping Missouri Western get back to the NCAA Tournament this season. This was the fourth time McCarthy has been named to the All-MIAA team. The senior from Albuquerque, New Mexico led MWSU with a 73.3 scoring average, had five rounds at or under par and claimed two top-five finishes during the season. This was the first All-MIAA honor for Buffington, a senior from Saint Peters, Missouri. He was second on the Griffons with a scoring average of 74.4. Buffington also had five rounds at or under par and four top-10 finishes.
- **Five Griffons Earn All-GLVC Honors in Inaugural Women's Lacrosse Season.** The Great Lakes Valley Conference announced their women's lacrosse postseason awards on Friday and five Missouri Western student-athletes earned All-GLVC honors in their first year as a program. Jordan Shughrue was named to the All-GLVC First Team, Madison Brady and Mackenzie Porter earned Second Team All-GLVC honors and Mariyah Harper and Jazmine Servance were named honorable mention. The Griffons finished 5-8 in year one and finished fifth in the GLVC with a 3-4 record.
- **Baska Claims Top MIAA Academic Honor Alongside 26 Griffon Football Teammates.** In addition to 26 Griffon Football student-athletes earning academic honors, the prestigious MIAA Academic Excellence Award was achieved Griffon senior Tyler Baska. An MIAA Academic Excellence Award recipient must have a grade point average used by the institution for purposes of NCAA academic certification of at least 4.00 at the certifying member institution. The honoree also must have at least two terms of grades reported at the certifying member institution, excluding summer terms.
- **MIAA Academic Honors Roll in for MWSU Spring Sports.** The MIAA announced the 2021 Academic Awards for spring sports. Student-athletes were eligible to claim one of three awards - MIAA Academic Excellence Award (4.0 GPA), Scholar-Athlete (3.5 - 3.99 GPA) or Academic Honor Roll (3.0 -3.49 GPA). Honorees must also have at least two terms of attendance at the certifying member institution, excluding summer terms, to

be eligible. A spring sport tally is below with detailed reports available on GoGriffons.com.

- Men's and Women's Track and Field: 33
 - Soccer: 24
 - Baseball: 18
 - Men's and Women's Golf: 15
 - Softball: 15
 - Tennis: 6
- **Eight First-Year Griffons Earn MIAA's Top Academic Honor.** A total of 62 Missouri Western first-year student-athletes earned academic honors from the MIAA in 2020-21. To be considered as a first-year or transfer student-athlete, the individual had not completed two semesters, excluding summer terms, at their current institution when they competed in their sport. Of the 62 honorees, eight Griffons earned the distinguished Academic Excellence Award (4.0 GPA). The distinguished first-year student-athletes included.
 - Trey Asher, So., Baseball
 - Samantha Cerra, Fr., Women's Track & Field
 - Kadya Cobb, Fr., Women's Basketball
 - Julie Hofmanova, Fr., Women's Golf
 - Ionna Lathouri, Jr., Women's Tennis
 - Alyssa Owens, Fr., Women's Tennis
 - Trent Rueckert, Fr., Baseball
 - Cody Watson, Fr., Football

Strength and Stewardship

- **MWSU/YWCA Charity Golf Tournament and Auction Breaks Revenue Record.** The 19th Annual MWSU/YWCA Charity Golf Tournament and Auction set a revenue record with more than \$110,000 raised from June 5-14, 2021. This year's event drew a record-high 42 golf foursomes as the tournament moved to a double-shotgun format and the virtual auction tested previous record highs established during the 18th Annual event. The past two events, held within 10 months of each other, are the only two times that the auction and golf tournament have combined to produce six-figure revenue totals. The previous gross revenue record was \$104,000 established in August 2020.
- **2021-22 Gold Coat Drive Underway.** With eyes on the upcoming season including the return to full venues, now is a great time for Griffon fans to secure their season tickets for the 2021-22 season by joining the Gold Coat Club. The Gold Coat Club is the athletics booster organization of Missouri Western State University. Founded in 1969, the club raises funds to support the endeavors of all 17 Griffon sports programs and our spirit squads. Membership in the Gold Coat Club assists in providing our student-athletes and coaches with the necessary resources to compete at highest level of NCAA Division II and is open to anyone with interest in Griffon Athletics. Gold Coat support helps enhance the following areas: team travel, recruiting, equipment, academic support and facilities. Information can be found on GoGriffons.com.

- **Evan Wolf Joins Griffon Sports Properties.** Missouri Western and Peak Sports Management announced the addition of Wolf as Senior Account Executive for Griffon Sports Properties. Wolf will assist in building relationships and increasing revenue from new businesses within the St. Joseph area. His main focus will be on contract fulfillment and activation of current partners. Prior to coming to Missouri Western, Wolf worked for Peak Sports as an Account Executive at Southern Illinois University Edwardsville

Telling our Story

- **Camp Season Underway.** If the first series of Griffon Athletics summer camps are any indication, the demand to attend and participate in on-campus athletic events has returned. Griffon Football welcomed nearly 250 youth football campers to its first session of the summer, while Griffon Softball and Women's Basketball had equally impressive early-summer turnouts. Athletics summer camps run sporadically, by sport, throughout June and July.
- **Esports Contributes to Charity Causes.** The Griffons participated in the Extra Life Charity Annual Tournament with over 200 other competitors. MWSU went **undefeated**, winning KU Medical Center \$5,000 in prize money. In total, Esports raised over \$6,500 during the spring semester for local charities.

MEMORANDUM

To: MWSU Board of Governors
From: Dr. Josh Looney, Interim Vice President of Advancement
Date: June 23, 2021 (as of June 14, 2021)
Re: BOG Report (University Advancement and the MWSU Foundation)

Programs & Partnerships

- **Board of Directors Holds Quarterly Meeting; Extends Commitment to Fund Salaries and Operations.** The Foundation's Board of Directors met on May 5th and reviewed its commitment fund all expenses related to Foundation, Advancement and Alumni Relations salaries and operations for FY20 and FY21. The Board voted unanimously to extend its current commitment through FY22. Beginning in FY23, salaries and operations associated with Alumni Relations will roll back into the University budget. The Foundation will continue to fund all operations and personnel expenses for Advancement and the Foundation through at least FY24. The Board will review this structure with University leadership again prior to FY25.
- **Foundation Fulfills \$1.78m Funding Request.** The Foundation's Board of Directors voted unanimously to fulfill University's request for additional FY21 funding in the amount of \$1,783,228.00. The request was presented to the Foundation in a letter dated April 28, 2021 from CFO Darrell Morrison, on behalf of the University, to assist in balancing the FY21 budget. The Foundation was able to fulfill the request through investment returns and unrestricted giving. Donor-endowed scholarships and program funds were not impacted.

