



Board of Governors' Meeting

August 19, 2021

1:30 P.M.

Spratt Hall Rm 214



AGENDA

MISSOURI WESTERN STATE UNIVERSITY
BOARD OF GOVERNORS

August 19, 2021 - 1:30 P.M. SPRATT HALL ROOM 214

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 Thursday, August 19, 2021. The meeting will originate from Spratt Hall Room 214 on the main campus of Missouri Western State University, St. Joseph, Missouri. The meeting will also be livestreamed at griff.vn/BOG081921.

PUBLIC SESSION

Approval of June 23, 2021 Board Meeting Minutes

Ratification of July 19, 2021 Board Poll

Division Reports

- Academic Affairs (Marc Manganaro)
 - Master Academic Plan (Elise Hepworth)
- Student Affairs & Enrollment Management (Melissa Mace)
- Intercollegiate Athletics (Josh Looney)
- University Advancement & MWSU Foundation (Jean Ahwesh)
- Marketing & Communications (Kent Heier)
- Finance & Administration (Darrell Morrison)

Personnel, Finance & Operations Committee Report

Report of the Student Governor

Report of the President

Report of the Chair

Board Member Comments/Questions

A vote will be held to close the meeting pursuant to Missouri Statutes 610.021 (1), (2), (3), and (14) to consider legal matters, real estate, personnel, other matters protected by law. This meeting in executive session will also originate from Spratt Hall Room 214 on the main campus of Missouri Western State University.

EXECUTIVE SESSION

Personnel Items & Legal Matters

PUBLIC SESSION

Adjournment

MINUTES, BOARD OF GOVERNORS
MISSOURI WESTERN STATE UNIVERSITY
June 23, 2021

The public session of the Board meeting was live streamed on YouTube at [griff.vn/BOG062321](https://www.youtube.com/watch?v=griff.vn/BOG062321). The highest number of viewers during the meeting was 37.

The meeting was called to order at 1:35 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 (joined meeting at 2:05 p.m.)
Bob Wollenman (left meeting at 4:35 p.m.)
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
Crystal Harris, Interim Dean, College of Science and Health & COVID Coordinator
Kent Heier, Assistant Director of Marketing and Communication
Steve Johnston, Director of External Relations
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
Marc Manganaro, Interim Provost
Darrell Morrison, Vice President for Finance and Administration
Kim Weddle, Executive Director of Advancement and Alumni Relations
Betsy Wright, Executive Associate to the President and Secretary to the Board of Governors

Others Present

Luke Armstrong, Student
Marcus Clem, New-Press Now
Jackson Connors, Student
Darren Doyle, Student
Tate McCoy, Student
Nathan Scott, Student Government Association President
Artemii Udovenko, Student

APPROVAL OF MINUTES

Personnel, Finance, & Operations Committee Chair Al Landes asked for a motion to approve the April 22, 2021 Finance Committee Meeting minutes as presented. Governor Norton made a motion to approve the minutes; Governor Wollenman seconded the motion. By voice vote, motion passed 3-0.

Board of Governor Chair Lee Tieman asked for a motion to approve the April 22, 2021 Board meeting minutes as presented. Governor Wollenman made a motion to approve the minutes; Governor Landes seconded the motion. By voice vote, motion passed 5-0.

DIVISION REPORTS

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

- Coordinating Board for Higher Education (CBHE) Approval
 - B.S. in Cybersecurity
 - B.S. in Respiratory Therapy
 - Master of Arts in Teaching
- GEERS MoExcel Grant awarded by the state of Missouri with regard to the Respiratory Therapy Program.
- Master Academic Plan
 - Kudos to Dr. Elise Hepworth and her team for their work on the MAP.
- Academic Program Review Guidelines
 - Finalizing review guidelines
- Upcoming Assurance Review with Higher Learning Commission
 - Kudos to Dr. Joel Hyer, leading the process.
- Dr. Davenport thanked the Board, the Administration, the University for allowing him to serve over the past several years at Missouri Western State University.

Melissa Mace, Vice President for Enrollment Management

- Admissions
 - Ongoing implementation of Slate is going very well. Allows better communication with current students.
 - Kudos to CRM Administrator Carol Cervera for her work on Slate.
- Recruitment
 - Griffon Orientation (GO) is ongoing.
 - Kudos to Melissa Stallbaumer, the Admissions Team, Student Ambassadors, staff and faculty for their hard work in making GO a success.
 - Robust recruitment efforts for Fall 2021 are underway.
 - Snap shot of various populations (Admitted, Committed, Orientation, Fall 2020 census) of students shared with Board.
 - The 2022 recruitment will launch on July 6, 2021.
 - Discussion among the Board and VP Mace in terms of current recruitment efforts and future recruitment efforts.

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

- Athletics

- The KC Chiefs will return to MWSU for summer training camp 2021. Kudos to VP Morrison and Steve Johnston for their efforts.
- There will be double the fan seating at training camp and Scanlon Hall renovation is on track for completion before the coaches and players arrive.
- Griffon student-athletes post a record-breaking GPA year. The department's cumulative GPA is 3.22.
- Over 3,200 COVID-19 tests were administered with a 1.2% positivity rate. No positive tests from February 19, 2021 to the end of the spring semester.
- Peach Belt Conference presidents and chancellors sent an invitation to Griffon esports to join the conference as an associate member.
- Coach Will Martin recruited former University of Kentucky athletes to join his coaching staff for 2021-2022.
- Charity Golf Tournament and Auction breaks revenue record.
- 2021-2022 Gold Coat Drive is underway.
- Foundation
 - Board of Directors met and unanimously voted to extend its commitment to fund Foundation, Advancement, and Alumni Relations salaries and operations for FY20 and FY21.
 - Foundation fulfills funding request from the University for \$1.7 million to assist in balancing the FY21 budget.
 - VP Looney will transition back to his primary role as VP for Intercollegiate Athletics as the Foundation has entered an agreement with The Registry to provide interim leadership while searching for a permanent leader.
 - Lai-Monte Hunter '99 was elected as the first African-American to serve as the President for the Missouri Western Alumni Association. President Hunter is currently the Dean of Students at Lyons College. Brian Gray '90 will serve as the Vice President and the Board welcomes two new members.
 - Golden Griffon Marching Band uniform campaign is at \$51,000 of its \$80,000 goal.
 - Unrestricted annual fund raising continues strong.

Darrell Morrison, Vice President of Finance & Administration

- Administration Update
 - Faculty contracts issued prior to the end of the semester and have been returned.
 - Job analysis questionnaire sent to employees and will be reviewed.
 - HR implementing an onboard and offboarding process.
 - Logan Hall in the process of being demolished.

FINANCIAL REPORT

VP Darrell Morrison briefed the Board on budget to actual for all funds as of May 31, 2021. VP Morrison briefed the Board on operating revenue and operating expenses as of May 31, 2021. VP Morrison briefed the Board in terms of non-operating revenues.

VP Morrison briefed the Board on the University's net position. VP Morrison presented to the Board the cash position as compared to 2019, 2020, and 2021.

VP Morrison congratulated the campus community on their combined effort to make a difference in the budget.

Governor Ebersold made a motion to approve the May 31, 2021 financial report as presented. Governor Schoonover seconded the motion. By voice vote, motion passed 6-0.

VP Morrison presented information regarding a contract with Daikin Applied Americas, Inc. for Blum Union Kitchen Air Handlers. The Administration recommended acceptance of a contract with Daikin Applied Americas, Inc. for \$197,239. Governor Landes made a motion to approve the contract with Daikin Applied Americas, Inc. as presented; Governor Wollenman seconded the motion. Motion passed by voice vote, 6-0.

VP Morrison presented bid FB21-047 Various Parking Lot Repairs-Addendum. The Administration recommended approval to extend the usage of FB21-047 in order to complete various parking lot and street repairs. The 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. Governor Landes made a motion to approve FB21-047 Various Parking Lot Repairs-Addendum as presented; Governor Ebersold seconded the motion. Motion passed by voice vote, 6-0.

VP Morrison briefed the Board on federal CARES Act I and CARES Act II money in terms of revenues and expenses. VP Morrison briefed the Board on federal American Rescue Plan Act money and that at the time of the Board meeting the University had received zero dollars. It is anticipated that \$5.8 will be awarded to students and \$5.7 will be awarded to the University for various expenses and it is anticipated that VP Morrison will solicit the campus for feedback. The Board was briefed on external funding sources that is pandemic related. The Board was briefed on external funding for state deferred maintenance.

VP Morrison briefed the Board on a correction to the Course Fees for FY2021-2022. Cinema Technology and Materials Fee is per credit hour and the Arts Material Fee for Graphic Design is \$40 and the Art Materials Fee for Interactive Software is \$80. Governor Wollenman made a motion to approve the FY2021-2022 Course Fee Adjustment as presented; Governor Norton seconded the motion. Motion passed by voice vote, 6-0.

STUDENT GOVERNOR'S REPORT

Student-Governor Hannah Berry briefed the Board that the summer semester is shortened and rigorous. SGA and students 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 SGA meetings.

PRESIDENT'S REPORT

Dr. Kennedy introduced Dr. Marc Manganaro, Interim Provost, to the Board. Dr. Kennedy stated that Griffon Orientation is moving forward and she's personally had the opportunity to take part and welcome students and their families at orientation.

Dr. Kennedy briefed the Board that an esports youth camp will be on campus this summer as will entrepreneurship week activities.

Dr. Kennedy briefed the Board in terms of the 2021 KC Chiefs' Training Camp this summer and the revenue opportunity the city and county gain from the fans coming to St Joseph. This also brings excitement and publicity for the campus and the city of St. Joseph.

Dr. Kennedy briefed the Board that the University is anticipating a "normal" college campus experience for the Fall semester. The mask mandate has been relaxed as recommended by the COVID Response Team in alignment with local, state, and CDC guidelines. At this time, the University is moving toward pre-pandemic classroom and lab capacities. MWSU is strongly encouraging individuals to get vaccinated. Individuals not fully vaccinated are required to wear masks and social distance.

Dr. Kennedy announced to the Board that Dr. Arthur C. Brooks will be the keynote speaker at the 27th Annual R. Dan Boulware Convocation on Critical Issues at 10 a.m. in the Looney Complex Arena.

Dr. Kennedy briefed the Board on University initiatives in terms of the four programs the Missouri Department of Higher Education and Workforce Development approved, which are, Cybersecurity program, B.S. Respiratory Therapy, Certificate in Early Childhood Education, and Masters of Arts and Teaching.

Dr. Kennedy briefed the Board on the University's community engagement in terms of Uncommon Character videos and the Chamber of Commerce's Annual Banquet was held on campus.

Dr. Kennedy presented Dr. Doug Davenport with a Proclamation of the President and Board of Governors.

OTHER BUSINESS

No other business at this time.

REPORT OF THE CHAIR

Chair Tieman expressed his appreciation for the opportunity to serve as the chair of the Board of Governors.

Chair Tieman asked the Nominating Committee (Al Landes and Lisa Norton) to present their slate of officers for 2021-2022:

Chair – Rick Ebersold
Vice Chair – Kayla Schoonover

Governor Landes made a motion to approve the slate of officers; Governor Norton seconded the motion. Motion passed by voice vote 6-0.

Governor Ebersold made a motion to approve VP Darrell Morrison as the Treasurer to the Board and Betsy Wright as Secretary to the Board; Governor Schoonover seconded the motion. Motion passed by voice vote 6-0.

Chair Tieman provided the date of the next scheduled Board meeting, Thursday, August 19, 2021 at 1:30 p.m.

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 Landes moved to meet in executive session; Governor Wollenman 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 Ebersold made a motion to approve the personnel recommendations in closed session. Governor Schoonover seconded the motion. By voice vote, motion passed 5-0.

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

Respectfully submitted,

Betsy Wright, Secretary

APPROVED:

Lee Tieman, Chair
Board of Governors



OFFICE OF THE PRESIDENT

Missouri Western State University
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St. Joseph, MO 64507

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missouriwestern.edu

TO: Members of The Board of Governors

FROM: Dr. Elizabeth Kennedy

DATE: August 12, 2021

RE: Board Poll Ratification

The Administration recommends that the Board of Governors ratify the telephone poll conducted on July 19, 2021 approving the following recommendations:

- FB22-005 Beshears and Juda Halls Carpet acceptance of the low bid from S & A Entity, LLC of \$399,998.75.
- FB22-006 Beshears and Judy Halls Door Replacement acceptance of the low bid from Lehr Construction Company of \$185,310.00.

MEMORANDUM

TO: Dr. Elizabeth Kennedy, President

FROM: Dr. Marc Manganaro, Interim Provost

DATE: August 5, 2021

SUBJECT: Report to the Board of Governors

Academic Affairs

HIGHLIGHTS

- Missouri Western received approval for the Master of Arts in Teaching from the Missouri Department of Higher Education and WorkForce Development on June 1, 2021. Since that time, the Interim Graduate Dean has received a total of 28 inquiries regarding this program. Three students have already enrolled for the induction class (i.e., 6 credit hours) for Fall 2021; four others have submitted formal applications and four additional students have communicated to the Interim Dean that they are in the process of completing an application (for a total of 11). In the fall semester of 2021, a *minimum* of 24 credit hours will be generated by new MAT students (and possibly more). In addition, the Department of Education will generate an additional 36 credits by the enrollment of students in their capstone internship experience courses. These figures alone, which represent only credits to be generated by graduate students in the Department of Education, will yield a *minimum* of 60 more credits and 12 -13 new students.
- On July 28, 2021 Interim Provost Marc Manganaro conducted an all-day Joint Chairs meeting which included all department chairs, deans, and Provost Office staff. The meeting focused on the support and mentoring of chairs with an emphasis upon enhanced communication and collaboration between chairs, their faculty, deans, the Provost Office, and offices across the university. The sessions, which included presentations by cabinet members on topics such as finance, enrollment management, and legal issues, were both informational and interactive. Interim Provost Manganaro intends to hold these meetings quarterly, with the next one in the planning for October 2021.
- Deans Crystal Harris and Susan Bashinski are working with Regan Dodd, Health Professions Department Chair, and the members of MWSU's social work faculty, for the establishment of a Master of Social Work (MSW) program. A majority of our undergraduate students who major in Social Work go on to pursue the MSW at other universities, and our research indicates that those students would pursue the MSW at Missouri Western if we offered the program. Social Work is a field in high demand both regionally and nationally. Our Social Work program is nationally accredited, so developing the MSW entails approval from our accrediting body. The aim is to have the MSW approved and ready to admit students in 2022.
- The Master Academic Plan, the strategic plan for Academic Affairs, is completed and will be presented at today's Board meeting by team leader, Dr. Elise Hepworth, Interim Vice Provost. The

plan highlights four main global initiatives to support student success: Applied Learning, Essential Skills, Innovative Curriculum, and Community/Belongingness. These initiatives will establish Missouri Western as the "premiere open access regional university" as stated in the 2018-2022 Strategic Plan. The executive summary is also located in this report.

- The Master Academic Operational Plan, the realization of the Master Academic Plan and its identified objectives and outcomes, will be launched by stakeholders and responsible parties at the start of the academic year. The initial report of determined objectives and outcomes achieved are due July 1, 2022.
- The Academic Program Review Guidance Document, led by committee chair Dr. Elizabeth Potts (Education), received administrative approval at the end of July. The inaugural review/assessment of programs will take place during the upcoming academic year, and will serve as a guide to regularly assess quality programs and experiences aligned with regional needs, are financially sustainable, and are aligned with the university's strategic plan.
- The Griffon Office of Applied Learning (GOAL) was launched July 1 by new director, Michael Ducey (Chemistry). This office will lead efforts to create equitable, quality experiences for our students to engage in applied learning, track and report student applied learning experiences, and to establish external relationships with the community partners to engage students in meaningful experiences.
- The Early College Academy serves as the university's dual credit program, offering college-level coursework to approximately 1,200 area high school students. This program is launching numerous initiatives to improve the quality/continuity of course delivery, a variety of course offerings, and to increase matriculation from high school graduates. Career Exploration Certificates in the areas of Education, Behavioral Health, Health and Wellness, and Leadership allow students to take majors-level coursework toward career-related degrees which are aligned with current MWSU programs and majors.
- Course Enrollment Management Guidelines have been established by the Office of Academic Affairs to address lower-enrolled courses, to increase resource efficiency, and to guide departments according to features of a well-managed course delivery plan. The outcomes of using these guidelines will result in better management of faculty teaching loads, use of part-time instructors, and serving students with a wide-array of scheduling options. In July 2021 Interim Provost Manganaro requested that each dean monitor fall course enrollments to ensure that course sizes align with current enrollment needs.
- The Office of Academic Affairs welcomes Dr. Luanne Haggard, newly hired Director of Assessment and Accreditation. Dr. Haggard joins the Academic Affairs team with a wealth of experience in both post-secondary and K-12 education. She will be a valuable asset and resource to the campus community.
- **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 at the end of this report.

Colleges and Schools

	Student Applied Learning Experiences	Faculty Scholarly Activities	Student/Alumni Other Accomplishments	Faculty/Staff Other Accomplishments
College of Business & Professional Studies	3	6	5	10
College of Science and Health	45	33	4	18
College of Liberal Arts	5	12	0	0
Graduate School	0	0	0	0

Library

Statistics for the 2020-2021 Academic Year	
Average Weekly Gate Count	2,162
Questions and Consultations	1,563
Physical Circulation	5,457
Ebook Circulation	6,007
Article Downloads	89,474
Large Group Study Room Reservations	1,557

College of Business and Professional Studies

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

Student Experience

- Commander Joseph King's inaugural class for the Law Enforcement Academy began on July 12, 2021. Twenty two cadets enrolled from several different agencies. Commander King spent 24 years in Platte County before joining the MWSU team to lead the LEA program.
- The Criminal Justice and Legal Studies Department supervised nine student internships during the summer 2021 session. The applied learning experiences involved working for a minimum of 135 hours with local agencies in criminal justice, juvenile justice, and the legal profession. The internships are a required part of the criminal justice and legal studies curriculums. They often lead to job placement and employment.
- Craig School of Business MBA program began fall 2017 and had its 100th graduate in May 2021.
- In Craig School of Business, 35 students completed an internship and 55 students completed the business practicum course in AY 20-21.

- Hayden Glaubius, a 2021 graduate of Craig School of Business, was awarded an Auntie Anne's pretzel franchise in Columbia, MO during the latest competition sponsored by the Center for Franchise Development.
- Madi Taylor represented MWSU at the Phi Beta Lambda National Leadership Conference in June. She placed 5th in the Public Speaking category.
- Ollie Bogdon assisted two Department of Education students, Caitlyn O'Neal and Grace Schwope's participation in Virtual School Day at the K (SDK) in May. This event, hosted by the Kansas City Royals and the KSHB-TV weather team, usually takes place at Kauffman Stadium where historically 12,000-20,000 teachers and students from a 4 state region attend an infield show about weather, then head to parking lot J for hands-on science educational activities, before heading back into Kauffman Stadium to watch a Royals game. Both the weather show and parking lot J activities went virtual this year. Caitlyn and Grace produced a short video about fire combustion and gas density for teachers to use with their students as part of Virtual SDK. In years past Ollie Bogdon has taken Education students to represent Missouri Western State University and deliver hands-on activities in parking lot J. She hopes 2022 will see a return to live participation at School Day at the K for her students.
- Three students were able to complete volunteer service and earn UNV201 Community Service Learning credit(s) in order to finish their degrees this summer. Crystal Drennen was one of those students. She has been working on and off since 2007 to earn her Bachelor's Degree. Working full-time and raising a family she has persisted, often taking one class at a time. She completed her volunteer hours at Three Rivers Hospice and was able to earn the last credit she needed to graduate.

People and Campus

- Military Science Cadre are attending camp at Ft. Knox in Kentucky, through the summer, for training.
- Dr. Jinwen Zhu, Professor and Chair of Engineering Technology, attended the Spring Meeting of the Lunar Surface Innovation Consortium (LSIC), which was held virtually on May 11-12th. LSIC is sponsored by NASA and administered by Johns Hopkins. The meeting featured a keynote address by NASA Acting Chief of Staff Dr. Bhavya Lal, and included updates from NASA, networking opportunities, and contributed technical content from the community. He also attended LSIC Excavation & Construction (E&C) meeting on June 25th. The meeting focused on 3D concrete printing Lunar structures.
- Dr. Long Qiao, Associate Professor of Engineering Technology, attended the 10th International Conference on Structural Health Monitoring of Intelligent Infrastructure (SHMII 10), which was held virtually on June 30 - July 2, 2021. His paper was published in the conference proceedings.
- Elizabeth Thorne-Wallington and Adrienne Johnson presented at the Cambio de Colores Conference on June 17th. Their topic was: *Applications of Geographic Weighted Regression to Understand Rural Language Learners*.
- Kim Sigrist has spent the summer visiting community organizations to learn more about their programming and to share the information about the CFS and plans for events and volunteer

engagement in the upcoming year. She also served on the United Way Allocation Committee, which gave her an additional opportunity to learn and engage with community partner agencies.

- Joe Midgley and Dawn Drake submitted a “Light Talk” for consideration for the 2021 GEOINT Symposium that has been accepted for the October conference.

Programs and Partnerships

- The MWSU Legal Studies Program submitted its application for re-approval with the American Bar Association (ABA) on June 25th. The Legal Studies Program has provided undergraduate legal education since 1977. The program has been approved by the ABA since 1986. A new degree option was introduced this spring, the Bachelor of Science in law. The curriculum is designed for those who want to work as a paralegal or for those who wish to continue their education by pursuing a Juris doctorate in law school.
- Entrepreneurship Week wrapped up on July 16th. Several workshops targeting future small business were offered. A few options were, how to write a business plan, Intro to Quickbooks, and social media marketing.
- Susan M. Bashinski organized and facilitated a series of webinars for the Charge Syndrome Foundation during the months of May and June. One webinar included presentations by a panel of parents of children who have CHARGE syndrome, the second webinar was presented by the grandparents of children who have CHARGE, and the final presentation was provided by a panel of siblings of individuals who have CHARGE syndrome.
- Susan M. Bashinski presented a national webinar for the SouthEast Deaf-Blind Consortium May 18th. Her topic was: *Creating Nonconventional Signal Dictionaries for Learners Who Communicate Primarily without the Use of Symbols.*
- At the Business Capstone Luncheon, the 2021 Emerging Entrepreneur and Entrepreneur of the Year awards were announced. The Emerging Entrepreneur of the Year Award goes to Chris Lanman, owner of River Bluff Brewing. The Entrepreneur of the Year Award goes to Kendall Randolph with Sunshine Display.
- Center for Entrepreneurship in partnership with the St Joseph Chamber of Commerce offered a four-part Business SUCCESSION series in June. The program provided business owners the opportunity to learn the process for a business transition while providing budding entrepreneurs the chance to acquire an existing business.
- Through the EDA grant received, the Center for Entrepreneurship were able to offer entrepreneurs in the region scholarship funding to further help with their business development. Currently, 74 registered to take the Small Business Management course online.
- The Center for Workforce Development sets 2nd Annual Professional Sales Certificate in-person training. This nine-week event is scheduled to start on September 16, 2021.
- The Center for Workforce Development opened up free online learning opportunities for Missouri Western Staff through the EDA grant. Thus far, 48 staff are currently enrolled.

- Center for Veterans Services was featured in Uncommon Character video series in partnership with the Chamber of Commerce.

College of Liberal Arts

Dr. Joel Hyer, Dean

Student Experience

- Griffon Production House participated in the Central High School production of "The Addam's Family". MWSU students produced two videos for their program since audiences were not allowed due to COVID restrictions.
- Griffon Production House students produced a multi camera production for the St. Joseph Youth Chorale's spring concert.
- History major Ruquael Williams was awarded a highly competitive paid internship, the Robert and Cecelia McGaughy Black Archives Diversity and Inclusion Internship, at the Saint Joseph Museums.
- Graduate students in the Prairie Lands Writing Project Summer Institute (ENG/EDU 610), led by PLWP Director Susan Martens and Co-Directors Amy Miller and Elisabeth Alkier, hosted a stop on the National Writing Project's #WriteAcrossAmerica Virtual Writing Marathon program. The students collaborated on a StoryMap featuring locations across Missouri, then facilitated breakout rooms where participants from across the country shared writing inspired by the map and by a reading from Kansas City performance poet and PLWP Teacher Consultant Poet T. L. Sanders.
- Toby Lawrence coordinated the Cinema Area Summer Internship. Three students participated in three outside internships that are directly related to their degree plan in Cinema. The other eleven students participated in this summer's "Old Saint Jo" multimedia package project.

People and Campus

- Thomas Brecheisen presented a workshop at the 2021 UFVA (University Film and Video Association) Virtual Conference, titled "Improve your Preproduction with Augmented Reality - in your pocket!" Thomas also screened the film "Defects", which he created in collaboration with the English department.
- Teresa Harris had her mixed-media work "Hidden/Revealed" accepted into the nationally juried exhibition entitled "Portrayed: A National Exhibition of Portraiture". The exhibit was held at the d'Art Center in Norfolk, VA. There were only 50 pieces accepted from over 900 submissions. Teresa was awarded an Honorable Mention Award for her work.
- Corey White co-authored the following published papers:
 - "Individual Differences in the Influence of Taste and Health Impact Successful Dietary Self-control: A Mouse Tracking Food Choice Study in Children" Published in Physiology & Behavior 223.

- "Decision-making Processes in Children are Associated With the Tendency to Overeat in the Laboratory". Published in OBESITY 28.
- "Children's Inhibitory Control Abilities in the Presence of Rewards are Related to Weight Status and Eating in the Absence of Hunger". Published in Appetite.
- Corey White was interviewed by KQ2 to discuss the recent Missouri Lottery incentive program for COVID vaccinations.
- Evan Elizabeth Hart published "Manslaughter or Necessary Operation? Abortion and Murder in Early 20th-Century Missouri" in Nursing Clio.
- Angela Haas published a chapter titled "Authority" in Bloomsbury Press' edited volume, A Cultural History of Medicine in the Enlightenment.
- Angela Haas published an article titled "The 'Physico-Medical Superstition': Enlightenment Debates over Mesmerism and Miracles" in the Journal for the Western Society for French History.
- Susan Martens' nonfiction piece, "Writing Across America with George, Mary, Zoom, and Loons," was published in the literary journal *Louisiana Literature*, vol. 18, issue 1, as part of the anthology "Voices from the 2020 Virtual Writing Marathon," edited by Richard Louth.
- Toby Lawrence attended and had a music video screened in competition at the UFVA (University Film and Video Association) virtual conference.

Programs and Partnerships

- Thomas Brecheisen was awarded an SGA grant in the amount of \$32,000 for Griffon Production House. He was also awarded an Arts Society allocation in the amount of \$10,992, also for Griffon Production House.
- Jordan Atkinson, Brooksie Kluge, and Amy Miller participated in the General Studies Assessment Artifact scoring. Combined, the entire University scoring team scored over 1,400 artifacts across four different rubrics.
- Toby Lawrence hosted a workshop for the local girl scout troop who are seeking their "video badge". This will be an ongoing community project.

College of Science and Health

Dr. Crystal Harris, Dean

Student Experience & Innovation

- A total of 10 students completed their summer PORTAL research experiences. This work resulted in the submission of 9 presentations to the upcoming Midwest Regional Meeting of the American Chemical Society.

- A record number of 19 Wildlife Majors are participating in summer internships in collaboration with the Missouri Department of Conservation, Clay County Parks, Jackson County Parks, Johnson County Parks of Recreation Department, Bureau of Indian Affairs, Top Notch Tree Service, Quail Forever and Pheasants Forever in MO, U.S. Fish and Wildlife Service, Coastal Marine Education and Research Academy, and the Kemper Outdoor Education Center.
- Tilo Roy and undergraduate research student Jacob Lewis each presented their talks on various aspects of the evolution and diversification of the "Rosinweeds" at the virtual Evolution Conference. Tilo Roy also volunteered as a bilingual mentor at the conference. This is the largest, all-society annual conference for evolutionary biologists from all over the world.
- Tilo Roy and undergraduate research student Esther Par participated in the virtual Botany Conference. Esther presented a poster and Tilo presented a talk on current research in the Roy lab. Tilo also volunteered as a mentor for the PLANTS (Preparing Leaders and Nurturing Tomorrow's Scientists) undergraduate fellowship program, as well as moderated a series of talks at the conference. This is one of the largest, all-society botany conferences held every year drawing thousands of participants from all across the globe.
- Undergraduate researcher Alyka Zahnd and her research mentor, faculty member Csengele Barta were honored and featured at the Introductory Plenary Session of the virtual Plant Biology Worldwide Summit, introducing the Summer Undergraduate Research Fellowship student/mentor recipients, and showcasing their work at their home institution. Being part of this feature adds to increasing MWSU's visibility in the international plant science community.
- Undergraduate research students Alyka Zahnd, Jessica Poush, Amie Haddock, Lauren Tinoco, Shannon Buehre, Mehreen Tai and their MWSU research mentor, Csengele Barta presented their research performed in the Barta laboratory in multiple sessions of the virtual Plant Biology Worldwide Summit. The annual meeting is hosted by the American Society of Plant Biologists, and is the largest plant science convention, focusing on the molecular and (eco)physiological aspects of plant development, function, reproduction, and evolution, reuniting over 3,000 experts from worldwide locations.
- The Esry Student Health Center is implementing their updated student health record to include a new patient portal that will allow students secure access to health information and communication remotely. The new portal will be available on the website this Fall.

Strengths & Stewardship

- The HIM program awarded a \$500 scholarship to senior HIM student, Anna Chambers. This award was made possible by the Missouri Health Information Management Association.

Programs & Partnerships

- The College of Science & Health hosted 60 Mid-Buchanan School fifth and sixth-grade students for a field trip. Activities included hands-on learning with live animals, practice with microscopes, chemistry experiments, exercise, health and wellness simulations and viewing the Bushman Planetarium presentation. Sixteen faculty and staff volunteered to supervise the learning activities. Students sent special thank you notes and some shared plans to return as future Griffons.

- The Center of Excellence in Applied Healthcare Learning was happy to host the Mosaic Life Care Auxiliary Board of Directors for a tour and their monthly board meeting. Approximately 35 Auxiliary members and Mosaic Life Care staff attended the tour of the Mosaic Life Care Auxiliary Community Lab, the Nursing Lab, and PTA Lab, where they were provided demonstrations of the state of the art simulation equipment by faculty and students. Our thanks to the board members for coming on-site. It was our pleasure to show them the physical space and technology updates that their generous contributions helped make a reality. The impact it has had on MWSU students and regional partnerships has already been significant. Special thanks to the multiple faculty, staff, and students who volunteered their time to make it a successful event.
- Heather Kendall and 10 nursing students assisted with the Mosaic Vaccine Clinic in St. Joseph.

People & Campus

- Stan Svojanovsky in the Department of Chemistry completed the Online Teaching Certification Foundation Course offered through the Online Learning Consortium.
- Cary Chevalier maintains Professional Certification as a Wildlands Fire Base Camp Manager and participated in teaching Fire Camp training. The following students completed their Wildland Fire Behavior Certification at Fire Camp training: Kylee Nissen, Ethan Bennie, Jacobo Barriga, Emily Gunn, Jacob VanVickle.
- Kristen Walton and Carissa Ganong conducted a biology outreach event at Spectrum Station daycare center in Platte City, MO. The event involved a show-and-tell with live animals, using hand lenses to examine different objects, and testing pH of different liquids.
- Mark Mills and Carissa Ganong conducted a show-and-tell outreach event with different reptile species for the Winston Cub Scouts' Weird Wacky Science day camp.
- Tilo Roy and three undergraduate students are co-authors on a paper published in the journal *BIOS* and is available online. This is the first published study to have dated the diversification of the flowering plant group "False Foxgloves" in temperate North America, including the midwestern United States.
- Kelly Fast and Mechel McKinney of the Health Information Management Program (HIM) presented virtually "Professional Practice Experience and Real-World Impact" at the American Health Information Management Association national conference for HIM Educators, Assembly on Education.
- Lori McCune was recently elected as the Section Chair to the Missouri Section of the Mathematical Association of America. She will serve two years as chair of the section and one year as past chair.
- Glenn Rice co-presented "What's new with WeBWork?" at the E-Assessment in Mathematical Sciences (E-AxM+S) Conference.
- Glenn Rice was an invited speaker at the PreTeXt Workshop in Portland, Oregon. This workshop was fully funded by the NSF. He presented the results of his work on a project to integrate

WeBWork problems into PreTeXt textbooks. He has been serving as the release manager for the version 2.16 release of WeBWork. This release is in the release candidate stage.

- Biology faculty member Csengele Barta hosted and chaired two discussion sessions focusing on addressing a diverse student population's needs when developing science laboratory modules and on research mentorship at Primarily Undergraduate Institutions (PUI), as part of the joint session of the PUI and Education sections of the American Society of Plant Biologists, in the frame of professional sessions at the virtual Plant Biology Worldwide Summit.
- Csengele Barta has been invited to join the Editorial Board of the journal *Plants*, of international circulation, published by the Multidisciplinary Digital Publishing Institute (MDPI). The journal has an Impact Factor (IF) of 3.935, falling into the highest quartile (Q1) in the category "Plant Sciences." In addition, Csengele has also been invited to edit a Special Issue focusing on "Climate Change Impacts on Plant Physiology and Metabolism", one of the areas of her research expertise in plant sciences. Being appointed on the Editorial Board for this journal demonstrates the appreciation of the quality of research performed in Barta's laboratory, her contributions to science, and contributions to the success of the journal through a strong track-record of reviewer service. This distinction will also contribute to enhancing MWSU's visibility in the international plant science arena.