People and Campus

- **Future Leadership of the Foundation.** Josh Looney, the University's vice president for intercollegiate athletics, provided interim leadership of the Foundation during the 2020-21 academic year. As the University emerges from the COVID-19 pandemic, Looney will return to his primary role leading the athletic department in 2021-22. In preparation of this transition, the Foundation has engaged The Registry to provide transitional leadership and strategic planning while a search for permanent leadership commences. In addition to placing a veteran administrator, the Registry is expected to provide the Board of Directors with several strategic planning deliverables during the first half of FY22.
- **Lai-Monte Hunter '99 elected as Alumni Board President.** Hunter was elected to head the Missouri Western Alumni Association in 2021-22. He is currently the Dean of Students at Lyons College in Batesville, Arkansas and is the first African-American to serve in this capacity at MWSU. In addition, Brian Gray '90 (Customer Category Manager, Kraft Foods), was elected to serve as Vice President of the Alumni Board. The Alumni Board also welcomed two new members - Jacob Cuning '16 (Senior Consultant,

Human Capital, Deloitte Consulting, LLP) and Jordon Shadwick '09 (Account Manager at SJC Marketing).

- **ROTC Rapel Tower Moving Forward.** Plans are moving forward to erect a rappelling tower south of the new fire station off of Mitchell Avenue. A formal announcement with renderings and project donors is expected early this fall.
- **Victory Plaza Bricks Installed.** Sixty three new bricks were recently installed at Victory Plaza outside Spratt Stadium. New shrubs and perennials will also be installed in time for Chiefs Camp.

Student Experience/Telling our Story

- **Foundation Launches Campaign for New Band Uniforms.** A fundraising campaign is currently underway to raise funds for new Golden Griffon Marching Band uniforms. The goal is to raise \$80,000 to cover the cost of 150 new uniforms. The early response has been strong with \$23,186 raised during the first two weeks of the campaign. Interested parties may go to griff.vn/band to find out more and/or donate to the cause.
- **President Kennedy Pens Letter to Alumni.** A summer mailer was distributed to 2,000 households on June 1st, featuring a message from Dr. Kennedy. The Foundation continues to receive responses from its March 2021 direct mail campaign with 57 unique gifts to date.
- **Phonathon Generates New Gifts.** Student callers ended the semester with a phonathon campaign aimed at funding products identified by Missouri Western's Deans. Students engaged University supporters about funding greatest needs (unrestricted giving), a Science and Health Seminar Series, upgraded computers for the MWSU Digital Studio, Wilson Hall student study areas and replacement flags for the Bill Snyder Pavilion. Thus far, 51 unique gifts have been received as a direct result of the phonathon.

Strength & Stewardship

- **Unrestricted Annual Fund Continues to Push Record Highs.** It is anticipated that the total amount of unrestricted dollars raised at the close FY21 will be the most since the first year of the MWSU Capital Campaign in 2015. The Western League of Excellence is leading the impressive unrestricted giving totals by generating an all-time highs in new donors, unique donors and total unrestricted fundraising.
- **New Scholarship for SJSD Students.** A new scholarship benefitting students graduating from the St. Joseph School District was established by an anonymous donor. The Opportunity Scholarship Fund has been created for students who graduated from SJSD and will attend Missouri Western. Initial funding of \$105,000 was received this year to be given out to incoming freshmen or current students in 2021-22.

Memorandum

To: Missouri Western State University Board of Governors

From: Kent Heier, Assistant Director, Marketing and Communications

Date: June 15, 2021

RE: Board of Governors Report

We're Glad You're Here

We've all missed our students being on campus, and we want to let them know how excited we are to have them back. Marketing and Communications has designed and purchased buttons that we will distribute to faculty and staff before the fall semester with the sentiment "We're Glad You're Here." The thoughts will be expressed on pop-up banners in most buildings as well. We hope that helps to communicate to students how happy and honored we are that they are trusting us in this journey back to normal.



Griffon Influencers

On April 16, Marketing and Communications partnered with Admissions, the Department of Communication and the Center for Teaching and Learning to present a workshop titled "Reaching Out: A Guide for Faculty Engaging Prospective Students." The goal was to equip faculty members to help attract students to Missouri Western and to their particular discipline. One of the techniques we discussed was the use of social media to engage with the community, including prospective students, and we certainly saw some results. In the 30 days following the workshop, brand awareness (a measure of not just what we are posting on University accounts, but what others are posting, sharing and mentioning about us) more than doubled on average across Facebook, Twitter and Instagram. We conducted a similar workshop for staff on June 14, and hope to see similar results. We have established a "[Griffon Influence](https://missouriwestern.edu/marcom/griffon-influence/)" website (missouriwestern.edu/marcom/griffon-influence/) so our faculty and staff can see the impact they're making. We are also working to present similar information to alumni and to business owners in the community.

Mustangs Night

Marketing and Communications is working closely with Athletics, Alumni and several other groups on campus to plan activities for Missouri Western Night at the St. Joseph Mustangs. Mark your calendars for Saturday, July 17, and watch for details.

Marketing Efforts

Marketing and Communications has been working with Admissions and Enrollment Management to wrap up the current cycle of admissions printed materials and begin on the next. We have also been continuing to work with Admissions on paid advertising opportunities, including radio, billboards and social media. And we have worked closely with the Graduate School and Department of Education to raise awareness about a newly approved Master of Arts in Teaching-Secondary degree that will allow people with an undergraduate degree in a high school curriculum area to be certified as a teacher in Missouri.

Web Designer

We are pleased to welcome a new member to the MarCom team. Jack Panella will serve as our web designer, beginning June 21. Jack is a graduate of the Art Institute of Austin and has several years of

experience as a designer and project manager. We think he has the right skills and experience to elevate our website to the next level.