Graduate School

Dr. Susan Bashinski, Interim Dean

Student Experience & Innovation

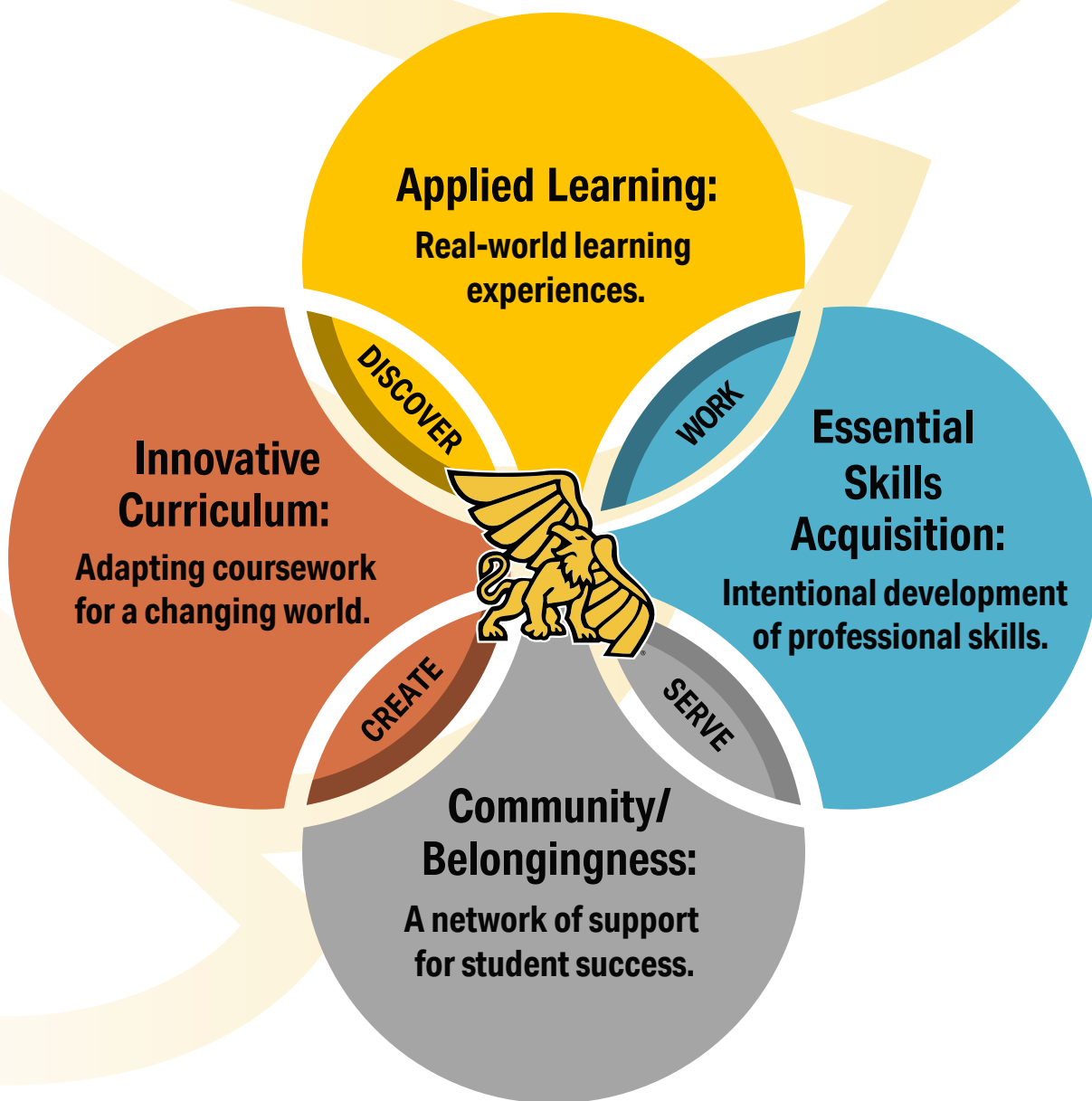
- Hayley Werth, a master's student in Education, was recently notified of her Fulbright award to study in Korea and assist with teaching English in rural areas there.
- Currently three students have enrolled and four more students have been accepted in the new Master of Arts in Teaching (MAT) program that was MDHEWD approved on June 1, 2021. The cohort estimate for Fall 2021 is 10.

Programs & Partnerships

- Susan Bashinski continues to work with the Liberty Public Schools District, in an attempt to assemble a cohort of their professional staff to commit to pursuing the MAS-Assessment in K-12 Cross-Categorical Special Education at MWSU. She is also currently in conversation with the Director of SPED in Liberty to schedule an online Q & A session for folks who might be interested.
- Crystal Harris and Susan Bashinski are continuing to work with Regan Dodd, Health Professions Department Chair, and the members of MWSU's social work faculty for the establishment of a Master of Social Work program.



MASTER ACADEMIC PLAN 2021-2025



Griffons Work, Griffons Serve, Griffons Discover, Griffons Create.



MASTER ACADEMIC PLAN 2021-2025 Executive Summary



Introduction

The Master Academic Plan (MAP) Team, comprised of one representative from each college, the Graduate School, Faculty Senate, and two administrators, was formed in September 2020 and was charged to develop a strategic plan for Academic Affairs over the course of the 2020-2021 academic year. The team designed four primary global initiatives which complement MWSU's 2018-2022 Strategic Plan and are centered around the institution's identity as Missouri's Applied Learning university.

#1: Applied Learning

Definition: Real-world learning experiences.

Goal: 100% of graduates will engage in at least one educational experience related to workforce readiness.

- Expand quality and quantity of real-world experiences to prepare students for the workplace.
- Create a market identity for applied learning.

#2: Essential Skills Acquisition

Definition: Intentional development of professional skills.

Goal: 100% of graduates will engage in at least one experience related to essential skills acquisition.

- Provide experiences on and off campus that intentionally develop and measure professional skills including critical thinking, problem solving, work ethic, and interpersonal communication.
- Partner with local business to connect students with employment opportunities to apply professional skills.

#3: Innovative Curriculum

Definition: Adapting coursework for a changing world.

Goal: Develop curricula that is responsive to workforce demands, student interest, and aligns with the university's mission and vision.

- Identify new and existing academic programs for growth, based market demand and sustainability.
- Expand online program offerings with flexible scheduling options.

#4: Belongingness and Sense of Community

Definition: A network of support for student success.

Goal: Increase retention, student persistence, and degree completion by embedding student sense of belongingness and engagement in the university community.

- Fully integrate students into the university community.
- Develop partnerships between campus units to support students in and out of the classroom.

Summary

This document is developed with the intention it may be adjusted over time as the plan unfolds and additional data becomes available. The plan advocates for a shift in campus culture and encourages all employees to prioritize student success through a lens of holistic care for every individual seeking to further their education.

This document serves as a guide for department and unit planning and invites all employees to unite in the spirit of collaboration toward a shared goal of student success.

**Griffons Work,
Griffons Serve,
Griffons Discover,
Griffons Create.**



Missouri Western State University
Division of Enrollment Management
Office of the Vice President
Eder Hall 101B
4525 Downs Drive
St. Joseph, Missouri 64507

Memorandum

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

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

DA: 08/09/21

RE: Student Affairs & Enrollment Management Board of Governors Report

The Division of Student Affairs & Enrollment Management (SAEM) is comprised of eleven (11) areas: Academic Advising, Academic Support, Admissions, Career Development, Counseling, Dean of Students Office, Diversity & Inclusion, Global Engagement, Housing & Residential Life, Registrar, and Student Development. To that end, Student Affairs & 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 & Student Success

The summer months have been very busy for Academic Advising in preparations for the fall semester. The Center has been developing an advising shell in Canvas that can be used as a template for all advisors on campus to provide resources, additional ways to communicate between advisor/advisee, and share important dates and information to advisees throughout the semester. The advising shell should be ready for use at the beginning of the fall semester. Additionally, advisor training videos and online materials for training advisors will also be ready by the beginning of the fall semester.

In addition, the advising team has been contacting students who pull up on reports for being registered in a class they don't need. These reports are run weekly and will continue through the first week of the semester. Here are the schedule changes/contacts reported so far for this summer and fall that our team is working on or has already completed: 381 different reported changes/contacts made with students this summer.

The advising team has also been advising new and continuing students throughout the summer. Since the last Board of Governors Report, there have been 256 advising visits by 212 individual students.

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. They system is managed by Derek Evans, an academic advising professional in the Academic Advising/Student Success office. The following campaigns were run in June and July (2021):

6/8 - Summer Tutoring Reminder (550 summer students - custom campaign for CAS)
6/10 - Max the Griffon Mascot Story (2556 students - EdSights campaign)
6/19 - Juneteenth (2921 students - Edsights campaign)
7/4 - Fourth of July (2246 students - Edsights campaign)

7/8 - Wellness Resources Reminder (2238 students - Edsights Campaign)

7/14 - Walk-In Registration Reminder (288 students - custom campaign)

7/21 - Summer Melt (2218 students - Edsights campaign)

8/4 - Financial Obstacles (2213 students - Edsights campaign)

Center for Academic Support

The Center for Academic Support (CAS) provides one-on-one and small group tutoring for most courses offered at Missouri Western. The CAS has planned the following presentations for availability to classes and student organizations for the Fall 2021 academic semester:

- Time Management -Help! I Can't Get Everything Done
- First Semester College Success: Things You Don't Know You Don't Know
- How to Study for Finals
- Perspective When Studying
- The Center for Academic Support – Study Smarter!

Over the 2020/21 academic year, the Center has provided tutoring and services to 760 students totaling 4,354 visits and 4,475 hours.

Math Tutoring Provided

Fall 2020		Spring 2021		Summer 2021	
Total Courses	MAT Courses	Total Courses	MAT Courses	Total Courses	MAT Courses
11	11	12	8	2	2

Writing Tutoring Provided

Fall 2020		Spring 2021		Summer 2021	
Total Courses	ENG Courses	Total Courses	ENG Courses	Total Courses	ENG Courses
33	5	33	4	2	0

Content

Fall 2020		Spring 2021		Summer 2021	
Courses Offered	Courses Tutored	Courses Offered	Courses Tutored	Courses Offered	Courses Tutored
91	34	81	42	8	3

CAS Clientele—Ethnicity, Age, and Gender

The chart below lists the percentage of CAS users for six ethnic categories.

	Semester		
	Fall 2020	Spring 2021	Summer 2021
White, Non-Hispanic	62.80	65.54	50
Black, Non-Hispanic	18.61	17.23	33.33
Hispanic	4.19	2.77	0
Asian, Pacific Islander	3.72	4	0
Amer. Indian, Alaskan Native	1.37	0	0

Non-Resident Alien, Multiracial, & Other	9.31	10.46	16.67
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We also keep track of the age and gender of our clients; the chart below describes the proportions of traditional (24 years and younger) and non-traditional (25 years and older) male and female clients.

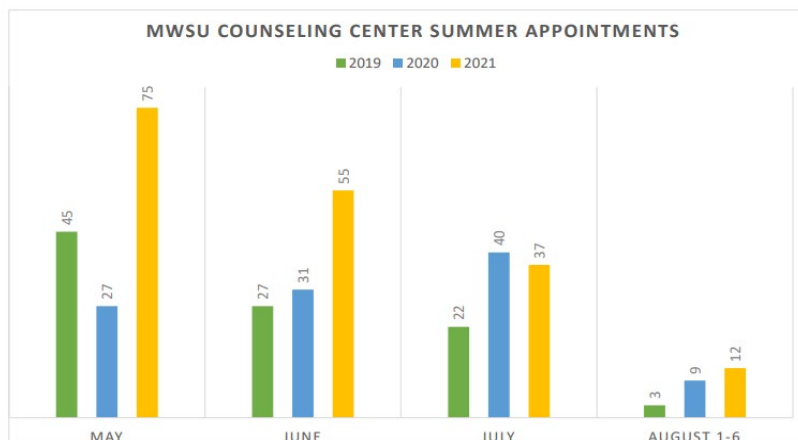
	Fall 2020		Spring 2021		Summer 2021	
	F #/%	M #/%	F #/%	M #/%	F #/%	M #/%
≤ 24	244/56.74	129/30	187/57.54	83/25.54	1/16.67	0/0
≥ 25	37/8.60	19/4.42	41/12.62	14/4.31	3/50	2/33.33

Office of Admissions

Phase two of the Office of Admissions physical space refresh is complete and offers a welcoming environment to our prospective students and their families. When a prospective student arrives in Eder Hall, the wall wrap clearly defines the Admissions Office. Once inside, visitors are greeted with a branded bag of Griffon Swag and have the opportunity to take a photo with the Griffon wings. Following a tour of campus, visitors follow the Griffon paws/claws back to the newly branded visit room for a presentation.

The Counseling Center

Over the summer months, the Counseling Center has seen an increase in student appointments:



Based on the trends depicted above, it is reasonable to expect an increase in student need this fall semester. To that end, Missouri Western is considering a partnership with the Family Guidance Center to provide an additional counselor at no charge to the University.

Career Development Center

This past Spring, the Career Development Center launched the Career Closet. The Career Closet is a professional clothing lending program for students experiencing clothing insecurities. The Career Closet is a donation-based program with a focus on interview attire.

Office of Global Engagement

The office of global engagement is in the process of rebuilding a study abroad program for the University, should circumstances surrounding COVID-19 allow. Fifty-one international students (new and continuing) are anticipated for the fall semester. Under the direction of Fumi Cheever, international students will receive continued support through programming and services.

Housing and Residence Life

Housing and Residence Life is a 24/7/365 endeavor under the direction of Josh Maples. Over 250 students resided on campus throughout the summer. Housing & Residence Life Resident Assistants (RAs) conducted health and safety rounds each night, operated the Vartabedian Hall front desk from 7:00 p.m. to midnight, and provided community and educational programs twice a month to residents throughout the summer. Housing & Residence Life also partnered with Seaboard Energy and A.T. Still University of Health Sciences to house two student interns who worked locally and completed their medical rotations within the region.

This summer, Housing & Residence Life assumed responsibility for residential Camps & Conference operations with a total of 271 campers staying in the halls.

With regard to programming, Assistant Director Nia Estes overhauled the RA training program that will commence on August 18th. As part of this, we established a partnership with the St. Joseph Fire Department to provide hands-on fire safety training to all our RAs and professional staff. In addition, training sessions are conducted in collaboration with the following offices on campus:

- Title IX Office
- University Police Department
- Counseling Department
- Environmental Safety

RAs will also be introduced to a new “expectation matrix.” The matrix will clearly define what is expected of student in the RA position and provide opportunities for job improvement through education.

First-year move-in begins August 25th at 8:00 a.m. Many members of our campus community have volunteered to be Griffon Greeters to help students move their belongings into rooms and welcome them to campus. We are deeply grateful to all of the volunteers, including Dr. Kennedy!

Returning student move-in begins August 28th at 8:00 a.m. and we look forward to welcoming our residential Griffons back to campus.

- Floor meetings for first-year students will be on August 25 from 6:30-7:30 pm. Immediately after is our Ice Cream Social at the Commons.
- On September 4, we will begin our first six weeks of programming initiative. Each week a different Residence Hall will host a program for all residents. These in-person interactions will increase engagement opportunities for students to develop a strong sense of belonging with the campus community.

Finally, Director Josh Maples and Residence Life Coordinator Liz Thornton have created a timeline of essential interaction opportunities to discuss their housing situation, classes, and engagement on campus. This is in alignment with their work as Pathway committee members working with students who were not as successful in their high school career and may need additional support in order to be successful.

Office of the Registrar

The Office of the Registrar often goes unnoticed but works diligently behind scenes. Spring 2021 graduates were finalized in July and we had 393 undergraduate and 49 graduates cross the finish line. To date we have awarded 62 undergraduate and 10 graduate summer 2021 graduates. The deadline for summer graduation is September 17.

The Registrar and staff have also been extremely busy with the 2021-2022 undergraduate and graduate catalogs. Both were finalized and published on August 6. The academic calendar was also updated to include first and second session academic dates and deadlines. Additionally, the office is working with the vendor CourseLeaf on implementing a curriculum management system that will streamline the workflow process for the course catalog in future semesters. The target “go live” date is mid-October.

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 again in August in preparation for the “go live” date of September 7th for the graduate application. This will mark the end of the university’s use of GRADCAS, a third-party application process that allows prospective students to apply to multiple universities simultaneously.

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

The University is pleased that open positions within the Division have been filled by highly capable professionals. We are incredibly pleased that Dr. Brett Bruner will join Missouri Western at the end of August as the Assistant Vice President and Dean of Students. Below is a full listing of new hires since the last Board of Governors report:

Position	Employee	Start Date	Notes
Assistant Vice President & Dean of Students	Dr. Brett Bruner	August 30, 2021	Filled open position
Student Development Director	Joshua Clary	August 16, 2021	Filled open position
Diversity & Inclusion Director	George Hudson	August 16, 2021	Filled open position
Administrative Assistant (VPSAEM & Admissions)	Kairstin Snyder	August 16, 2021	Filled open position
Administrative Assistant (Academic Advising & Student Success)	Casey Schmoie	August 16, 2021	Filled open position
Academic Advisor	Shelly Lundy	August 2, 2021	New position (internal hire)
Admissions Assistant	Kelsey Nunn	August 2, 2021	Filled open position
Administrative Coordinator (Dean of Students Office)	Christina Curtin	August 2, 2021	Filled open position (internal hire)
Administrative Assistant (Registrar’s Office)	Chanelle Vides	July 12, 2021	Filled open position

Strategic Priority 4: Enrollment Management Plan

The Division is in the process of creating a strategic enrollment management plan. The report will likely have three major foci: 1) recruiting new students, 2) retaining and enrolling continuing students, and 3) driving persistence to graduation. A graduate student studying higher education administration at Mississippi College will work on the plan as part of her practicum experience under the direction of Vice President Mace. The student begins later in August.

Office of Admissions

Fall 2021

Several efforts are underway to bring in a class of students. Over the summer we have hosted 10 in-person Griffon Orientation sessions and two online sessions to meet the needs of diverse audiences including athletes, honors, non-traditional and transfer students.

Eleven weekly Zoom sessions have been held throughout the summer for incoming students on targeted topics and opportunities to connect with current students. A Class of Quality t-shirt competition was held among the incoming first-year students and the winner was awarded a \$100 scholarship. Over 800 committed student boxes for first-year and transfer students have been packed and mailed in an effort to solidify commitment to Missouri Western. And plans are well underway for Griffon Edge, August 26-29.

Missouri Western has been visible at seven of the summer concerts at Coleman Hawkins Park. While primarily a community outreach effort, being present in the community has provided the opportunity to many conversations with prospective students and their families. The Admissions team also took the branded tent and fair like experience to the Missouri Western Night at the Mustangs and Chiefs Training Camp. Again, being present among the community provided opportunity to have meaningful conversations with families. It cannot be stated enough how hard the Admissions team has worked this summer to create awareness and bring in a good class of students.

Walk-in registration is planned for August 24, 2021. Marketing efforts that include an electronic billboard in St. Joseph, lawn signs to be placed along Belt, Mitchell, Fredrick and Woodbine, newspaper advertising, radio advertising, flyers in the St. Joseph Chamber of Commerce newsletter and at the East Hills Mall.

Fall 2022

The recruitment team, led by Peggy Payne, is gearing up for the 2022 recruitment cycle. Territories have been set and the recruiters have been busy updating high school and community college contacts so that setting up meetings may begin in the coming weeks. To date, 108 in-person college fairs and 14 virtual college fairs have been scheduled. Missouri Western was once again selected to host a regional college fair on October 14th in the GIST. Finally, we will be attending the CUBE conferences in St. Louis and Kansas City. The primary audience is high school counselors.

For the new recruitment cycle, we will have actual real-time comparison numbers to the same point in time last year. As of this report, here is a data sample of where we currently stand:

Missouri Western State University																			
Fall 2022 Funnel Report																			
10-Aug-21																			
Freshman Funnel Report																			
Prospects		Inquiries				Unsubmitted Apps				Submitted Apps				Admits		Conversion		Commits	
Metric	21	22	%	21	22	%	21	22	%	21	22	%	21	22	%	21	22	21	22
	720	97191	13398.80%	0	5065		15	24	60%	28	34	21.43%	0	0		%	%	0	0
Missouri Breakdown																			
Buchanan County	708	607	-14.30%		440			1		2	5	150%				%	%		
KC & Central MO	2	8657	432750%		690		2	2	%	3	5	66.67%				%	%		
North KC		2501			547		2	2	%	4	4	%				%	%		
East MO	1	10059	1005800%		512		2	2	%	4	4	%				%	%		
North MO	8	1082	13425%		528		2	1	-50%	4	2	-50%				%	%		
South MO		4689			217		2	1	-50%	1	1	%				%	%		
TOTAL	719	27898	3780.10%		2957		11	9	-18.18%	18	21	16.67%				%	%		
Residency																			
In State	269	34	-87.40%		602		11	9	-18.18%	17	21	23.53%				%	%		
Out of State	450	97150	21488.90%		4148		4	10	150%	11	11	%				%	%		
International	1	7	600%		315			5			2						%		
Biological Sex																			
F	199	51526	25792.50%		2303		12	12	%	22	18	-18.18%				%	%		
M	158	43559	27469%		1289		3	7	133.33%	6	14	133.33%				%	%		
Race/Ethnicity																			
African-American	14	2	-85.70%		48		1	5	400%	4	4	%				%	%		
Asian	11		-100%		23			1											
Hispanic	5	1	-80%		127		2	2	%										
Multi-racial	48	1	-97.90%		68		1	3	200%		3						%		
White	231	28	-87.90%		905		11	5	-54.55%	24	23	-4.17%				%	%		
Other	1		-100%		16						1						%		
Transfer Funnel Report																			
Prospects		Inquiries				Unsubmitted Apps				Submitted Apps				Admits		Conversion		Commits	
Metric	21	22	%	21	22	%	21	22	%	21	22	%	21	22	%	21	22	21	22
					29		6	1	-83.33%	4	6	50%				%	%		

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

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.

Melissa Stallbaumer, Assistant Director of Admissions, has taken over leadership of this workgroup and will spearhead the work moving forward. Liz Thornton, the Residential Life Coordinator for Scanlon Hall has created a First-Year Experience program for Scanlon Hall residents. The program is aligned with the University 101 course to help students become engaged, develop a sense of belonging, and succeed in their studies.

Strategic Priority 6: Enhanced Centralized Advising

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.

In addition to centralized advising, students with junior, senior and graduate students in good academic standing will no longer be required to meet with an academic advisor prior to registration.

Strategic Priority 7: Broaden the Scope of the Career Development Center

The Career Development Center, under the direction of Megan Raney, will be broadening its scope this year to include graduate placement data collection and reporting, a robust calendar of events, and better alignment with Advancement and Alumni Relations.

Respectfully Submitted by Dr. Melissa K. Mace on behalf of the Division of Student Affairs and Enrollment Management.

MEMORANDUM

To: MWSU Board of Governors

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

Date: August 19, 2021 (as of August 9, 2021)

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

Programs & Partnerships

- **VP Looney Departs for North Alabama; Grosbach Named Interim AD.** Following four years leading Griffon Athletics, Dr. Josh Looney stepped down to accept an offer to become the next director of athletics at the University of North Alabama, a Division I school in Florence, Alabama. Associate Athletic Director for Student Success/Senior Woman Administrator Theresa Grosbach was identified by President Elizabeth Kennedy to lead the department in an interim capacity as the search for the next MWSU athletic director begins. Grosbach joined the Griffons in July 2018 following six years as the athletic director at Baker University (KS).
- **Kansas City Chiefs Training Camp Underway.** After a one-year absence due to COVID-19, and months of planning to return Training Camp to Missouri Western, the Kansas City Chiefs reported for the 2021 Training Camp on July 23rd. Camp opened to the public on July 28th and runs through August 18th. There are many individuals, on campus and in the community, who played a critical role in Training Camp's return and executing logistical operations. A full report on the 2021 Training Camp will be provided to the Board of Governor's on August 19th.
- **Division II Athletic Director's Associations Honors Record 96 Griffons for Academic Achievement.** Fresh off a seventh consecutive record-breaking academic semester, Griffon student-athletes continued to raise the bar with a school-record 96 athletes recognized for academic achievement by D2 ADA. The previous high at MWSU was 72 student-athletes, set in 2019-20 (an increase of 33.3%). Mirroring the department's four-year span of record academic success, this is the fourth consecutive year of establishing a record amount of D2 ADA honorees. Prior to 2017-18, the most student-athletes that had been recognized in an academic year was 40 (set in 2015-16). The totals have since increased to 45 Griffons in 2017-18, 66 Griffons in 2018-19, 72 Griffons in 2019-20 and 96 Griffons in 2020-21 (a total increase of 113.3% since the 2017-18 record was recorded).

In order to be eligible for the D2 ADA Academic Achievement Award, student-athletes must have a cumulative GPA of 3.5 or higher on a 4.0 scale, must have attended a minimum of two years (four semesters) of college level work, and must have been a member of an intercollegiate team during his/her last academic year.

- **Women's Soccer Ranked 23rd in Preseason National Poll.** The United Soccer Coaches Association released its NCAA Division II Preseason top 25 poll and Missouri Western

will begin the season ranked 23rd in the nation. The Griffons are coming off an abbreviated spring season in which they went 8-3-2 overall and 4-1 in the MIAA Northwest Division. MWSU advanced to the MIAA Spring Championship game before falling to Central Oklahoma. The records and statistics didn't count during the spring season, but it was the first for head coach Damian Macias after the fall season was canceled due to the COVID-19 pandemic.

- **Griffon Football Picked Fourth by Media; Fifth by Head Coaches.** The MIAA released its preseason football polls on July 27th as the league held its annual media day at the Kansas City Convention Center. Missouri Western was picked to finish fifth in the MIAA by the league's coaches, while MWSU is fourth in the preseason media poll. The Griffons will kick off their season on September 2nd when they travel to Edmond to square off against Central Oklahoma. The 2021 season is scheduled to be played as normal and will feature an 11-game conference schedule.
- **Volleyball Earns USMC/AVCA Team Academic Award.** The Missouri Western volleyball team earned the United States Marine Corps/American Volleyball Coaches Association Team Academic Award for the 2020-2021 season. To be named to the USMC/AVCA Team Academic Award Honor Roll a team must maintain a year-long grade point average of 3.30 or higher on a 4.0 scale. The Griffons have earned this award three straight years and seven of the last eight seasons. Missouri Western had 15 volleyball student-athletes with a GPA of 3.0 or higher and they had a team GPA of 3.469.

Student Experience

- **Recreation Services Finalizing Thomas Eagleton Pool Arrangement with City of St. Joseph.** Recreation Services, in partnership with General Counsel Kelli Douglas, is finalizing a new arrangement with the City of St. Joseph for programming, maintenance and operations at the Thomas Eagleton Pool. The City and University have been partners in pool operations since 2016 when the pool received extensive renovations to better serve community needs. A new agreement is anticipated to be finalized prior to the start of the 2021-22 academic year.

People and Campus

- **Softball Head Coach Bagley Trotter Resigns; Yegge Hired.** Griffon Softball replaced one 600-game winner with another this summer. After 20 seasons as the head softball coach at Missouri Western, Jen Bagley Trotter stepped down to accept an offer to become the next head coach at the University of St. Thomas, a Division I school in St Paul, Minnesota. Trotter came to Missouri Western in 2001 as a first-time head coach after stints as an assistant at Humboldt State and Minnesota State Moorhead. She leaves with 676 career wins, which is the most in the history of the MIAA. Bagley Trotter went 676-404 overall and 276-152 in the MIAA.

Veteran head coach Joe Yegge was named as Bagley Trotter's successor. Yegge comes to MWSU after three seasons as the associate head coach at DePaul University. He brings 25 years of coaching experience to St. Joseph. Prior to his time at DePaul, Yegge built a junior college power at Kirkwood Community College in Cedar Rapids, Iowa. He led the Eagles to a 537-112 record during his 11 seasons as they won eight ICCAC conference championships and made six appearances in the NJCAA Division II World Series. Kirkwood won 41 games in each of Yegge's last 10 seasons, including at least 52 wins six times. In total, Yegge has 616 victories as a head coach.

- **Search for Next Esports Head Coach Underway.** After launching the startup of Griffon Esports in 2020-21, head coach Christian Konczal resigned to accept a similar position at Champlain College (VT). A national search is underway to continue building upon the early success of Esports at MWSU. Graduate assistant Luke Theis, who has been with the program since its startup, is serving as interim head coach.
- **Men's Basketball Completes 2021-22 Coaching Staff.** Damon Jones was hired as an assistant men's basketball coach following the resignation of Ty Danielson to join Fort Lewis College. Jones has coached at the high school, college and professional levels as he comes to MWSU after coaching at Grand Rapids Christian High School in Michigan. Jones, a Cleveland, Ohio native, spent the 2019-2020 season in the NBA G League as he worked in player development and basketball operations for the Grand Rapids Drive. He was also a basketball operations intern for the Detroit Pistons in the NBA prior to that.
- **Women's Basketball Completes Staff with Grant and Moyer.** Missouri Western women's basketball coach Candi Whitaker announced the addition of two graduate assistants to her coaching staff as Morganne Grant and Trevor Moyer will join the Griffons for the upcoming season. Grant is an Iowa State University graduate who comes to MWSU after working as the coordinator for BallerTV in Des Moines, Iowa. She was the head student manager for the Cyclone women's basketball team for four seasons while at Iowa State where she assisted with all practice and game operations. Moyer comes to St. Joseph after graduating from Oklahoma State University in May with a degree in Sports Management. He was the manager of the Cowgirl women's basketball team the last three seasons and earned the Kurt Budke Scholarship in 2020.
- **Jessica Berg Named Assistant Lacrosse Coach.** Missouri Western Lacrosse head coach Rachel Benzing announced the addition of Jessica Berg as an assistant coach for the Griffons. Berg comes to MWSU after wrapping up her playing career at Regis University in Denver this spring. She earned First Team All-America, All-Region and All-Conference honors this past season and was named the 2021 Rocky Mountain Athletic Conference Midfielder of the Year. Berg scored 33 goals, had five assists, 62 ground balls, 116 draw controls and 50 caused turnovers as she helped the Rangers to a 14-2 record, an RMAC championship and a berth in the NCAA Division II Tournament. She was also named the RMAC All-Academic Player of the Year.
- **Athletic Training Staff Reorganized.** MWSU Athletic Training added two new members to the sports medicine team over the summer, in partnership with Mosaic Life

Care. David Jantz was hired as the head football athletic trainer, joining MWSU from Garden City Community College. Jantz has also served as the head athletic trainer at Warner University (FL). The Griffons also added assistant athletic trainer Erica Englehaupt to the Griffon sports medicine team following six years of experience at fellow MIAA member Emporia State University. Veteran athletic trainer Rachel Petty returns to the Griffons for the 2021-22 academic year alongside Jantz and Englehaupt. Petty will take on an increased administrative role and serve on the University's COVID-19 Task Force.

- **Hawkins Named Finalist for MIAA Spring Student-Athlete of the Year.** Softball student-athlete Sydni Hawkins was named a finalist for the 2021 MIAA Spring Student-Athlete of the Year, presented by Summit Pointe Financial Group. The MIAA announced the five female and five male finalists for the league's highest honor. Hawkins, a junior from Wichita, Kansas, completed one of the most impressive seasons in Missouri Western Softball history. She was named a First Team All-American by the NFCA and D2CCA and was the only unanimous selection to the NFCA team. Hawkins earned All-Central Region First Team honors by those same two outlets, became the first Griffon to be named the MIAA Player of the Year and was on the All-MIAA First Team.
- **Volleyball's Tauchen named First-Team Academic All-American.** Ali Tauchen was named to the Academic All-America First Team by the College Sports Information Directors of America. The senior from Iowa City, Iowa is the 18th Griffon in school history to earn Academic All-America honors and she's the seventh MWSU student-athlete to be named to the First Team. Tauchen has a 4.0 GPA in Biology Health Science & Psychology, and she was also named to the CoSIDA Academic All-District 7 First Team last month. Tauchen has earned the MIAA Academic Excellence Award four times during her career, which is the highest honor handed out by the league. She has been named a four-time MIAA Academic Scholar-Athlete and has also been on the MIAA Academic Honor Roll all four years. On the court, Tauchen has earned All-MIAA honors three times in her career, including First Team All-MIAA honors in the fall of 2019. She was also the MIAA Freshman of the Year in 2017.
- **McCarthy Named All-Central Region.** Senior golfer Patrick McCarthy capped off his career with one last honor as the Golf Coaches Association of the American (GCAA) announced their 2021 NCAA Division II PING All-Region teams. McCarthy was one of 12 players named to the All-Central Region team and one of five golfers from MIAA institutions. The Albuquerque, New Mexico native led the Griffons with a 73.3 scoring average over his 25 rounds played this season and helped MWSU to the NCAA Central/Midwest Regional.

Strength and Stewardship

- **Athletics Closes FY21 with \$1.5m+ in Fundraising.** Griffon Athletics eclipsed the \$1m mark in annual donations for the third consecutive academic year. Fundraising totals are recognized as donations received and recorded by the MWSU Foundation and do not

include University athletic revenues such as ticket sales, concessions, facility rentals, etc. A recap of the past six years of athletics fundraising is below.

Year	Gifts	Donors	Funds Raised
2020-21	2,295	455	\$ 1,572,253.25
2019-20	2,255	515	\$ 1,107,432.54
2018-19	1,878	489	\$ 1,317,739.94
2017-18	1,633	464	\$ 835,140.95
2016-17	1,876	442	\$ 911,414.48
2015-16	2,176	491	\$ 894,075.98

- **2021-22 Gold Coat Drive Picking Up Steam.** Griffon Athletics has enjoyed a late summer surge in Gold Coat Club renewals and anticipates a steady renewal rate through the month of August, leading into football's home opener on September 9th. To date, 71% of members have renewed their prior year memberships and new memberships account for 7% of 2021-22 revenue to date. Griffon Athletics is coming off a record-breaking Gold Coat campaign in 2020-21 and is currently at 75% of that record revenue total leading into the 2021-22 sports seasons.

Telling our Story

- **Summer Youth Camps Bring Big Crowds.** MWSU Athletics concluded its summer sports camp season with opportunities for youth to engage in athletic experiences ranging from basketball to Esports. Highlights included all-time high attendance at the MWSU Youth Football Camp (200+ campers) and the Volleyball High School Team Camp (40+ high school teams), as well as the inaugural Youth Esports Camp.

MEMORANDUM

To: Missouri Western State University Board of Governors
From: Jean Ahwesh, Interim Senior Executive Director of the MWSU Foundation
Date: August 19, 2021 (as of August 9, 2021)
Re: BOG Report (University Advancement and the MWSU Foundation)

Programs & Partnerships

- **Foundation Audit.** CliftonLarsonAllen, LLC is currently conducting the yearly accounting audit of the MWSU Foundation.
- **Griff Up Downtown.** Alumni and Western League members will be invited to welcome incoming Griffons at this event on Thursday, August 26. An appreciation reception for our Western League members will be held in conjunction with this event at Room 108.

People and Campus

- **Interim Leadership of the Foundation.** Jean Ahwesh is serving as Interim Senior Executive Director of the MWSU Foundation. The Foundation Board has charged Ahwesh with providing transitional leadership and strategic planning for the Advancement division and the Foundation.

Student Experience/Telling our Story

- **Foundation finding success with Golden Griffon Marching Band Uniform Campaign.** Efforts to raise funds for new marching band uniforms have been successful. A total of \$74,666 has been received or committed to date which is 93% towards the \$80,000 goal. The goal is to unveil the new uniforms at the first home football game on September 9. Interested parties may go to griff.vn/band to see the list of donors, find out more and/or donate to the cause.

Strength & Stewardship

- **FY21 Fundraising Results (excluding Athletics)** The total amount of unrestricted dollars raised in FY21 was the most since 2016 which was a Campaign year. The Western League for Excellence Rally had a tremendous impact on unrestricted giving. Dollars raised from the League increased by 58%. Overall, the number of donors increase 29% over last year and the number of first time donors increased by 208%.
- **Asset Milestone.** The MWSU Foundation assets have reached approximately \$60 million, pending any adjustments made during the accounting audit that is currently taking place.
- **New Scholarship**

The Frank D. Thomas Memorial Scholarship was established in memory of Frank, a long time faculty members in the School of Fine Arts. The endowed scholarship will be awarded to a Choral Music student who intends to become a teacher.

Memorandum

To: Missouri Western State University Board of Governors

From: Kent Heier, Assistant Director, Marketing and Communications

Date: Aug. 11, 2021

RE: Board of Governors Report

Vaccine Event/Max the Vax

Marketing and Communications has worked closely with the COVID response team and other units on campus to help publicize the vaccination event co-hosted with Mosaic Life Care and the Kansas City Chiefs in the Looney Arena on Aug. 12. We also helped launch our vaccine incentive program, Max the Vax. Students and employees who upload their vaccination records will receive free t-shirts and are entered into drawings for prizes ranging all the way up to \$5,000 in cash. We created the t-shirt design, built the website and publicized the program both internally and externally.