Media Mentions

Prominent media stories mentioning Missouri Western since the April meeting include:

News-Press Now

[Missouri Western graduate awarded Auntie Anne's franchise](#)

[Author Brooks to speak at Convocation on Critical Issues](#)

[St. Joseph native finds home in the last frontier](#) (feature on a wildlife conservation alumnus)

[St. Joseph museums welcome interns](#)

[Biology student earns research fellowship](#)

[New group of graduated Griffons](#)

[Missouri Western professor, student research on delivery drivers](#)

[MWSU, SJSD back low-cost teacher training](#)

KQ2

[MWSU, Sisters of Solace team up for positive change](#)

[Local restaurants hope for return of Chiefs training camp](#)

[MWSU commencement ceremonies held at Civic Arena](#)

[MWSU nursing students working the frontlines of the COVID-19 pandemic](#)

MEMORANDUM

To: Dr. Elizabeth Kennedy, President

From: Darrell R. Morrison, VP Finance & Administration

Date: June 14, 2021

Subject: BOG Report

Financials

Finance department continues to work on the Fiscal Year 22 budget and prepare to load information into Banner.

Monitoring of COVID funding is ongoing. The university has spent down all of Phase 1 funding and continues working on utilizing the funds in Phase 2 as strategically as possible. MWSU received notification that we will be awarded \$5,885,256 in American Rescue Plan Act (ARPA) Cares funding for Students and \$5,778,272 in ARPA Cares funding for Institutional. We have one year from the date of the award to spend down these funds.

Finance completed the FY20 (HEERF) Higher Education Emergency Relief Fund – Cares Act Funding audit with MWSU Auditors BKD. No issues were noted.

Finance meetings were held with each dean, department chair and director to distribute FY22 budgets and answer any questions about their budget.

Documentation was sent to the State reporting how we allocated and spent the \$1.98M in State maintenance and repair funding in accordance with our maintenance and repair deferred maintenance plan. Our project list includes; Eder Hall chiller replacement, Hearnese Center 2nd floor air handler units 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 repaving various parking lots across campus.

The State of Missouri Office of Administration requested information on House Bill 19 projects. We have identified and prioritized deferred maintenance items and are awaiting word. This includes \$644,000 for Scanlon Hall and \$2,500,000 for exterior and infrastructure repairs.

Purchasing department continues to finalize all Purchase Orders for FY21 and process all end of year purchases.

Finance department continues enhancements of the Banner ERP under the guidance of Strata Information Group.

Formal bids for all departments for FY22 continue to be posted.

Purchasing is finalizing all Purchase Orders for FY21.

People and Campus

Parking permits for faculty, staff and students have been ordered for next year. The University will be utilizing a new parking system for the fall semester as well as a new identification card system.

Meetings continue with Chiefs personnel for the upcoming KC Chief's camp. Chief's camp is scheduled for late July through mid August.

Installation of Touchless Proximity Security Door Locks/Equipment/Software continues to progress. Presently all communication wire has been installed. Hardware installations have begun in residential buildings with Scanlon Hall at 90% completion. Vartabedian Hall, Leaverton Hall, and Vaselakos Hall will follow with all res-life buildings completed by the beginning of fall semester move-in.

Asphalt resurfacing and sealing has begun around campus. We are anticipating a completion date of July 1st on phase one of the project.

Several updates and renovations are underway or nearing completion involving our Residence Halls. Scanlon Hall is scheduled to be completely renovated by June 25th with fresh paint, new carpet, hardwood floors, touchless locks, blinds and drapes. In addition to cosmetic changes a new chiller and HVAC controls are being updated. Juda and Beshears will see some improvements this year; all suites will receive fresh paint, new interior and exterior doors (receiving bids presently), new flooring (receiving bids presently), new curtains, new AC units in all areas with updated controls as well as repairs to exterior steps.

Administration has taken the lead in addressing our campus aesthetics; you will see that work continues campus wide to landscaping and campus beautification. This first impression of our campus for our future students and parents is vitally important, and Griffon Orientation is one such event where we get to showcase our campus.

Physical Plant continues to assist in departmental moves, minor renovations, and preparing for Chiefs Camp.

Tech Support

The Technology Department has integrated a new identity management system into an existing system and synchronized accounts in preparation of cutover for dependent services.

Technology Services has verified and completed a general implementation plan for an academic WiFi system upgrade and has ordered the first round of equipment.

Adopted standard platform for remoting into computers for Technology Services to increase security for support needs.

Installation of upgraded WiFi at Spratt Stadium and the practice fields to facilitate changes to Chiefs training camp has begun.

Purchasing department continues working with Technology Services for upcoming changes needed for the implementation of Banner 9 Self Service.

New tuition and fee charts are being updated and organized for downloading to the Business Office website.

Technology Services has been instrumental in working with Purchasing on approval queues, automatic approvers and video training.

Student computer labs have received new computers to help improve student user experience.

Technology Services resolved approximately 1,144 tech support issues for the spring 2021 semester from students, faculty and staff.

Several meetings were live streamed this spring with the assistance of Tech Services due to Covid and physical distancing protocol.



FINANCE AND ADMINISTRATION

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June 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, June 23, 2021

Please find the following financial documents for the period ending May 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”
- Contract approval requests as follows:
 - Blum Union Kitchen Air Handler
 - FB21-047 Various Parking Lot Repairs - Addendum