Griffon Influencers

I have reported previously on our efforts with Admissions, the Department of Communication and the Center for Teaching and Learning to engage faculty and staff in helping to attract new students to Missouri Western. One of the techniques we discussed was using social media. Since our June workshop with staff, engagement and brand awareness more than doubled across our social media channels. In July, we worked with the Chamber of Commerce to host workshops for local business owners to give them ideas on how to capitalize on Missouri Western's presence in the community, not only for the three weeks that Chiefs Training Camp brings thousands of people to town, but for the rest of the year when thousands of our students are in town. It was well received, and helped increase business participation in our planned Griff Up Downtown event later this month.

Missouri Western and the Mustangs



Missouri Western Night at the Mustangs on July 17 was a very successful event. A big crowd on hand included a solid representation of black and gold. President Kennedy delivered a ceremonial first pitch to SGA President Nathan Scott. Young fans had a great time meeting local Griffon student-athletes and “ringing the bell.” A week later, Dr. Kennedy was on hand for the culmination of our season-long “Are You Smarter than a Mustang?” promotion and awarded a \$1,000 scholarship to lucky young fan Matt.

MWSU Magazine

The Summer 2021 issue of MWSU Magazine is nearing completion and will be hitting email inboxes (and a limited number of actual mail boxes) later this month. The issue features an introduction to Dr. Kennedy, a special story about an alum remembering his brother through a memorial scholarship, a feature on alumni nurses who helped deliver a baby on an airplane, and more.

MEMORANDUM

To: Dr. Elizabeth Kennedy, President

From: Darrell R. Morrison, VP Finance & Administration

Date: August 9, 2021

Subject: BOG Report

Financials

- Monitoring of COVID funding is ongoing. The university has spent down all of Phase 1 funding and is working hard 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 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.
- Accounting is working to complete the FY21 Annual Audit.
- Implemented NSF checking within Banner system. This alerts end users when they have insufficient funds in their departmental accounts.
- Completed the annual CIBR report to the State of Missouri to outline our deferred maintenance needs for consideration in FY23 budget process.
- For the 2020-2021 aid year MWSU office of Financial Aid awarded over 3 million in scholarships, grants, and loans to approximately 3573 students.
- The Business Office recently sent out statements and postcards to students reminding them of the options they have for outstanding balances on their accounts.

People and Campus

- With the arrival of the KC Chiefs on the campus of MWSU our University Police Department has been assisting with safety and security for Chiefs Camp.

- Classes and Labs are being prepared for a return to full occupancy for the fall semester.
- Technology Services has developed new training and knowledge base articles to support our faculty, staff, and students.
- To date the University has removed 90% of all R22 refrigerant. By January 1, 2022 we estimate the university will be free of all refrigerant deemed hazardous material by the EPA and CARB due to their ozone depleting ability and powerful greenhouse gas potential. This is a major accomplishment for the university.
- Replacement of Blum Union north steps and Fulkerson main entrance steps have been completed.
- Physical Plant will be updating elevator equipment this coming fall.
- Human Resources has posted 31 job postings (does not include student postings), and completed paperwork for 13 new staff, 1 new faculty, and 14 separations.
- Faculty and Professional Staff contracts as well as Non-Exempt salary notifications were disbursed and received electronically.
- HR has begun discussions with CBIZ for 2022 Employee Benefits (i.e. medical, dental, vision, life)
- Tuition Reduction Agreement Policy has been approved to increase dependent tuition coverage from 80% to 100% beginning fall 2021.
- A new personnel structure was completed and implemented in Banner 07/01/21; items addressed included employee classifications, new employee position numbers, and re-established timesheet approval ques.
- HR continues to provide employee guidance with Covid 19 regulations by staying current with CDC guidelines, Covid Employee Benefits Security Administration (EBSA), COBRA extensions and relief notices.
- Several departments within Finance and Administration participated in Griffon Orientation during June and July; parking passes, student ID's, and student employment were some of the highlighted topics.

Tech Support

- The **Rydin PermitExpress Parking Permit System**, a replacement parking permit and ticketing system for the University Police Department, is now operational.
- The **OneCard ID System** implementation is now underway. We are awaiting additional lock hardware for some of our dorms. Our printers for IDs should be on campus August 16, 2021. IDs will be printed for students moving in beginning August 21, 2021. There will be a fixed ID printer in the Campus Police Department office, and a mobile printer for use across campus.
- 802.11ax WiFi access points (350) are on order and should be delivered in October, to be installed in academic buildings.
- Installation of upgraded WiFi at Spratt Stadium and the Chiefs' practice fields.
- Finalized and tested the new identity management system, with a full go-live date set for August 12th.
- Currently preparing estimates for required and optional components to update campus security cameras and associated infrastructure.
- Installed, configured, and tested all changes to the network infrastructure to support Chiefs' training camp.

**FINANCE AND ADMINISTRATION****Missouri Western State University**

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August 12, 2021

To: Missouri Western State University Board of Governors

From: Governor Al Landes, Committee Chair

Darrell R. Morrison, Vice President for Finance and Administration

Subject: Personnel, Finance, and Operations Committee Meeting, August 12, 2021

The Missouri Western Board of Governors Personnel, Finance, and Operations Committee met at 11am on August 12, 2021 on the University campus in Spratt Hall, room 214. Attached is the meeting agenda and the communication send to committee members prior to the meeting. Also included is a copy of the presentation given by the Vice President for Finance and Administration.

The committee approved the following items:

- 1) Financial Report for fiscal year 2020-21
- 2) Financial Report for fiscal year 2021-22
- 3) An extension of the contract with Blue Cross/Blue Shield of Kansas City for employee health coverage

Additionally, the committee discussed several other items including the use of Federal Funds related to the Coronavirus, general personnel matters, the ongoing employee compensation study and various deferred maintenance projects proceeding on campus.

A short presentation will be given at our meeting on August 19, 2021 and a motion for approval of the committee report will be requested.

Thank you for your attention to these documents.



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

Office of the President

AGENDA

**BOARD OF GOVERNORS
PERSONNEL, FINANCE & OPERATIONS COMMITTEE MEETING
August 12, 2021
Spratt 214
11:00 a.m.**

Notice is hereby given that Missouri Western State University's Board of Governors will convene a Personnel, Finance & Operations Committee Meeting beginning at 11:00 a.m. on Thursday, August 12, 2021 in Spratt Hall Room 214.

- FY 21 Financial Budget Update
- FY 22 Financial Budget Update
- CARES Act Funding
- Employee Benefits
- As May Arise


**FINANCE AND ADMINISTRATION**

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August 10, 2021

To: Missouri Western State University Board of Governors
- Personnel, Finance, and Operations Committee

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

Subject: Information – Committee Meeting, August 12, 2021

Please find the following documents 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. It includes each individual fund type and a total of all funds.
- Attachment #2 – “Statement of Cash Position” – FY21
- Attachment #3 – “Schedule of Funds Invested” – FY21
- Attachment #4 – “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 2022 and a comparison of actual items to the current year revised budget.
- Attachment #5 – “Statement of Cash Position” – FY22
- Attachment #6 – “Schedule of Funds Invested” – FY22

We will also be discussing other items as outlined on the agenda for this meeting and additional information will be made available at the meeting. 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
(Unaudited)

Attachment #1

Educational & General (Undesignated)					
	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	\$ 33,353,517	\$ (1,767,255)	\$ 31,586,262	\$ 31,871,806	100.9%
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts	-	61,075	61,075	61,075	100.0%
Sales and service of educational departments	173,100	34,328	207,428	190,347	91.8%
Auxiliary enterprises:					
Athletics					
Less: Scholarship allowances					
Housing					
Less: Scholarship allowances					
Food service					
Less: Scholarship allowances					
Bookstore					
Less: Scholarship allowances					
Other auxiliary enterprises					
Less: Scholarship allowances					
Other operating revenues	56,200	529	56,729	59,811	105.4%
TOTAL OPERATING REVENUES	33,582,817	(1,671,323)	31,911,494	32,183,039	100.9%
OPERATING EXPENSES					
Salaries and compensation	24,182,651	(286,811)	23,895,840	23,422,343	98.0%
Fringe benefits	8,755,702	(43,709)	8,711,993	8,426,240	96.7%
Supplies and services	5,522,082	(577,494)	4,944,588	4,241,604	85.8%
Travel	445,225	(319,274)	125,951	22,677	18.0%
Utilities	1,442,997	(287,792)	1,155,205	989,032	85.6%
Insurance		256,000	256,000	255,145	99.7%
Scholarships	8,162,906	(88,986)	8,073,920	7,949,636	98.5%
Depreciation	-				
TOTAL OPERATING EXPENSES	48,511,563	(1,348,066)	47,163,497	45,306,677	96.1%
OPERATING GAIN / (LOSS)	(14,928,746)	(323,257)	(15,252,003)	(13,123,638)	86.0%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	17,751,987	1,901,679	19,653,666	19,653,666	100.0%
State appropriations - capital	-	1,985,243	1,985,243	1,985,243	100.0%
Grants					
Gifts	1,531,106	2,079,919	3,611,025	3,487,550	96.6%
Investment income	146,702	(85,000)	61,702	44,622	72.3%
Interest on capital related debt					
Capital	(185,500)	(49,988)	(235,488)	(204,966)	87.0%
Other					
NET NON-OPERATING REVENUES	19,244,295	5,831,853	25,076,148	24,966,115	99.6%
INCOME (LOSS) BEFORE TRANSFERS	4,315,549	5,508,596	9,824,145	11,842,477	120.5%
TRANSFERS IN (OUT)					
Debt service	(499,977)	-	(499,977)	(499,977)	100.0%
Other	(602,743)	(1,932,452)	(2,535,195)	(2,521,691)	99.5%
Transfer to Aux from E&G	-	(6,000,000)	(6,000,000)	(6,000,000)	100.0%
TOTAL TRANSFERS IN (OUT)	(1,102,720)	(7,932,452)	(9,035,172)	(9,021,668)	99.9%
INCREASE (DECREASE) IN NET POSITION	3,212,829	(2,423,856)	788,973	2,820,809	357.5%
OTHER					
Prior year funds	-	65,428	65,428	-	0.0%
\$ 3,212,829 \$ (2,358,428) \$ 854,401 \$ 2,820,809					

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

Attachment #1

Educational & General (Designated)					
	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	\$ 1,397,887	(67,406)	\$ 1,330,481	\$ 1,346,496	101.2%
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts		-	-	-	
Sales and service of educational departments	66,400	92,651	159,051	155,919	98.0%
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	(121,471)	116,009	114,503	98.7%
TOTAL OPERATING REVENUES	1,701,767	(96,226)	1,605,541	1,616,918	100.7%
OPERATING EXPENSES					
Salaries and compensation	299,871	132,101	431,972	390,861	90.5%
Fringe benefits	68,301	17,419	85,720	71,040	82.9%
Supplies and services	1,851,781	215,076	2,066,857	905,272	43.8%
Travel	221,180	(113,539)	107,641	21,577	20.0%
Utilities	10,430	300	10,730	4,217	39.3%
Insurance	-	-	-		
Scholarships	60,500	27,331	87,831	62,352	71.0%
Depreciation	-				
TOTAL OPERATING EXPENSES	2,512,063	278,688	2,790,751	1,455,319	52.1%
OPERATING GAIN / (LOSS)	(810,296)	(374,914)	(1,185,210)	161,599	-13.6%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations				-	
State appropriations - capital				-	
Grants				-	
Gifts	237,133	92,034	329,167	299,146	90.9%
Investment income				-	
Interest on capital related debt				-	
Capital	(28,000)	(30,165)	(58,165)	(31,749)	54.6%
Other					
NET NON-OPERATING REVENUES	209,133	61,869	271,002	267,397	98.7%
INCOME (LOSS) BEFORE TRANSFERS	(601,163)	(313,045)	(914,208)	428,996	-46.9%
TRANSFERS IN (OUT)					
Debt service					
Other	688,853	(562,291)	126,562	122,898	97.1%
Transfer to Aux from E&G					
TOTAL TRANSFERS IN (OUT)	688,853	(562,291)	126,562	122,898	97.1%
INCREASE (DECREASE) IN NET POSITION	87,690	(875,336)	(787,646)	551,894	
OTHER					
Prior year funds		787,646	787,646		0.0%
	\$ 87,690	\$ (87,690)	\$ -	\$ 551,894	

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

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	(481,388)	\$ 508,192	\$ 519,086	102.1%
Less: Scholarship allowances					
Housing	5,543,004	264,690	5,807,694	5,866,449	101.0%
Less: Scholarship allowances					
Food service	3,894,217	(169,895)	3,724,322	3,520,090	94.5%
Less: Scholarship allowances					
Bookstore	173,200	(7,200)	166,000	153,054	92.2%
Less: Scholarship allowances					
Other auxiliary enterprises	164,458	(100,851)	63,607	69,031	108.5%
Less: Scholarship allowances	-				
Other operating revenues	-				
TOTAL OPERATING REVENUES	10,764,459	(494,644)	10,269,815	10,127,710	98.6%
OPERATING EXPENSES					
Salaries and compensation	2,864,777	(88,965)	2,775,812	2,717,627	97.9%
Fringe benefits	1,211,582	(61,030)	1,150,552	1,099,615	95.6%
Supplies and services	5,210,723	(576,239)	4,634,484	3,957,175	85.4%
Travel	359,400	73,521	432,921	417,821	96.5%
Utilities	1,107,509	13,107	1,120,616	1,085,485	96.9%
Insurance	-	171,557	171,557	156,039	91.0%
Scholarships	3,550,031	(70,700)	3,479,331	3,318,035	95.4%
Depreciation					
TOTAL OPERATING EXPENSES	14,304,022	(538,749)	13,765,273	12,751,797	92.6%
OPERATING GAIN / (LOSS)	(3,539,563)	44,105	(3,495,458)	(2,624,087)	75.1%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	-			-	
State appropriations - capital	-			-	
Grants	-			-	
Gifts				-	
Investment income	279,500	(27,100)	252,400	205,884	81.6%
Interest on capital related debt				-	
Capital	(5,000)	(173,300)	(178,300)	(174,235)	97.7%
Other					
NET NON-OPERATING REVENUES	274,500	(200,400)	74,100	31,649	42.7%
INCOME (LOSS) BEFORE TRANSFERS	(3,265,063)	(156,295)	(3,421,358)	(2,592,438)	75.8%
TRANSFERS IN (OUT)					
Debt service	(3,995,473)	447,732	(3,547,741)	(3,547,741)	100.0%
Other	(195,604)	415,712	220,108	199,570	90.7%
Transfer to Aux from E&G	-	6,000,000	6,000,000	6,000,000	
TOTAL TRANSFERS IN (OUT)	(4,191,077)	6,863,444	2,672,367	2,651,829	99.2%
INCREASE (DECREASE) IN NET POSITION	(7,456,140)	6,707,149	(748,991)	59,391	-7.9%
OTHER					
Prior year funds		97,211	97,211		
	\$ (7,456,140)	\$ 6,804,360	\$ (651,780)	\$ 59,391	

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

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	4,049,419	4,073,814	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	4,574,390	4,907,566	4,786,926	97.5%
OPERATING EXPENSES						
Salaries and compensation		89,238	31,986	121,224	124,865	103.0%
Fringe benefits		27,119	7,780	34,899	33,555	96.1%
Supplies and services		163,049	1,085,599	1,248,648	627,527	50.3%
Travel		10,478	(200)	10,278	1,218	11.9%
Utilities			540	540	761	140.9%
Insurance						
Scholarships		8,417,774	2,029,652	10,447,426	9,074,033	86.9%
Depreciation						
TOTAL OPERATING EXPENSES		8,707,658	3,155,357	11,863,015	9,861,959	83.1%
OPERATING GAIN / (LOSS)		(8,374,482)	1,419,033	(6,955,449)	(5,075,033)	73.0%
NON-OPERATING REVENUES (EXPENSES)						
State appropriations					-	
State appropriations - capital		-				
Grants		8,764,988	7,851,891	16,616,879	12,423,358	74.8%
Gifts					-	
Investment income						
Interest on capital related debt						
Capital		-	(8,414,198)	(8,414,198)	(5,857,370)	69.6%
Other		-				
NET NON-OPERATING REVENUES		8,764,988	(562,307)	8,202,681	6,565,988	80.0%
INCOME (LOSS) BEFORE TRANSFERS		390,506	856,726	1,247,232	1,490,955	119.5%
TRANSFERS IN (OUT)						
Debt service						
Other		(390,506)	(933,876)	(1,324,382)	(1,313,686)	99.2%
Transfer to Aux from E&G						
TOTAL TRANSFERS IN (OUT)		(390,506)	(933,876)	(1,324,382)	(1,313,686)	99.2%
INCREASE (DECREASE) IN NET POSITION		-	(77,150)	(77,150)	177,269	-229.8%
OTHER						
Prior year funds			77,150	77,150		0.0%
	\$	-	\$ -	\$ -	\$ 177,269	

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

Attachment #1

	Plant				Percentage of
	Original Budget	Adjustments	Revised Budget	Actual	Total
OPERATING REVENUE					
Student Tuition and Fees					
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts	-	\$ 275,000	\$ 275,000	\$ 275,000	100.0%
Sales and service of educational departments					
Auxiliary enterprises:					
Athletics					
Less: Scholarship allowances					
Housing					
Less: Scholarship allowances					
Food service					
Less: Scholarship allowances					
Bookstore					
Less: Scholarship allowances					
Other auxiliary enterprises					
Less: Scholarship allowances					
Other operating revenues	-	18,000	18,000	18,000	100.0%
TOTAL OPERATING REVENUES	-	293,000	293,000	293,000	100.0%
OPERATING EXPENSES					
Salaries and compensation					
Fringe benefits					
Supplies and services	\$ 10,000	\$ 573,931	\$ 583,931	\$ 558,830	95.7%
Travel					
Utilities		1,200	1,200	1,082	90.2%
Insurance					
Scholarships					
Depreciation (Est)		5,150,000	5,150,000	5,150,000	
TOTAL OPERATING EXPENSES	10,000	5,725,131	5,735,131	5,709,912	99.6%
OPERATING GAIN / (LOSS)	(10,000)	(5,432,131)	(5,442,131)	(5,416,912)	99.5%
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)	(1,802,746)	98.8%
Capital	(300,000)	(3,081,049)	(3,381,049)	(2,670,106)	79.0%
Other	(2,680,907)	458,969	(2,221,938)	-	0.0%
NET NON-OPERATING REVENUES	(4,795,450)	(2,631,767)	(7,427,217)	(4,472,852)	60.2%
INCOME (LOSS) BEFORE TRANSFERS	(4,805,450)	(8,063,898)	(12,869,348)	(9,889,764)	76.8%
TRANSFERS IN (OUT)					
Debt service	4,495,450	(447,732)	4,047,718	4,047,718	100.0%
Other	500,000	3,012,907	3,512,907	3,512,909	100.0%
Transfer to Aux from E&G					
TOTAL TRANSFERS IN (OUT)	4,995,450	2,565,175	7,560,625	7,560,627	100.0%
INCREASE (DECREASE) IN NET POSITION	190,000	(5,498,723)	(5,308,723)	(2,329,137)	43.9%
OTHER					
Prior year funds		71,286	71,286	-	0.0%
	\$ 190,000	\$ (5,427,437)	\$ (5,237,437)	\$ (2,329,137)	

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

Attachment #1

TOTAL - ALL FUNDS					
	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	34,751,404	(1,834,661)	\$ 32,916,743	\$ 33,218,302	100.9%
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	4,049,419	4,073,814	4,071,814	100.0%
Non-governmental grants and contracts	13,000	888,820	901,820	879,025	97.5%
Sales and service of educational departments	239,500	126,979	366,479	346,266	94.5%
Auxiliary enterprises:					
Athletics	989,580	(481,388)	508,192	519,086	102.1%
Less: Scholarship allowances					
Housing	5,543,004	264,690	5,807,694	5,866,449	101.0%
Less: Scholarship allowances					
Food service	3,894,217	(169,895)	3,724,322	3,520,090	94.5%
Less: Scholarship allowances					
Bookstore	173,200	(7,200)	166,000	153,054	92.2%
Less: Scholarship allowances					
Other auxiliary enterprises	164,458	(100,851)	63,607	69,031	108.5%
Less: Scholarship allowances					
Other operating revenues	293,680	(102,942)	190,738	192,314	100.8%
TOTAL OPERATING REVENUES	46,382,219	2,605,197	48,987,416	49,007,593	100.0%
OPERATING EXPENSES					
Salaries and compensation	27,436,537	(211,689)	27,224,848	26,655,696	97.9%
Fringe benefits	10,062,704	(79,540)	9,983,164	9,630,450	96.5%
Supplies and services	12,757,635	720,873	13,478,508	10,290,408	76.3%
Travel	875,603	(198,812)	676,791	463,293	68.5%
Utilities	2,560,936	(272,645)	2,288,291	2,080,577	90.9%
Insurance		427,557	427,557	411,184	96.2%
Scholarships	20,351,891	1,736,617	22,088,508	20,404,056	92.4%
Depreciation	-	5,150,000	5,150,000	5,150,000	
TOTAL OPERATING EXPENSES	74,045,306	7,272,361	81,317,667	75,085,664	92.3%
OPERATING GAIN / (LOSS)	(27,663,087)	(4,667,164)	(32,330,251)	(26,078,071)	80.7%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	17,751,987	1,901,679	19,653,666	19,653,666	100.0%
State appropriations - capital	-	1,985,243	1,985,243	1,985,243	100.0%
Grants	8,764,988	7,851,891	16,616,879	12,423,358	74.8%
Gifts	1,768,239	2,171,953	3,940,192	3,786,696	96.1%
Investment income	426,202	(112,100)	314,102	250,506	79.8%
Interest on capital related debt	(1,814,543)	(9,687)	(1,824,230)	(1,802,746)	98.8%
Capital	(518,500)	(11,748,700)	(12,267,200)	(8,938,426)	72.9%
Other	(2,680,907)	458,969	(2,221,938)	-	0.0%
NET NON-OPERATING REVENUES	23,697,466	2,499,248	26,196,714	27,358,297	104.4%
INCOME (LOSS) BEFORE TRANSFERS	(3,965,621)	(2,167,916)	(6,133,537)	1,280,226	-20.9%
TRANSFERS IN (OUT)					
Debt service	-	-	-	-	
Other	-	-	-	-	
Transfer to Aux from E&G	-	-	-	-	
TOTAL TRANSFERS IN (OUT)	-	-	-	-	
INCREASE (DECREASE) IN NET POSITION	(3,965,621)	(2,167,916)	(6,133,537)	1,280,226	-20.9%
OTHER					
Prior year funds	-	1,098,721	1,098,721	-	0.0%
\$ (3,965,621) \$ (1,069,195) \$ (5,034,816) \$ 1,280,226					

Missouri Western State University
Statement of Cash Position
June 30, 2021

Fund	06/30/2021 Available Balance	06/30/2020 Available Balance	06/30/2019 Available Balance
Operating, Auxiliary, Agency, Payroll & Petty Cash	\$ 14,938,331	\$ 12,312,264	\$ 8,613,962
Auxiliary System Revenue Bond Funds	300,000	300,000	300,000
Loan Funds	82,483	82,483	82,483
TOTAL FUNDS INVESTED	<u>\$ 15,320,814</u>	<u>\$ 12,694,747</u>	<u>\$ 8,996,445</u>

Statement of Cash Position

Missouri Western State University
Schedule of Funds Invested
June 30, 2021

OPERATING FUND	YIELD	AMOUNT	BANK
Checking Account-Operating	0.02%	250,004	Citizens Bank
Checking Account-Other	0.02%	14,683,477	Citizens Bank
Checking Account-Other	0.00%	-	Citizens Bank
Miscellaneous Petty Cash/Change Funds	0.00%	4,850	Campus Locations
<i>TOTAL OPERATING, AUXILIARY & AGENCY FUNDS</i>		<u>14,938,331</u>	
AUXILIARY SYSTEM REVENUE BONDS			
Repair & Replacement Reserve	0.02%	300,000	Citizens Bank
<i>TOTAL AUXILIARY SYSTEM REVENUE BOND FUNDS</i>		<u>300,000</u>	
INSTITUTIONAL LOAN FUND			
Checking Account	0.02%	82,483	Citizens Bank
<i>TOTAL LOAN FUNDS</i>		<u>82,483</u>	
TOTAL FUNDS INVESTED		<u>\$ 15,320,814</u>	

Average Interest Rate

June 2021 - 0.02%

June 2020 - 0.50%

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2022
(As of July 31, 2021)

Attachment #4

TOTAL - ALL FUNDS					
	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	30,944,637	-	\$ 30,944,637	\$ 14,945,627	48.3%
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts	2,470,867	(61,439)	2,409,428	-	0.0%
State grants and contracts	160,700	(3,018)	157,682	-	0.0%
Non-governmental grants and contracts	85,705	(4,295)	81,410	-	0.0%
Sales and service of educational departments	297,688	-	297,688	66,140	22.2%
Auxiliary enterprises:					
Athletics	1,549,979	-	1,549,979	237,989	15.4%
Less: Scholarship allowances					
Housing	6,044,727	-	6,044,727	2,658,088	44.0%
Less: Scholarship allowances					
Food service	3,558,490	-	3,558,490	1,637,803	46.0%
Less: Scholarship allowances					
Bookstore	167,680	-	167,680	-	0.0%
Less: Scholarship allowances					
Other auxiliary enterprises	139,206	-	139,206	4,618	3.3%
Less: Scholarship allowances					
Other operating revenues	387,191	(246,716)	140,475	37,595	26.8%
TOTAL OPERATING REVENUES	45,806,870	(315,468)	45,491,402	19,587,860	43.1%
OPERATING EXPENSES					
Salaries and compensation	26,382,048	(102,275)	26,279,773	1,395,300	5.3%
Fringe benefits	9,978,700	(26,055)	9,952,645	499,723	5.0%
Supplies and services	13,997,298	324,453	14,321,751	2,332,913	16.3%
Travel	795,405	49,476	844,881	9,205	1.1%
Utilities	2,479,820	3,203	2,483,023	64,025	2.6%
Insurance	586,522	4,768	591,290	128,741	21.8%
Scholarships	21,017,139	-	21,017,139	7,566	0.0%
Depreciation	1,349,579	-	1,349,579	-	
TOTAL OPERATING EXPENSES	76,586,511	253,570	76,840,081	4,437,473	5.8%
OPERATING GAIN / (LOSS)	(30,779,641)	(569,038)	(31,348,679)	15,150,387	-48.3%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	19,256,855	-	19,256,855	1,671,274	8.7%
State appropriations - capital	2,322,497	-	2,322,497	193,541	8.3%
Grants	8,758,197	-	8,758,197	-	0.0%
Gifts	2,106,396	172,673	2,279,069	58,402	2.6%
Investment income	297,050	-	297,050	1,340	0.5%
Interest on capital related debt	(1,746,577)	-	(1,746,577)	(14,732)	0.8%
Capital	(210,500)	(154,786)	(365,286)	(764,930)	209.4%
Other	-	-	-	-	0.0%
NET NON-OPERATING REVENUES	30,783,918	17,887	30,801,805	1,144,895	3.7%
INCOME (LOSS) BEFORE TRANSFERS	4,277	(551,151)	(546,874)	16,295,282	-2979.7%
TRANSFERS IN (OUT)					
Debt service	-	-	-	-	
Other	-	-	-	-	
Transfer to Aux from E&G	-	-	-	-	
TOTAL TRANSFERS IN (OUT)	-	-	-	-	
INCREASE (DECREASE) IN NET POSITION	4,277	(551,151)	(546,874)	16,295,282	-2979.7%
OTHER					
Prior year funds	-	446,015	446,015	-	0.0%
\$ 4,277	\$ (105,136)	\$ (100,859)	\$ 16,295,282	-16156.5%	

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

Fund	07/31/2021 Available Balance	07/31/2020 Available Balance	07/31/2019 Available Balance
Operating, Auxiliary, Agency, Payroll & Petty Cash	\$ 12,035,558	\$ 6,796,535	\$ 6,289,456
Auxiliary System Revenue Bond Funds	300,000	300,000	300,000
Loan Funds	82,483	82,483	82,483
TOTAL FUNDS INVESTED	<u>\$ 12,418,041</u>	<u>\$ 7,179,018</u>	<u>\$ 6,671,939</u>

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

OPERATING FUND	YIELD	AMOUNT	BANK
Checking Account-Operating	0.04%	250,008	Citizens Bank
Checking Account-Other	0.04%	11,763,576	Citizens Bank
Checking Account-Other	0.00%	17,124	Citizens Bank
Miscellaneous Petty Cash/Change Funds	0.00%	4,850	Campus Locations
<i>TOTAL OPERATING, AUXILIARY & AGENCY FUNDS</i>		<u>12,035,558</u>	
AUXILIARY SYSTEM REVENUE BONDS			
Repair & Replacement Reserve	0.04%	300,000	Citizens Bank
<i>TOTAL AUXILIARY SYSTEM REVENUE BOND FUNDS</i>		<u>300,000</u>	
INSTITUTIONAL LOAN FUND			
Checking Account	0.04%	82,483	Citizens Bank
<i>TOTAL LOAN FUNDS</i>		<u>82,483</u>	
TOTAL FUNDS INVESTED		<u>\$ 12,418,041</u>	

Average Interest Rate

July 2021 - 0.04%

July 2020 - 0.50%

Board of Governors

(Personnel, Finance, and Operations Committee)

August 12, 2021



Financial Update

Fiscal Year 2020-2021



Budget to Actual

FY2021 – Educational & General (Undesignated)

(as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	\$ 33,353,517	\$ (1,767,255)	\$ 31,586,262	\$ 31,871,806	100.9%
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts	-	61,075	61,075	61,075	100.0%
Sales and service of educational departments	173,100	34,328	207,428	190,347	91.8%
Auxiliary enterprises:					
Athletics					
Housing					
Food service					
Bookstore					
Other auxiliary enterprises					
Other operating revenues	56,200	\$29	56,229	59,811	105.4%
TOTAL OPERATING REVENUES	33,582,817	(1,671,323)	31,911,494	32,183,039	100.9%



Budget to Actual

FY2021 – Educational & General (Undesignated)

(as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING EXPENSES					
Salaries and compensation	24,182,651	(286,811)	23,895,840	23,422,343	98.0%
Fringe benefits	8,755,702	(43,709)	8,711,993	8,426,240	96.7%
Supplies and services	5,522,082	(577,494)	4,944,588	4,241,604	85.8%
Travel	445,225	(319,274)	125,951	22,677	18.0%
Utilities	1,442,997	(287,792)	1,155,205	989,032	85.6%
Insurance	-	256,000	256,000	255,145	99.7%
Scholarships	8,162,906	(88,986)	8,073,920	7,949,636	98.5%
Depreciation	-				
TOTAL OPERATING EXPENSES	48,511,563	(1,348,066)	47,163,497	45,306,677	96.1%
OPERATING GAIN / (LOSS)	(14,928,746)	(323,257)	(15,252,003)	(13,123,638)	86.0%



Budget to Actual

FY2021 – Educational & General (Undesignated)

(as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	17,751,987	1,901,679	19,653,666	19,653,666	100.0%
State appropriations - capital	-	1,985,243	1,985,243	1,985,243	100.0%
Grants					
Gifts	1,531,106	2,079,919	3,611,025	3,487,550	96.6%
Investment income	146,702	(85,000)	61,702	44,622	72.3%
Interest on capital related debt					
Capital	(185,500)	(49,988)	(235,488)	(204,966)	87.0%
Other					
NET NON-OPERATING REVENUES	19,244,295	5,831,853	25,076,148	24,966,115	99.6%
INCOME (LOSS) BEFORE TRANSFERS	4,315,549	5,508,596	9,824,145	11,842,477	120.5%



Budget to Actual

FY2021 – Educational & General (Undesignated)

(as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
TRANSFERS IN (OUT)					
Debt service	(499,977)	-	(499,977)	(499,977)	100.0%
Other	(602,743)	(1,932,452)	(2,535,195)	(2,521,691)	99.5%
Transfer to Aux from E&G	-	(6,000,000)	(6,000,000)	(6,000,000)	100.0%
TOTAL TRANSFERS IN (OUT)	(1,102,720)	(7,932,452)	(9,035,172)	(9,021,668)	99.9%
INCREASE (DECREASE) IN NET POSITION	3,212,829	(2,423,856)	788,973	2,820,809	357.5%
OTHER					
Prior year funds	-	65,428	65,428	-	0%
	\$ 3,212,829	\$ (2,358,428)	\$ 854,401	\$ 2,820,809	



Budget to Actual FY2021 – Educational & General (Designated) (as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	\$ 1,397,887	\$ (67,406)	\$ 1,330,481	\$ 1,346,496	101.2%
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts					
Sales and service of educational departments	66,400	92,651	159,051	155,919	98.0%
Auxiliary enterprises:					
Athletics					
Housing					
Food service					
Bookstore					
Other auxiliary enterprises					
Other operating revenues	237,480	(121,471)	116,009	114,503	98.7%
TOTAL OPERATING REVENUES	1,701,767	(96,226)	1,605,541	1,616,918	100.7%



Budget to Actual FY2021 – Educational & General (Designated) (as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING EXPENSES					
Salaries and compensation	299,871	132,101	431,972	390,861	90.5%
Fringe benefits	68,301	17,419	85,720	71,040	82.9%
Supplies and services	1,851,781	215,076	2,066,857	905,272	43.8%
Travel	221,180	(113,539)	107,641	21,577	20.0%
Utilities	10,430	300	10,730	4,217	39.3%
Insurance					
Scholarships	60,500	27,331	87,831	62,352	71.0%
Depreciation	-				
TOTAL OPERATING EXPENSES	2,512,063	278,688	2,790,751	1,455,319	52.1%
OPERATING GAIN / (LOSS)	(810,296)	(374,914)	(1,185,210)	161,599	-13.6%



Budget to Actual FY2021 – Educational & General (Designated) (as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
NON-OPERATING REVENUES (EXPENSES)					
State appropriations				-	
State appropriations - capital				-	
Grants				-	
Gifts	237,133	92,034	329,167	299,146	90.9%
Investment income				-	
Interest on capital related debt				-	
Capital	(28,000)	(30,165)	(58,165)	(31,749)	54.6%
Other					
NET NON-OPERATING REVENUES	209,133	61,869	271,002	267,397	98.7%
INCOME (LOSS) BEFORE TRANSFERS	(601,163)	(313,045)	(914,208)	428,996	-46.9%



Budget to Actual FY2021 – Educational & General (Designated) (as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
TRANSFERS IN (OUT)					
Debt service					
Other	688,853	(562,291)	126,562	122,898	97.1%
Transfer to Aux from E&G					
TOTAL TRANSFERS IN (OUT)	688,853	(562,291)	126,562	122,898	97.1%
INCREASE (DECREASE) IN NET POSITION	87,690	(875,336)	(787,646)	551,894	
OTHER					
Prior year funds		787,646	787,646		0.0%
	\$ 87,690	\$ (87,690)	\$ -	\$ 551,894	