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 May 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	\$ (1,768,903)	\$ 31,584,614	\$ 31,833,263	100.8%
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts	-	50,000	50,000	50,000	100.0%
Sales and service of educational departments	173,100	34,328	207,428	173,435	83.6%
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	529	56,729	55,400	97.7%
TOTAL OPERATING REVENUES	33,582,817	(1,684,046)	31,898,771	32,112,098	100.7%
OPERATING EXPENSES					
Salaries and compensation	24,182,651	(264,658)	23,917,993	20,459,404	85.5%
Fringe benefits	8,755,702	(94,214)	8,661,488	7,405,656	85.5%
Supplies and services	5,522,082	(542,762)	4,979,320	3,891,174	78.1%
Travel	445,225	(310,607)	134,618	18,481	13.7%
Utilities	1,442,997	(287,844)	1,155,153	877,446	76.0%
Insurance	-	256,000	256,000	255,144	99.7%
Scholarships	8,162,906	(89,688)	8,073,218	7,945,276	98.4%
Depreciation	-				
TOTAL OPERATING EXPENSES	48,511,563	(1,333,773)	47,177,790	40,852,581	86.6%
OPERATING GAIN / (LOSS)	(14,928,746)	(350,273)	(15,279,019)	(8,740,483)	57.2%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	17,751,987	1,901,679	19,653,666	17,971,755	91.4%
State appropriations - capital	-	1,985,243	1,985,243	1,654,370	83.3%
Grants				-	
Gifts	1,531,106	1,975,021	3,506,127	1,528,849	43.6%
Investment income	146,702	(85,000)	61,702	44,295	71.8%
Interest on capital related debt				-	
Capital	(185,500)	(38,812)	(224,312)	(186,252)	83.0%
Other					
NET NON-OPERATING REVENUES	19,244,295	5,738,131	24,982,426	21,013,017	84.1%
INCOME (LOSS) BEFORE TRANSFERS	4,315,549	5,387,858	9,703,407	12,272,534	126.5%
TRANSFERS IN (OUT)					
Debt service	(499,977)	-	(499,977)	(459,161)	91.8%
Other	(602,743)	(1,901,106)	(2,503,849)	(2,514,556)	100.4%
Transfer to Aux from E&G	-	(3,500,000)	(3,500,000)	-	
TOTAL TRANSFERS IN (OUT)	(1,102,720)	(5,401,106)	(6,503,826)	(2,973,717)	45.7%
INCREASE (DECREASE) IN NET POSITION	3,212,829	(13,248)	3,199,581	9,298,817	290.6%
OTHER					
Prior year funds	-	65,428	65,428	-	
	\$ 3,212,829	\$ 52,180	\$ 3,265,009	\$ 9,298,817	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2021
(As of May 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	\$ (140,273)	\$ 1,257,614	\$ 1,254,944	99.8%
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	100.0%
Sales and service of educational departments	66,400	91,499	157,899	152,197	96.4%
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	(140,254)	97,226	95,923	98.7%
TOTAL OPERATING REVENUES	1,701,767	(109,028)	1,592,739	1,583,064	99.4%
OPERATING EXPENSES					
Salaries and compensation	299,871	131,007	430,878	298,350	69.2%
Fringe benefits	68,301	15,260	83,561	55,460	66.4%
Supplies and services	1,851,781	154,193	2,005,974	807,916	40.3%
Travel	221,180	(105,739)	115,441	16,391	14.2%
Utilities	10,430	432	10,862	3,878	35.7%
Insurance	-	-	-	-	
Scholarships	60,500	27,331	87,831	64,530	73.5%
Depreciation	-				
TOTAL OPERATING EXPENSES	2,512,063	222,484	2,734,547	1,246,525	45.6%
OPERATING GAIN / (LOSS)	(810,296)	(331,512)	(1,141,808)	336,539	-29.5%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations				-	
State appropriations - capital				-	
Grants				-	
Gifts	237,133	91,129	328,262	298,289	90.9%
Investment income				-	
Interest on capital related debt				-	
Capital	(28,000)	(27,577)	(55,577)	(28,963)	52.1%
Other					
NET NON-OPERATING REVENUES	209,133	63,552	272,685	269,326	98.8%
INCOME (LOSS) BEFORE TRANSFERS	(601,163)	(267,960)	(869,123)	605,865	-69.7%
TRANSFERS IN (OUT)					
Debt service					
Other	688,853	(590,914)	97,939	(45,244)	-46.2%
Transfer to Aux from E&G					
TOTAL TRANSFERS IN (OUT)	688,853	(590,914)	97,939	(45,244)	-46.2%
INCREASE (DECREASE) IN NET POSITION	87,690	(858,874)	(771,184)	560,621	-73%
OTHER					
Prior year funds		771,184	771,184		
	\$ 87,690	\$ (87,690)	\$ -	\$ 560,621	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2021
(As of May 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	\$ (508,357)	\$ 481,223	\$ 498,525	103.6%
Less: Scholarship allowances					
Housing	5,543,004	269,433	5,812,437	5,744,471	98.8%
Less: Scholarship allowances					
Food service	3,894,217	(200,000)	3,694,217	3,433,276	92.9%
Less: Scholarship allowances					
Bookstore	173,200	(7,200)	166,000	139,733	84.2%
Less: Scholarship allowances					
Other auxiliary enterprises	164,458	(119,623)	44,835	43,674	97.4%
Less: Scholarship allowances	-				
Other operating revenues	-				
TOTAL OPERATING REVENUES	10,764,459	(565,747)	10,198,712	9,859,679	96.7%
OPERATING EXPENSES					
Salaries and compensation	2,864,777	(90,886)	2,773,891	2,503,271	90.2%
Fringe benefits	1,211,582	(60,719)	1,150,863	1,003,143	87.2%
Supplies and services	5,210,723	(702,110)	4,508,613	3,861,830	85.7%
Travel	359,400	72,102	431,502	401,884	93.1%
Utilities	1,107,509	10,527	1,118,036	998,228	89.3%
Insurance	-	171,529	171,529	154,682	90.2%
Scholarships	3,550,031	(70,368)	3,479,663	3,321,271	95.4%
Depreciation	-				
TOTAL OPERATING EXPENSES	14,304,022	(669,925)	13,634,097	12,244,309	89.8%
OPERATING GAIN / (LOSS)	(3,539,563)	104,178	(3,435,385)	(2,384,630)	69.4%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	-			-	
State appropriations - capital	-			-	
Grants	-			-	
Gifts			-	-	
Investment income	279,500	(27,100)	252,400	205,824	81.5%
Interest on capital related debt				-	
Capital	(5,000)	(155,835)	(160,835)	(156,534)	97.3%
Other					
NET NON-OPERATING REVENUES	274,500	(182,935)	91,565	49,290	53.8%
INCOME (LOSS) BEFORE TRANSFERS	(3,265,063)	(78,757)	(3,343,820)	(2,335,340)	69.8%
TRANSFERS IN (OUT)					
Debt service	(3,995,473)	447,732	(3,547,741)	(3,544,197)	99.9%
Other	(195,604)	506,398	310,794	241,069	77.6%
Transfer to Aux from E&G	-	3,500,000	3,500,000	-	
TOTAL TRANSFERS IN (OUT)	(4,191,077)	4,454,130	263,053	(3,303,128)	-1255.7%
INCREASE (DECREASE) IN NET POSITION	(7,456,140)	4,375,373	(3,080,767)	(5,638,468)	183.0%
OTHER					
Prior year funds	\$ (7,456,140)	\$ 4,375,373	\$ (3,080,767)	\$ (5,638,468)	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2021
(As of May 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	\$ (27,774)	\$ 268,007	\$ 172,162	64.2%
State grants and contracts	24,395	4,049,418	4,073,813	4,071,814	100.0%
Non-governmental grants and contracts	13,000	552,745	565,745	542,950	96.0%
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					
TOTAL OPERATING REVENUES	333,176	4,574,389	4,907,565	4,786,926	97.5%
OPERATING EXPENSES					
Salaries and compensation	89,238	31,986	121,224	107,486	88.7%
Fringe benefits	27,119	7,780	34,899	29,726	85.2%
Supplies and services	163,049	1,657,241	1,820,290	598,529	32.9%
Travel	10,478	(250)	10,228	338	3.3%
Utilities		540	540	412	76.3%
Insurance					
Scholarships	8,417,774	2,029,652	10,447,426	9,058,534	86.7%
Depreciation					
TOTAL OPERATING EXPENSES	8,707,658	3,726,949	12,434,607	9,795,025	78.8%
OPERATING GAIN / (LOSS)	(8,374,482)	847,440	(7,527,042)	(5,008,099)	66.5%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations				-	
State appropriations - capital	-				
Grants	8,764,988	7,851,891	16,616,879	10,704,658	64.4%
Gifts				-	
Investment income					
Interest on capital related debt					
Capital		(7,846,408)	(7,846,408)	(5,671,995)	72.3%
Other	-				
NET NON-OPERATING REVENUES	8,764,988	5,483	8,770,471	5,032,663	57.4%
INCOME (LOSS) BEFORE TRANSFERS	390,506	852,923	1,243,429	24,564	2.0%
TRANSFERS IN (OUT)					
Debt service					
Other	(390,506)	(930,074)	(1,320,580)	(1,096,967)	83.1%
Transfer to Aux from E&G					
TOTAL TRANSFERS IN (OUT)	(390,506)	(930,074)	(1,320,580)	(1,096,967)	83.1%
INCREASE (DECREASE) IN NET POSITION	-	(77,151)	(77,151)	(1,072,403)	1390.0%
OTHER					
Prior year funds		77,151	77,151		
	\$ -	\$ -	\$ -	\$ (1,072,403)	

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

Attachment #1

Plant					
	Original Budget	Adjustments	Revised Budget	Actual	Percentage of 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	\$ 572,720	\$ 582,720	\$ 421,623	72.4%
Travel					
Utilities		1,200	1,200	1,082	90.2%
Insurance					
Scholarships					
Depreciation					
TOTAL OPERATING EXPENSES	10,000	573,920	583,920	422,705	72.4%
OPERATING GAIN / (LOSS)	(10,000)	(280,920)	(290,920)	(129,705)	44.6%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations					
State appropriations - capital					
Grants					
Gifts					
Investment income					
Interest on capital related debt	(1,814,543)	(9,687)	(1,824,230)	(1,391,565)	76.3%
Capital	(300,000)	(3,085,049)	(3,385,049)	(982,150)	29.0%
Other	(2,680,907)	458,969	(2,221,938)	-	0.0%
NET NON-OPERATING REVENUES	(4,795,450)	(2,635,767)	(7,431,217)	(2,373,715)	31.9%
INCOME (LOSS) BEFORE TRANSFERS	(4,805,450)	(2,916,687)	(7,722,137)	(2,503,420)	32.4%
TRANSFERS IN (OUT)					
Debt service	4,495,450	(447,732)	4,047,718	4,003,359	98.9%
Other	500,000	2,915,696	3,415,696	3,415,698	100.0%
Transfer to Aux from E&G					
TOTAL TRANSFERS IN (OUT)	4,995,450	2,467,964	7,463,414	7,419,057	99.4%
INCREASE (DECREASE) IN NET POSITION	190,000	(448,723)	(258,723)	4,915,637	-1900.0%
OTHER					
Prior year funds		71,286	71,286	-	
	\$ 190,000	\$ (377,437)	\$ (187,437)	\$ 4,915,637	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2021
(As of May 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	(1,909,176)	\$ 32,842,228	\$ 33,088,207	100.7%
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts	295,781	(27,774)	268,007	172,162	64.2%
State grants and contracts	24,395	4,049,418	4,073,813	4,071,814	100.0%
Non-governmental grants and contracts	13,000	957,745	970,745	947,950	97.7%
Sales and service of educational departments	239,500	125,827	365,327	325,632	89.1%
Auxiliary enterprises:					
Athletics	989,580	(508,357)	481,223	498,525	103.6%
Less: Scholarship allowances					
Housing	5,543,004	269,433	5,812,437	5,744,471	98.8%
Less: Scholarship allowances					
Food service	3,894,217	(200,000)	3,694,217	3,433,276	92.9%
Less: Scholarship allowances					
Bookstore	173,200	(7,200)	166,000	139,733	84.2%
Less: Scholarship allowances					
Other auxiliary enterprises	164,458	(119,623)	44,835	43,674	97.4%
Less: Scholarship allowances					
Other operating revenues	293,680	(121,725)	171,955	169,323	98.5%
TOTAL OPERATING REVENUES	46,382,219	2,508,568	48,890,787	48,634,767	99.5%
OPERATING EXPENSES					
Salaries and compensation	27,436,537	(192,551)	27,243,986	23,368,511	85.8%
Fringe benefits	10,062,704	(131,893)	9,930,811	8,493,985	85.5%
Supplies and services	12,757,635	1,139,282	13,896,917	9,581,072	68.9%
Travel	875,603	(183,814)	691,789	437,094	63.2%
Utilities	2,560,936	(275,145)	2,285,791	1,881,046	82.3%
Insurance		427,529	427,529	409,826	95.9%
Scholarships	20,351,891	1,736,247	22,088,138	20,389,611	92.3%
Depreciation	-	-	-	-	
TOTAL OPERATING EXPENSES	74,045,306	2,519,655	76,564,961	64,561,145	84.3%
OPERATING GAIN / (LOSS)	(27,663,087)	(11,087)	(27,674,174)	(15,926,378)	57.5%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	17,751,987	1,901,679	19,653,666	17,971,755	91.4%
State appropriations - capital	-	1,985,243	1,985,243	1,654,370	83.3%
Grants	8,764,988	7,851,891	16,616,879	10,704,658	64.4%
Gifts	1,768,239	2,066,150	3,834,389	1,827,138	47.7%
Investment income	426,202	(112,100)	314,102	250,119	79.6%
Interest on capital related debt	(1,814,543)	(9,687)	(1,824,230)	(1,391,565)	76.3%
Capital	(518,500)	(11,153,681)	(11,672,181)	(7,025,894)	60.2%
Other	(2,680,907)	458,969	(2,221,938)	(2,617,462)	117.8%
NET NON-OPERATING REVENUES	23,697,466	2,988,464	26,685,930	21,373,119	80.1%
INCOME (LOSS) BEFORE TRANSFERS	(3,965,621)	2,977,377	(988,244)	5,446,741	-551.2%
TRANSFERS IN (OUT)					
Debt service	-	-	-	-	
Other	-	-	-	-	
Transfer to Aux from E&G	-	-	-	-	
TOTAL TRANSFERS IN (OUT)	-	-	-	-	
INCREASE (DECREASE) IN NET POSITION	(3,965,621)	2,977,377	(988,244)	5,446,741	-551.2%
OTHER					
Prior year funds	-	985,049	985,049	-	0.0%
\$ (3,965,621) \$ 3,962,426 \$ (3,195) \$ 5,446,741					