Budget to Actual FY2021 – Auxiliary (as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees					
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts					
Sales and service of educational departments					
Auxiliary enterprises:					
Athletics	\$ 989,580	\$ (481,388)	\$ 508,192	\$ 519,086	102.1%
Housing	5,543,004	264,690	5,807,694	5,866,449	101.0%
Food service	3,894,217	(169,895)	3,724,322	3,520,090	94.5%
Bookstore	173,200	(7,200)	166,000	153,054	92.2%
Other auxiliary enterprises	164,458	(100,851)	63,607	69,031	108.5%
Other operating revenues	-				
TOTAL OPERATING REVENUES	10,764,459	(494,644)	10,269,815	10,127,710	98.6%



Budget to Actual FY2021 – Auxiliary (as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING EXPENSES					
Salaries and compensation	2,864,777	(89,965)	2,775,812	2,717,627	97.9%
Fringe benefits	1,211,582	(61,030)	1,150,552	1,099,615	95.6%
Supplies and services	5,210,723	(576,239)	4,634,484	3,957,175	85.4%
Travel	359,400	73,521	432,921	417,821	96.5%
Utilities	1,107,509	13,107	1,120,616	1,085,485	96.9%
Insurance	-	171,557	171,557	156,039	91.0%
Scholarships	3,550,031	(70,700)	3,479,331	3,318,035	95.4%
Depreciation					
TOTAL OPERATING EXPENSES	14,304,022	(538,749)	13,765,273	12,751,797	92.6%
OPERATING GAIN / (LOSS)	(3,539,563)	44,105	(3,495,458)	(2,624,087)	75.1%



Budget to Actual FY2021 – Auxiliary (as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	-	-	-	-	-
State appropriations - capital	-	-	-	-	-
Grants	-	-	-	-	-
Gifts	-	-	-	-	-
Investment income	279,500	(27,100)	252,400	205,884	81.6%
Interest on capital related debt	-	-	-	-	-
Capital	(5,000)	(173,300)	(178,300)	(174,235)	97.7%
Other	-	-	-	-	-
NET NON-OPERATING REVENUES	274,500	(200,400)	74,100	31,649	42.7%
INCOME (LOSS) BEFORE TRANSFERS	(3,265,063)	(156,295)	(3,421,358)	(2,592,438)	75.8%



Budget to Actual FY2021 – Auxiliary (as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
TRANSFERS IN (OUT)					
Debt service	(3,995,473)	447,732	(3,547,741)	(3,547,741)	100.0%
Other	(195,604)	415,712	220,108	199,570	90.7%
Transfer to Aux from E&G	-	6,000,000	6,000,000	6,000,000	-
TOTAL TRANSFERS IN (OUT)	(4,191,077)	6,863,444	2,672,367	2,651,829	99.2%
INCREASE (DECREASE) IN NET POSITION	(7,456,140)	6,707,149	(748,991)	59,391	-7.9%
OTHER					
Prior year funds	-	97,211	97,211	-	-
	\$ (7,456,140)	\$ 6,804,360	\$ (651,780)	\$ 59,391	



Budget to Actual FY2021 – Restricted (as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	-	-	-	-	-
Federal grants and contracts	\$ 295,781	\$ (27,774)	\$ 268,007	\$ 172,162	64.2%
State grants and contracts	24,395	4,049,419	4,073,814	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	-	-	-	-	-
Housing	-	-	-	-	-
Food service	-	-	-	-	-
Bookstore	-	-	-	-	-
Other auxiliary enterprises	-	-	-	-	-
Other operating revenues	-	-	-	-	-
TOTAL OPERATING REVENUES	333,176	4,574,390	4,907,566	4,786,926	97.5%



Budget to Actual FY2021 – Restricted (as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING EXPENSES					
Salaries and compensation	89,238	31,986	121,224	124,865	103.0%
Fringe benefits	27,119	7,780	34,899	35,555	96.1%
Supplies and services	163,049	1,085,599	1,248,648	627,527	50.3%
Travel	10,478	(200)	10,278	1218	11.9%
Utilities	-	540	540	761	140.9%
Insurance	-	-	-	-	-
Scholarships	8,417,774	2,029,652	10,447,426	9,074,033	86.9%
Depreciation	-	-	-	-	-
TOTAL OPERATING EXPENSES	8,707,658	3,155,357	11,863,015	9,861,959	83.1%
OPERATING GAIN / (LOSS)	(8,374,482)	1,419,033	(6,955,449)	(5,075,033)	73.0%



Budget to Actual FY2021 – Restricted (as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	-	-	-	-	-
State appropriations - capital	-	-	-	-	-
Grants	8,764,988	7,851,891	16,616,879	12,423,358	74.8%
Gifts	-	-	-	-	-
Investment income	-	-	-	-	-
Interest on capital related debt	-	-	-	-	-
Capital	-	(8,414,198)	(8,414,198)	(5,857,370)	69.6%
Other	-	-	-	-	-
NET NON-OPERATING REVENUES	8,764,988	(562,307)	8,202,681	6,565,988	80.0%
INCOME (LOSS) BEFORE TRANSFERS	390,506	856,726	1,247,232	1,490,955	119.5%



Budget to Actual FY2021 – Restricted (as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
TRANSFERS IN (OUT)					
Debt service	(390,506)	(933,876)	(1,324,382)	(1,313,686)	99.2%
Other	-	-	-	-	-
Transfer to Aux from E&G	-	-	-	-	-
TOTAL TRANSFERS IN (OUT)	(390,506)	(933,876)	(1,324,382)	(1,313,686)	99.2%
INCREASE (DECREASE) IN NET POSITION	-	(77,150)	(77,150)	177,269	-229.8%
OTHER					
Prior year funds	-	77,150	77,150	-	0.0%
	\$ -	\$ -	\$ -	\$ 177,269	



Budget to Actual

FY2021 – Plant

(as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees					
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					
Housing					
Food service					
Bookstore					
Other auxiliary enterprises					
Other operating revenues	-	18,000	18,000	18,000	100.0%
TOTAL OPERATING REVENUES	-	293,000	293,000	293,000	100.0%



Budget to Actual

FY2021 – Plant

(as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING EXPENSES					
Salaries and compensation					
Fringe benefits					
Supplies and services	\$ 10,000	\$ 573,931	\$ 583,931	\$ 558,830	95.7%
Travel					
Utilities		1,200	1,200	1,082	90.2%
Insurance					
Scholarships					
Depreciation		5,150,000	5,150,000	5,150,000	
TOTAL OPERATING EXPENSES	10,000	5,725,131	5,735,131	5,709,912	99.6%
OPERATING GAIN / (LOSS)	(10,000)	(5,432,131)	(5,442,131)	(5,416,912)	99.5%



Budget to Actual

FY2021 – Plant

(as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
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)	(1,802,746)	98.8%
Capital	(300,000)	(3,081,049)	(3,381,049)	(2,670,106)	79.0%
Other	(2,680,907)	458,969	(2,221,938)	-	0.0%
NET NON-OPERATING REVENUES	(4,795,450)	(2,631,767)	(7,427,217)	(4,472,852)	60.2%
INCOME (LOSS) BEFORE TRANSFERS	(4,805,450)	(8,063,898)	(12,869,348)	(9,889,764)	76.8%



Budget to Actual

FY2021 – Plant

(as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
TRANSFERS IN (OUT)					
Debt service	4,495,450	(447,732)	4,047,718	4,047,718	100.0%
Other	500,000	3,012,907	3,512,907	3,512,909	100.0%
Transfer to Aux from E&G					
TOTAL TRANSFERS IN (OUT)	4,995,450	2,565,175	7,560,625	7,560,627	100.0%
INCREASE (DECREASE) IN NET POSITION	190,000	(5,498,723)	(5,308,723)	(2,329,137)	43.9%
OTHER					
Prior year funds		71,286	71,286	-	0.0%
	\$ 190,000	\$ (5,427,437)	\$ (5,237,437)	\$ (2,329,137)	



Budget to Actual

FY2021 – All Funds

(as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	\$ 34,751,404	\$ (1,834,661)	\$ 32,916,743	\$ 33,218,302	100.9%
Federal grants and contracts	295,781	(27,774)	268,007	172,162	64.2%
State grants and contracts	24,395	4,049,419	4,073,814	4,071,814	100.0%
Non-governmental grants and contracts	13,000	888,820	901,820	879,025	97.5%
Sales and service of educational departments	239,500	126,979	366,479	346,266	94.5%
Auxiliary enterprises:					
Athletics	989,580	(481,388)	508,192	519,086	102.1%
Housing	5,543,004	264,690	5,807,694	5,866,449	101.0%
Food service	3,894,217	(169,895)	3,724,322	3,520,090	94.5%
Bookstore	173,200	(7,200)	166,000	153,054	92.2%
Other auxiliary enterprises	164,458	(100,851)	63,607	69,031	108.5%
Other operating revenues	293,680	(102,942)	190,738	192,314	100.8%
TOTAL OPERATING REVENUES	46,382,219	2,605,197	48,987,416	49,007,593	100.0%



Budget to Actual

FY2021 – All Funds

(as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING EXPENSES					
Salaries and compensation	27,436,537	(211,689)	27,224,848	26,655,696	97.9%
Fringe benefits	10,062,704	(79,540)	9,983,164	9,630,450	96.5%
Supplies and services	12,757,635	720,873	13,478,508	10,290,408	76.3%
Travel	875,603	(198,812)	676,791	463,293	68.5%
Utilities	2,560,936	(272,645)	2,288,291	2,080,577	90.9%
Insurance		427,557	427,557	411,184	96.2%
Scholarships	20,351,891	1,736,617	22,088,508	20,404,056	92.4%
Depreciation	-	5,150,000	5,150,000	5,150,000	
TOTAL OPERATING EXPENSES	74,045,306	7,727,361	81,317,667	75,085,664	92.3%
OPERATING GAIN / (LOSS)	(27,663,087)	(4,667,164)	(32,330,251)	(26,078,071)	80.7%



Budget to Actual FY2021 – All Funds (as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	17,751,987	1,901,679	19,653,666	19,653,666	100.0%
State appropriations - capital	-	1,985,243	1,985,243	1,985,243	100.0%
Grants	8,764,988	7,851,891	16,616,879	12,423,358	74.8%
Gifts	1,768,239	2,171,953	3,940,192	3,786,696	96.1%
Investment income	426,202	(112,100)	314,102	250,506	79.8%
Interest on capital related debt	(1,814,543)	(9,687)	(1,824,230)	(1,802,746)	98.8%
Capital	(518,500)	(11,748,700)	(12,267,200)	(8,938,426)	72.9%
Other	(2,680,907)	458,969	(2,221,938)	-	0.0%
NET NON-OPERATING REVENUES	23,697,466	2,499,248	26,196,714	27,358,297	104.4%
INCOME (LOSS) BEFORE TRANSFERS	(3,965,621)	(2,167,916)	(6,133,537)	1,280,226	-20.9%

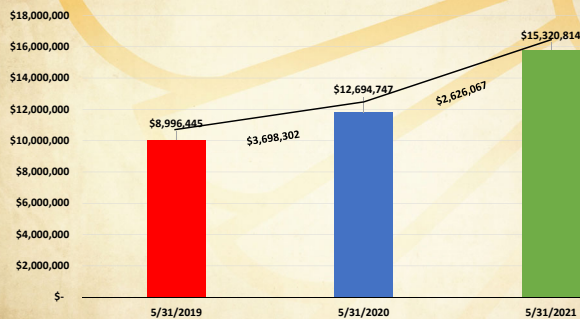


Budget to Actual FY2021 – All Funds (as of 6-30-2021/Unaudited)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
TRANSFERS IN (OUT)					
Debt service	-	-	-	-	-
Other	-	-	-	-	-
Transfer to Aux from E&G	-	-	-	-	-
TOTAL TRANSFERS IN (OUT)	-	-	-	-	-
INCREASE (DECREASE) IN NET POSITION	(3,965,621)	(2,167,916)	(6,133,537)	1,280,226	-20.9%
OTHER					
Prior year funds	-	1,098,721	1,098,721	-	0.0%
\$ (3,965,621) \$ (1,069,195) \$ (5,034,816) \$ 1,280,226					



Cash Position



Motion to Approve FY2020-FY2021 Financial Report



Bid Requests (Approval needed)



Blum Union Kitchen Air Handler

•Rationale for Contract

- Due to COVID-19 and concerns with air quality in our buildings, there is a need to replace Blum Union Kitchen Air Handler unit.
- The current unit is unable to provide for the higher static pressure required due to the higher filtration requirements for the coronavirus mitigation.
- 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.
- All HVAC heating and cooling units on campus have been standardized by purchasing units directly from Daikin TMI, LLC.

•Recommendation to the Board

- Total amount for this project request is **\$197,239**.

•Questions/Comments

•Motion to Approve



FB21-047 Parking Lot Repairs Addendum

•Rationale for 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.
- 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.

•Recommendation to the Board

- Total amount for this project request is **\$838,265.00**.

•Questions/Comments

•Motion to Approve



Proposed Fiscal Year 2022 Budget



Tuition and Fees Fiscal Year 2021-2022



Tuition and Fees

- State of Missouri Guidelines
 - Higher Education Student Funding Act (HESFA)
- University Considerations



In-State Undergraduate Tuition Rate FY2021-2022

State of Missouri Guidelines

- Higher Education Student Funding Act (HESFA) – Senate Bill 389
 - ✓ Determines Allowable increase to In State Undergraduate Tuition and Fees
 - ✓ Based on the state universities tuition and fees and CPI
- Allowable increase for FY2021-2022
 - ✓ State average tuition and fees for FY2020-2021 was \$7,694.44
 - ✓ CPI to be used for FY2022 is 1.4%
 - ✓ MWSU's tuition and fees for FY2020-2021 was \$7,272.90
 - ✓ Allowed the full CPI increase of 1.4% or \$107.72
 - ✓ Allowed an additional increase for decrease state funding of \$369.03



FY2021-2022 Undergraduate In-State Tuition and Fees Proposal (Per HESFA Guidelines)

	Fiscal Year 2020-2021	Fiscal Year 2021-2022
	(Current)	[Proposed]
Tuition		
Per Semester Credit Hour		
Undergraduate Resident	\$ 220.00	\$ 230.00
Mandatory Fees		
Max Experience (per cr)	5.00	6.00
SGA Fee (per cr)	3.75	3.75
Facilities Access Fee (per cr)	12.00	13.00
Instr Support & Technology Fee (per cr)	1.68	5.57
Instr Support & Technology Fee - Online (per cr)	75.00	50.00



FY2021-2022 Example In-State Student (Per HESFA Guidelines)

	Fiscal Year 2020-2021 (Current)	Fiscal Year 2021-2022 [Proposed]
Credit Hours	30	
Undergraduate Resident Tuition	6,600.00	6,900.00
Max Experience (per credit hour)	150.00	180.00
SGA Fee (per credit hour)	112.50	112.50
Facilities Access Fee (per credit hour)	360.00	390.00
Instructional Support & Technology Fee (per credit hour)	50.40	167.10
Student Support Fee (per credit hour)	180.00	180.00
	\$ 7,452.90	\$ 7,929.60
Less Student Support Fee (per credit hour)	180.00	180.00
	\$ 7,272.90	\$ 7,749.60

*HESFA Cap - \$7,749.65



FY2021-2022 Tuition Rate Proposal

	Fiscal Year 2020-2021 (Current)	Fiscal Year 2021-2022 [Proposed]
Tuition		
Per Semester Credit Hour		
Undergraduate Resident	\$ 220.00	\$ 230.00
Undergraduate Resident - Online	220.00	230.00
Undergraduate Non-Resident	454.00	484.00
Undergraduate Non-Resident - Online	454.00	484.00
Undergraduate Resident - Law Academy	285.00	320.00
Undergraduate Non-Resident - Law Academy	300.00	350.00
Graduate and Professional Resident	363.00	380.00
Graduate and Professional Resident - Online	363.00	380.00
Graduate and Professional Non-Resident	650.00	650.00
Graduate and Professional Non-Resident - Online	412.00	430.00
Graduate MBA - Online	500.00	500.00
Graduate Prairie Lands Program	292.00	300.00



FY2021-2022 Mandatory Fees Proposal

	Fiscal Year 2020-2021 (Current)	Fiscal Year 2021-2022 [Proposed]
Mandatory Fees		
Max Experience (per cr)	\$ 5.00	\$ 6.00
SGA Fee (per cr)	3.75	3.75
Facilities Access Fee (per cr)	12.00	13.00
Instr Support & Technology Fee (per cr)	1.68	5.57
Instr Support & Technology Fee - Online (per cr)	75.00	50.00
Student Support Fee (per cr)	6.00	6.00



FY2021-2022 Program Fees

	Fiscal Year 2020-2021 (Current)	Fiscal Year 2021-2022 [Proposed]
Program Fees		
Per Semester Credit Hour		
Craig School of Business	\$ 56.00	\$ 60.00
Criminal Justice and Legal Studies	34.00	36.00
Education	47.00	50.00
Engineering Technology	53.00	56.00
Military Science	34.00	36.00
Communications	35.00	37.00
Psychology	35.00	37.00
Cinema	63.00	37.00
Humanities	35.00	37.00
Fine Arts	50.00	53.00
Biology	38.00	41.00
Chemistry	38.00	41.00
Computer Science/Math/Physics	38.00	41.00
School of Nursing	56.00	60.00
Honors College	31.00	33.00
Early College Academy	95.00	95.00



FY2021-2022 Laboratory Fees

	Fiscal Year 2020-2021 (Current)	Fiscal Year 2021-2022 [Proposed]
Laboratory Fees		
Per Individual Lab course		
Biology Lab Fee	\$ 80.00	\$ 80.00
Chemistry Lab Fee	100.00	100.00
Criminal Justice Lab Fee	40.00	40.00
Geography Lab Fee	45.00	45.00
HIF Virtual Lab Fee	100.00	100.00
Nursing Lab/Supplies	200.00	200.00
Engineering Technology Lab Fee	30.00	30.00
Physics Lab Fee	25.00	25.00
PTA Lab Fee	40.00	40.00