Missouri Western State University
Schedule of Funds Invested
5/31/2021

OPERATING FUND	YIELD	AMOUNT	BANK
Checking Account-Operating	0.02%	\$ 250,004	Citizens Bank
Checking Account-Other	0.02%	15,132,405	Citizens Bank
Checking Account-Other	0.00%	5,002	Citizens Bank
Miscellaneous Petty Cash/Change Funds	0.00%	<u>4,850</u>	Campus Locations
<i>TOTAL OPERATING, AUXILIARY & AGENCY FUNDS</i>		<u><u>15,392,260</u></u>	
AUXILIARY SYSTEM REVENUE BONDS			
Repair & Replacement Reserve	0.02%	<u>300,000</u>	Citizens Bank
<i>TOTAL AUXILIARY SYSTEM REVENUE BOND FUNDS</i>		<u><u>300,000</u></u>	
INSTITUTIONAL LOAN FUND			
Checking Account	0.02%	<u>82,483</u>	Citizens Bank
<i>TOTAL LOAN FUNDS</i>		<u><u>82,483</u></u>	
TOTAL FUNDS INVESTED		<u><u>\$ 15,774,743</u></u>	

Average Interest Rate

January 2021 - 0.13%

January 2020 - 0.50%

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

Fund	05/31/2021 Available Balance	05/31/2020 Available Balance	05/31/2019 Available Balance
Operating, Auxiliary, Agency, Payroll & Petty Cash	\$ 15,392,260	\$ 11,435,414	\$ 9,650,317
Auxiliary System Revenue Bond Funds	300,000	305,582	300,000
Loan Funds	82,483	82,483	80,992
TOTAL FUNDS INVESTED	<u>\$ 15,774,743</u>	<u>\$ 11,823,479</u>	<u>\$ 10,031,309</u>

Statement of Cash Position

BLUM UNION KITCHEN AIR HANDLER

Project Background:

Due to COVID-19 and concerns with air quality in our buildings, it has been determined there is a need to replace Blum Union Kitchen Air Handler unit. It was determined that the current unit is unable to provide for the higher static pressure required due to the higher filtration requirements for the coronavirus mitigation. In addition, the existing unit is not sized to handle the additional quantities of outside air that is required to adequately provide ventilation and indoor air quality for the students as they re-enter the buildings. Our current condensing unit will not be able to support the new install of air handling unit and thus it will be necessary that we replace the condensing unit as well. Control modifications for these new units as well as existing units are needed to allow the buildings to be flushed in the off hours to enhance indoor air quality. Missouri Western State University has standardized all HVAC heating and cooling units on campus by purchasing its units directly from Daikin TMI, LLC.

Project Equipment:

Equipment purchased from Thermal Mechanics, Inc. a member of Daikin group in Lenexa, KS

Blum Union Kitchen (1 unit)	<u>\$197,239</u>
------------------------------------	-------------------------

- Daikin Applied Vision Indoor Air Handling Unit
 - 2-inch double wall construction with injected foam insulated panels
 - Banked Chilled Water Coils
 - Coil installed in "A" arrangement for down discharge
 - Stainless steel drain pans
 - Inlet and Discharge plenums as required
 - Check, test and factory start up
 - One (1) year parts & Labor warranty
- Greenheck Direct Fired Gas Make-Up Air Unit
 - Roof mounted weatherized cabinet
 - Supply blower with variable frequency drive
 - Low leakage motorized inlet damper
 - Inlet weather hood with expanded bird screen
 - Angled filter rack with 2" pleated filters
 - Hi efficiency direct fired natural gas heater
 - Control Panel with integral starter, disconnect
 - Controls as required for integration into BMS and Kitchen hood controls
 - One (1) year parts & Labor warranty
 - Check, test and start-up

Pricing was obtained from Thermal Mechanics, Inc. a member of Daikin utilizing OMNIA Partners Cooperative Purchasing Contract based in Franklin, TN. OMNIA Partner contracts are competitively solicited by a thorough Request for Proposal (RFP), evaluated and awarded by OMNIA Partners. Missouri Western State University is a participating member of OMNIA Partners. Using the OMNIA Partners Cooperative Purchasing Contract is allowable under state law as an alternative to the formal bidding process. However, the labor portion was formally bid and Thermal Mechanics, Inc. a member of Daikin used these figures in their pricing calculation.

The Administration recommends acceptance of the quote of \$197,239 for Blum Union Kitchen from Daikin Applied Americas, Inc. who provided us pricing from OMNIA Partners Cooperative. **Total amount requested for this project is \$197,239. This will be paid for through Cares Act funds allocated to the University by the State of Missouri.**

FB21-047 VARIOUS PARKING LOT REPAIRS - ADDENDUM

The MWSU Board of Governors accepted the base low bid of Keller Construction. Additionally, approval was granted to use the remaining state appropriation based on the low bid of square foot pricing of \$2.75 at the MWSU Board of Governors meeting on April 22, 2021.

ORIGINAL BID RESULTS

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 University Administration is requesting approval from the Board of Governors to extend the usage of FB21-047 in the amount of \$2.75 per square foot in order to complete various parking lot and street repairs.

Recommended repairs are as follows:

- 2" mill and overlay, stripe
 - Lot K, Lot H, North University Drive and Incubator
- Remove existing, replace with 4" rock and 8" asphalt
 - Wilson, Looney, Hearnese and Potter
- 2" edge mill and overlay, stripe
 - SE University Drive, East University Drive, Reed Jr Drive and Downs Drive
- Clean, seal and stripe
 - Lot H, Burr Drive, Lot B, Stadium Drive, East University parking, Agenstein, Fulkerson and Hearnese

Total amount for this project is projected to be \$ 844,180. This project is being paid for through a portion of its \$2.5 million deferred maintenance in FY22.

Report of the Student Governor

Hannah Berry

I hope all Griffons are enjoying their summer break and working hard if participating in the summer 2021 academic semester. Student Government and MWSU personnel are hard at work preparing for the upcoming fall semester. SGA is excited to host more in-person events and welcome students across campus to come to SGA meetings.



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

June 23, 2021 Report

Introduction

At this point in time, I am very happy to report that MWSU will be returning to pre-pandemic operations beginning this summer and moving into the Fall 2021 semester. Based upon the recommendation from our COVID-19 Response Team, and particularly through the leadership of Dean Harris and the diligent efforts of Dr. Michael Grantham and Dr. Gary Clapp, relaxation of our COVID-19 protocols is underway. Missouri Western is welcoming community members back to our campus (e.g., [Griffon Esports Youth Camp](#)), and we have announced to campus and the greater community at-large of our intent to return to “normal” for the Fall 2021 semester. I invite you to review the many exciting events and activities planned thus far ([Fall 2021 Plans](#)), and, most importantly, encourage you to join us as much as your schedule will permit. Fall 2021 promises to be an incredibly exciting time at MWSU; please, come and celebrate with us as the vitality and vibrancy which has always been the hallmark of Missouri Western returns to our campus.

I have good reason to anticipate that the details related to the **K.C. Chiefs’ 2021 Training Camp** will have been announced prior to the issuing of this report. Therefore, please know that we are working feverishly to finalize details surrounding the Chiefs’ visit to MWSU, which is front-and-center in terms of campus-community impact. Given the generous support from our elected officials in Jefferson City, we will meet our contractual obligations related to Scanlon Hall upgrades and to host an exciting, engaging training camp on our campus. More details will follow as they become available.

With the above in mind, I am pleased to provide the following updates and highlights. Additional details may be found in the Vice Presidents’ and/or unit reports provided herein.

Status of the Provost Search

I am happy to report to the Board we have concluded our work with The Registry and have secured Dr. Marc Manganaro to serve as our Interim Provost. Dr. Manganaro comes to MW with nearly 20 years in upper administrative positions at institutions including Spring Hill College, Loyola University at New Orleans, Gonzaga University, and Rutgers University. Dr. Manganaro will begin his post with us on June 21, 2021, which will provide some overlap with Dr. Davenport, who will be leaving the University on June 30, 2021.

Recent contact with Drs. Richtmyer and Hunter of Academic Search indicates that the search process for a permanent Provost and VP of Academic Affairs is moving forward as projected. More details will be provided as they become available.

Enrollment

The Summer 2021 session began June 1. Due to changes in data reporting, summer enrollment figures are not as strong as had been anticipated. Although overall numbers in student credit hours (SCH) are down -14.7%, there are bright spots, in that Nursing, Education, and Chemistry, are significantly up over last summer’s Student Credit Hour (SCH) production (e.g., approximately 50+ SCH/180% in Nursing, 50+ SCH/88% in Chemistry, and 140+/35% in Education). Additionally, we significantly reduced our 2021 summer course offerings as compared to those we offered in 2020, due to a) more efficient scheduling (i.e., moving to

course offerings based on calendar-year demand versus academic-session tradition) and b) program eliminations and the subsequent required teach-out courses. However, enrollment comparisons between summer 2021 and summer 2020 of only those courses offered in both summer sessions paints a bit better picture. For example, overall SCHs are only down -2.1% (-84) and course head count (CHC – the number of students enrolled in each course) is down only -1.4% (20).

Our efforts to enhance retention of our current students are ongoing, however fall 2021 enrollment among these students is still lagging. Overall enrollment of current students for fall 2021 as compared to enrollment of this same group for fall 2020 at 11 weeks prior to the start of the semester is down approximately -10.85% (241) in head count (HC) and -12.92% (3,664) in SCH. Factors such as program eliminations, the COVID-19 pandemic, and a delayed registration start date, have had a detrimental, cumulative effect on our retention of current students.

To counter this, the Provost's Office has been working with Deans and Department Chairs in outreach efforts. Although that work has been impactful, as of this writing, there are approximately 487 current students not registered for the fall semester. Of those students, 99 (20%) have indicated that they plan to return but have not registered as of yet and 172 (35%) have not yet responded to phone or email contacts. The remaining 154 students (32%) have indicated that they were not returning, most typically because they were transferring to another institution or dealing with financial issues. (Note: 62 students (13%) indicated they were graduating this summer, post completion of their summer courses.)

Given where our returning student enrollment numbers are, I have asked that VP Mace develop a Returning Student Registration Campaign aimed at capturing those not-yet-enrolled current students (271). Additional marketing (e.g., radio, print, and social media) as well as a postcard mailing are underway. I will keep the Board posted as this campaign unfolds.

On May 1 – 2nd, the admissions team set up our new, MWSU-branded canopy tent at the *Sounds of Speed Airshow* at Rosecrans Memorial Airport, alongside our Center for Military and Veterans Services. We have also begun appearing at the downtown Saint Joseph *Sounds of Summer Concert Series*, held at Coleman Hawkins Park. Additionally, Greg Hatten's *Faculty as Influencers* created a large spike in the University's brand awareness on MW's three social media networks, Facebook, Instagram, and Twitter. Brand awareness factors in both mentions and shares of content from University accounts. For example, Facebook was up 162% for those first 30 days and has remained up since, and Twitter was up 100% and has continued an upward trend compared to the months prior to the workshop. A second workshop, *Staff as Influencers* is planned for June 14th with similar goals to make our social media engagement numbers "jump".

Several campaigns continue to run to promote enrollment funnel activity, and admissions counselors are very busy reaching out to prospects, accepts, commits, and those registered for GO. While we continue our work on bringing the Fall 2021 class, we are also beginning recruitment efforts for the Fall 2022 class.

GO begins on June 15th with several orientations offered throughout the summer. To date, 670 prospective students have committed to Missouri Western and 592 have selected a GO date. Our goal is to have 800 first-year students attend a GO session. As a reminder, 683 first-year students were enrolled at census last year.

Transfer student recruitment is gaining momentum and meeting early expectations, and our partnership with North Central Missouri College is deepening. On Wednesday, June 9, a team from Missouri Western met with a team from NCMC on their campus in Trenton to discuss a dual enrollment opportunity that would allow students from NCMC to live on campus at Missouri Western while primarily studying at NCMC.

University Initiatives

Academics

I am pleased to report that the Missouri Department of Higher Education (MDHEWD) has approved four new academic programs at MWSU. These include a Master of Arts in Teaching, a Certificate in Early Childhood Education, a bachelor of science in Cybersecurity, and a bachelor of science in Respiratory Therapy (RT). 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. Further, the University's GEER-Excels Grant proposal was approved for funding of nearly \$450K. This funding will assist in the establishment of the RT labs and will help create a student Engagement Center, which will further foster the interprofessional health education environment in our College of Science and Health. Conversations with MDHEWD related to this funding are scheduled for late June; more details will follow.

The Master of Business Administration program surpassed the 100-graduate milestone with a total of 24 MBA students graduating in the spring of 2021. The MBA program began in the fall of 2017. Notably, the first student to complete the joint MSN/MBA program also graduated this spring, and we have added a new concentration area to the MBA, Engineering Technology Management.

Missouri Western's application to become a partner with [Project Lead The Way \(PLTW\)](#) has been accepted. As such, we are able to offer scholarships to high school students graduating from a certified PLTW high school. PLTW provides **transformative learning experiences** for PreK-12 students by creating **engaging, hands-on classroom environments** and **empowering students** to develop in-demand knowledge and skills. Three \$500 one-time competitive scholarships are available in Biology, Chemistry, and Engineering Technology.

Student-Athlete Academic Success Continues

Griffon student-athletes have extended their record-breaking academic streak to seven consecutive semesters, dating back to spring 2018. On June 7, the MIAA announced that 27 MWSU students had earned MIAA Academic football honors. In addition, Griffon student-athletes have broken and re-broken the department's cumulative GPA record four consecutive full academic years. The department's cumulative GPA is now 3.222, breaking the previous record of 3.220 following the 2019-20 academic year. For comparison, the department GPA was 3.05 following the 2017-18 academic year.

Esports' Championship Affiliation

Griffon Esports received unanimous approval from **Peach Belt Conference** presidents to join the league's growing Esports sponsorship as an associate member. MWSU's varsity team will compete in a full regular season conference schedule for Overwatch next fall. The Peach Belt is the first "traditional" Division II conference to host coordinated regular season and championship play for Esports. The league includes teams from NCAA Divisions I, II and III, with membership expanding as far as Hawaii. Regular season competition is virtual with championships held in person for qualifying teams. This is an exciting and differentiating factor for the budding Esports program at MWSU.

Law Enforcement Academy

I am pleased to report that Captain Joseph King will become Commander of MW's [Law Enforcement Academy \(LEA\)](#) on June 28, 2021. Captain King has over 29 years in law enforcement in the region and will be leading the next class of LEA cadets beginning July 12, 2021. The Missouri Western State University Law Enforcement Academy is certified by the Missouri Department of Public Safety, Peace Officer's Standards and Training Commission. The academy exceeds the State of Missouri's minimum basic training requirements for peace officer certification and results in eligibility for a POST certificate. Several area and regional law enforcement agencies recruit from this program.

Fall 2021 R. Dan Boulware Convocation on Critical Issues

We are pleased to announce that the [R Dan Boulware Convocation on Critical Issues](#) is returning to MW on Sept. 30, 2021. Dr. Arthur C. Brooks will present "Love Your Enemies – Uniting a Divided America" at the 28th annual event. Missouri Western inaugurated the R. Dan Boulware Convocation on Critical Issues program in 1993, under the presidency of Dr. Janet Gorman Murphy. The program was started as part of an overall commitment to offer enriching experiences to students while bringing together the college and community. The Convocation is held in honor of R. Dan Boulware, former president of the Board of Regents. Details surrounding the presentation, including the Convocation Luncheon, will be announced in the near future. I would invite the Governors to mark their calendars to attend and join us for these events.

Center for Franchise Development

Hayden Glaubius, a 2021 graduate of the Craig School of Business at Missouri Western State University, was awarded an Auntie Anne's pretzel franchise in the latest competition sponsored by Missouri Western's [Center for Franchise Development](#), led by Pam Klaus. Glaubius, a management major from St. Joseph, was one of 14 students in a senior-level **Applied Business Ownership** class this spring. Students in the class prepared business plans, and the two finalists presented them to a panel of judges that included Steven L. Craig, creator of the franchise competition, and other business leaders, as well as representatives from Auntie Anne's and Missouri Western graduates who won franchises in previous years. The franchise awarded to Glaubius is the 32nd store to be awarded through the program. Alumni currently own 51 stores across the country, employing more than 600 people and generating annual sales of

approximately \$29 million. The program provides initial capital for the stores, which the alumni pay back over five years. The entrepreneurs also receive ongoing support from faculty members, the Craig School of Business Advisory Council, Craig and each other. Additionally, the owners are expected to donate a portion of their store's proceeds back to the University. So far, the donations have totaled nearly \$280,000.

Community Engagement and Relations

I continue my efforts to infuse MWSU into our community; 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. Missouri Western was the featured partner during May 2021 for Saint Joseph's [Uncommon Character](#) campaign, which ensured that information about MW was pushed out via the Uncommon Character channels for that entire month. Our theme focused on Saint Joseph as a “university town”. Additionally, I will be presenting two new Uncommon Character videos which will showcase MW to the Community Alliance Board in late June.

Financial Situation

VP Morrison and his team have worked diligently to provide balanced budgets for both FY21 and FY22, monumental tasks which deserve notice. Further, work continues with the University's ad-hoc budget committee to promote a budget-conscious campus that has greater understanding of our current financial situation and the University's budgeting processes and realities. We are grateful to the MWSU Foundation's continued support and to our state legislators who have sent to Governor Parson a budget which provides a 3.7% increase to our core appropriations, \$2.5M funding for campus repair and renovation projections, and approximately \$644K to complete upgrades to Scanlon Hall per our agreement with the Chiefs.

Despite these positive improvements, the decline in enrollment experienced last year has elongated our state of financial emergency. As mentioned earlier, we are pushing full throttle to retain and recruit students, and it is important to recognize that AY 2021-22 enrollment will also have important impact on our financial state. We have more work ahead of us as we begin to emerge from a state of financial emergency, however, I remain confident that we are on the right trajectory.

Summary

MWSU is well-positioned to contribute to the economic vitality and growth of our region. The University is an important stakeholder in the future of the City of Saint Joseph and our Northwest Missouri region. MW is engaging in necessary collaborations and partnerships, which I am confident will serve as the catalyst for development in these arenas. MWSU is moving forward with clear direction and sure purpose, and I am thrilled to be part of this momentum.