FY2021-2022 Course Fees

	Fiscal Year 2020-2021 (Current)	Fiscal Year 2021-2022 [Proposed]
Course Fees		
Per Individual course		
Developmental Course Fees	\$ 100.00	\$ 100.00
Coop Teaching Fees	100.00	100.00
Course Material Fees	10.00	10.00
Entrepreneurship Mindset Fee	50.00	50.00
HIM Jr. PPE Fee	86.00	86.00
HIM Sr. PPE Fee	13.00	13.00
Japan Study Abroad Fee	500.00	500.00
Journalism Technology Fee	50.00	50.00
Materials & Technology Fee	100.00	100.00
Materials Postage Fee	45.00	45.00
Simulation Fee	50.00	50.00
MSN Course Fee	38.00	46.00
Music Equipment Fee	50.00	50.00
Music Major General Fee	100.00	100.00
Music Major Instruction Fee	100.00	100.00
Music Material/Concert Fee	25.00	25.00



FY2021-2022 Course Fees

Course Fees

Per Individual course

	Fiscal Year 2020-2021	Fiscal Year 2021-2022
	(Current)	[Proposed]
Nursing & Testing Fee	235.00	243.00
PHIM Fee	38.00	46.00
PTA Participation Fee (various)	15 / 120 / 215	15 / 120 / 215
RN-BSN Course Fee	38.00	46.00
Scuba Supplemental Fee	250.00	250.00
Teaching Supervision Fee	450.00	450.00
TK20 Fee	110.00	110.00
Cinema Technology and Materials Fee	-	30.00
Applied Music Fee	100.00	100.00
Art Materials Fee -Painting/Print (various)	60 / 150	60 / 150
Art Materials Fee - Graphic Design	20.00	20.00
Art Materials Fee - Photography (various)	25/ 70 / 80	25/ 70 / 80
Art Materials Fee -Drawing 2-3D (various)	20 / 50 / 60	20 / 50 / 60
Art Materials Fee - Sculpture (various)	40 / 50 / 60	40 / 50 / 60
Art Materials Fee - Art History	20.00	20.00
Art Materials Fee - Ceramics	80.00	80.00
Art Materials Fee - Art Supply (various)	20 / 40	20 / 40
Art Materials Fee - Interactive Software	80.00	80.00
HPER Fee	10.00	10.00
Griffon Edge Fee	220.00	230.00

FY2021-2022 Housing Fees

Housing Fees

Fall and Spring semesters:

	Fiscal Year 2020-2021	Fiscal Year 2021-2022
	(Current)	[Proposed]
Scanlon Hall*	\$ 2,512.00	\$ 2,512.00
Scanlon Hall (Single, based upon availability)	3,394.00	3,394.00
Leaverton Hall**	2,878.00	2,878.00
Vaselakos Hall**	2,878.00	2,878.00
Beshars Hall***	3,666.00	3,666.00
Juda Hall****	3,774.00	3,774.00
Vartabedian Hall*****	100.00	120.00
Summer Housing (per week)	100.00	-
Housing Deposit (applied to account)	100.00	-
Housing Application Fee	-	50.00
Room Buyouts: [^]		
Scanlon Hall	700.00	700.00
Leaverton Hall	1,000.00	1,000.00
Vaselakos Hall	1,000.00	1,000.00

* Floors 1-3 – First Time/First Year Freshmen only; Floor 4 - Open

**First Year Freshmen through Seniors

***Sophomores through Seniors and/or 21 years of age

****Sophomores through Seniors

*****Sophomores through Seniors

[^]Room buyout is paying to occupy both sides of a double occupancy suite and is allowed based upon availability and generally only in the Spring semesters



FY2021-2022 Board Fees

Board Plans

Fall and Spring semesters:

	Fiscal Year 2020-2021	Fiscal Year 2021-2022
	(Current)	[Proposed]
All Access + \$100 Flex Plan	\$ 1,958.00	\$ 2,025.00
15 meals + \$300 Flex Plan	2,089.00	2,165.00
10 meals + \$500 Flex Plan	2,284.00	2,385.00
Declining Balance Flex Plan #1*	950.00	950.00
Declining Balance Flex Plan #2*	1,800.00	1,800.00
Commuter Plans:		
55 meal block	392.00	408.00
55 meal block + \$100 Flex Plan	506.00	526.00
25 meal block	196.00	204.00
25 meal block + \$100 Flex Plan	279.00	290.00
\$500 Flex Plan	500.00	500.00
Faculty/Staff Meal Plans:		
40 meal block	190.00	190.00
20 meal block	99.00	99.00
10 meal block	52.00	52.00

*Available only to students in Vartabedian Hall



FY2021-2022 Other Fees

Other Fees

	Fiscal Year 2019-2020	Fiscal Year 2019-2020
	(Current)	[Proposed]
Graduation Fee	\$ 10.00 / 40.00 / 80.00	\$ 10.00 / 40.00 / 80.00
Late Graduation Fee	25.00	25.00
Payment Plan Fee	50.00	50.00
Payment Late Fee	100.00	100.00
Non-sufficient Funds Fee	25.00	50.00
International Application Fee	50.00	50.00
International Orientation Fee	80.00	100.00
Graduate Application Fee	45.00	45.00
Nursing Application Fee	30.00 / 100.00	30.00 / 100.00
Duplicate Diploma Fee	25.00	25.00
Duplicate Diploma Fee with cover	35.00	35.00
Transcript Fee	10.00	10.00
Matriculation Fee	30.00	30.00
New Student Registration Fee	120.00	120.00
Parking Permit - Student	25.00	25.00
Parking Permit - Employees	25.00	25.00
Parking Permit Replacement	10.00	10.00
Parking Permit - Restricted (limited number)	200.00	200.00
Identification Card replacement	10.00	10.00

Proposed Budget Fiscal Year 2021-2022



Major Budget Assumptions

Revenues:

- Tuition/Fees - (\$3,806,767)
 - Flat Enrollment
 - Current Retention Rate
 - Approximately 11% down
- Grants and Contracts - \$2,384,096
 - Primarily Federal Funds (HEERF II)
- Auxiliary Revenue - \$695,623
 - Food Service
 - Housing (85%)
 - Athletics



Major Budget Assumptions

Expenses:

- Salaries and Compensation - (\$1,054,489)
 - No Additional Reduction
 - Fill Vacancies
- Fringe Benefits – (\$84,004)
 - MOSERS Rate Increase
 - Health, Dental, and Vision Increase
- Supplies and Service - \$1,239,663
 - HEERF II Items
 - Reduction of 11%
 - Athletics



Major Budget Assumptions

Expenses:

- Travel - (\$80,198)
 - Reduction 9%
- Utilities – (\$81,116)
 - Current usage
 - Improved operations
- Scholarships – \$665,248
 - Based on enrollment
 - Increase in Griffon Guarantee
 - A+ re-instatement
 - Overall increase of 3.2%



Major Budget Assumptions

Expenses:

- Depreciation - \$1,349,579
 - Repair and replacement (set aside)
 - Based on 25% of FY2020



Major Budget Assumptions

Non-Operating Revenue/Expenses:

- State Appropriations - \$3,827,365
 - Restoration of FY2019 level – 100%
 - General revenues
 - Lottery funds
- Gift/Interest income - \$209,005
- Interest, Capital, and Other – (\$3,056,873)
 - Slight decrease in Debt Service interest
 - Elimination of major expenses
 - Anticipate replacement with Federal funds



Proposed Budget FY2021-FY2022

	E & G (Undesignated)	E & G (Designated)	Auxiliary	Restricted	Plant	TOTAL
OPERATING REVENUE						
Student Tuition and Fees	\$ 29,717,321	\$ 1,227,316				\$ 30,944,637
Federal grants and contracts				\$ 2,470,867		2,470,867
State grants and contracts				160,700		160,700
Non-gov grants and contracts	25,000	56,400				81,400
Sales and service of ed depts	162,300	135,388		4,305		297,688
Auxiliary enterprises:						
Athletics			\$ 1,549,979			1,549,979
Housing			6,044,727			6,044,727
Food service			3,558,490			3,558,490
Bookstore			167,680			167,680
Other auxiliary enterprises			139,206			139,206
Other operating revenues	22,650	364,541				387,191
TOTAL OPERATING REVENUES	29,927,271	1,783,645	11,460,082	2,635,872	-	45,806,870



Proposed Budget FY2021-FY2022

	E & G (Undesignated)	E & G (Designated)	Auxiliary	Restricted	Plant	TOTAL
OPERATING EXPENSES						
Salaries and compensation	22,733,621	618,268	2,917,514	112,645		26,382,048
Fringe benefits	8,702,373	168,955	1,063,931	43,441		9,978,700
Supplies and services	4,970,229	1,691,535	4,860,488	2,475,046		13,997,298
Travel	296,230	83,775	411,200	4,200		795,405
Utilities	1,357,201	10,870	1,111,209	540		2,479,820
Insurance	280,660		305,862			586,522
Scholarships	8,862,180	43,900	3,726,476	8,384,583		21,017,139
Depreciation	-				1,349,579	1,349,579
TOTAL OPERATING EXPENSES	47,202,494	2,617,303	14,396,680	11,020,455	1,349,579	76,586,511
OPERATING GAIN / (LOSS)	(17,275,223)	(833,658)	(2,936,598)	(8,384,583)	(1,349,579)	(30,779,641)



Proposed Budget FY2021-FY2022

	E & G (Undesignated)	E & G (Designated)	Auxiliary	Restricted	Plant	TOTAL
NON-OPERATING REVENUES (EXPENSES)						
State appropriations	19,256,855					19,256,855
State appropriations – capital/lottery	2,322,497					2,322,497
Grants				8,758,197		8,758,197
Gifts	1,485,983	620,413				2,106,396
Investment income	52,720		244,330			297,050
Interest on capital related debt					(1,746,577)	(1,746,577)
Capital	(161,500)	(48,000)	(1,000)			(210,500)
Other						-
NET NON-OPERATING REVENUES INCOME (LOSS) BEFORE TRANSFERS	22,956,555	572,413	243,330	8,758,197	(1,746,577)	30,783,918
	5,681,332	(261,245)	(2,693,268)	373,614	(3,096,156)	4,277



Proposed Budget FY2021-FY2022

	E & G (Undesignated)	E & G (Designated)	Auxiliary	Restricted	Plant	TOTAL
TRANSFERS IN (OUT)						
Debt service	(499,977)		(4,038,732)		4,538,709	-
Other	29,493	261,245	(217,124)	(373,614)	300,000	-
Transfer to Aux from E&G	(5,210,848)		5,210,848			-
TOTAL TRANSFERS IN (OUT)	(5,681,332)	261,245	954,992	(373,614)	4,838,709	-
INCREASE (DECREASE) IN NET POSITION	\$	- \$	- \$ (1,738,276)	\$	- \$ 1,742,553	\$ 4,277



Questions/Comments



Motion to Approve



Budget to Actual FY2022 – All Funds (as of 7/31/2021)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	\$ 30,944,637	\$ -	\$ 30,944,637	\$ 14,945,627	48.3%
Federal grants and contracts	2,470,867	(61,439)	2,409,428	-	0.0%
State grants and contracts	160,700	(3,018)	157,682	-	0.0%
Non-governmental grants and contracts	85,705	(4,295)	81,410	-	0.0%
Sales and service of educational departments	297,688	-	297,688	66,140	22.2%
Auxiliary enterprises:					
Athletics	1,549,979	-	1,549,979	237,989	15.4%
Housing	6,044,727	-	6,044,727	2,658,088	44.0%
Food service	3,558,490	-	3,558,490	1,637,803	46.0%
Bookstore	167,680	-	167,680	-	0.0%
Other auxiliary enterprises	139,206	-	139,206	4,618	3.3%
Other operating revenues	387,191	(246,716)	140,475	37,595	26.8%
TOTAL OPERATING REVENUES	45,806,870	(315,468)	45,491,402	19,587,860	43.1%



Budget to Actual FY2022 – All Funds (as of 7-31-2021)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING EXPENSES					
Salaries and compensation	26,382,048	(102,275)	26,279,773	1,395,300	5.3%
Fringe benefits	9,978,700	(26,055)	9,952,645	499,723	5.0%
Supplies and services	13,997,298	324,453	14,321,751	2,332,913	16.3%
Travel	795,405	49,476	844,881	9,205	1.1%
Utilities	2,479,820	3,203	2,483,023	64,025	2.6%
Insurance	586,522	4,768	591,290	128,741	21.8%
Scholarships	21,017,139	-	21,017,139	7,566	0.0%
Depreciation	1,349,579	-	1,349,579	-	-
TOTAL OPERATING EXPENSES	76,586,511	253,570	76,840,081	4,437,473	5.8%
OPERATING GAIN / (LOSS)	(30,779,641)	(569,038)	(31,348,679)	15,150,387	-48.3%



Budget to Actual FY2022 – All Funds (as of 7-31-2021)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	19,256,855	-	19,256,855	1,671,274	8.7%
State appropriations - capital	2,322,497	-	2,322,497	193,541	8.3%
Grants	8,758,197	-	8,758,197	-	0.0%
Gifts	2,106,396	172,673	2,279,069	58,402	2.6%
Investment income	297,050	-	297,050	1,340	0.5%
Interest on capital related debt	(1,746,577)	-	(1,746,577)	(14,732)	0.8%
Capital	(210,500)	(154,786)	(365,286)	(764,930)	209.4%
Other	-	-	-	-	0.0%
NET NON-OPERATING REVENUES	30,783,918	17,887	30,801,805	1,144,895	3.7%
INCOME (LOSS) BEFORE TRANSFERS	4,277	(551,151)	(546,874)	16,295,282	-2979.7%

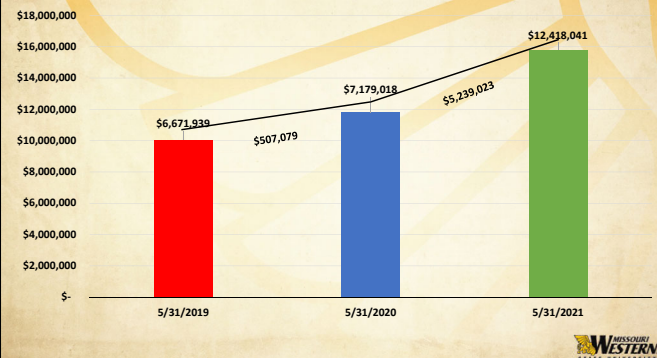


Budget to Actual FY2022 – All Funds (as of 7-31-2021)

	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
TRANSFERS IN (OUT)					
Debt service	-	-	-	-	-
Other	-	-	-	-	-
Transfer to Aux from E&G	-	-	-	-	-
TOTAL TRANSFERS IN (OUT)	-	-	-	-	-
INCREASE (DECREASE) IN NET POSITION	4,277	(551,151)	(546,874)	16,295,282	-2979.7%
OTHER					
Prior year funds	-	446,015	446,015	-	0.0%
\$	4,277	(105,136)	(100,859)	\$ 16,295,282	-16156.5%



Cash Position



Schedule of Funds Invested July 31, 2021

	YIELD	AMOUNT	BANK
OPERATING FUND			
Checking Account - Operating	0.04%	250,008	Citizens Bank
Checking Account - Other	0.04%	13,763,576	Citizens Bank
Checking Account - Other	0.00%	17,124	Citizens Bank
Miscellaneous Petty Cash/Change Funds	0.00%	4,850	Campus Locations
Total Operating, Auxiliary & Agency Funds		17,035,588	
AUXILIARY SYSTEM REVENUE BONDS			
Repair & Replacement Reserve	0.04%	300,000	Citizens Bank
Total Auxiliary System Revenue Bond Funds		300,000	
INSTITUTIONAL LOAN FUND			
Checking Account	0.04%	82,483	Citizens Bank
Total Loan Funds		82,483	
Total Funds Invested		\$ 17,418,041	
Average Interest Rate			
July 2021 - 0.04%			
July 2020 - 0.50%			

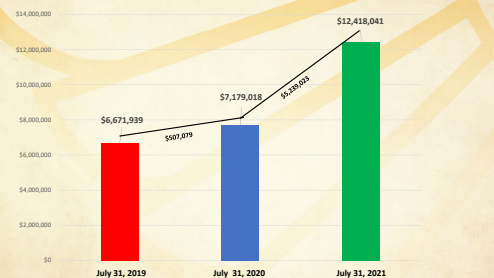


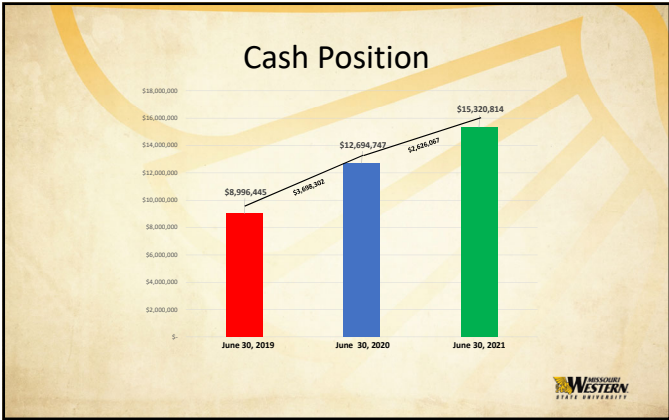
Schedule of Funds Invested June 30, 2021

	YIELD	AMOUNT	BANK
OPERATING FUND			
Checking Account - Operating	0.02%	250,004	Citizens Bank
Checking Account - Other	0.02%	14,683,477	Citizens Bank
Checking Account - Other	0.00%	-	Citizens Bank
Miscellaneous Petty Cash/Change Funds	0.00%	4,850	Campus Locations
Total Operating, Auxiliary & Agency Funds		14,938,331	
AUXILIARY SYSTEM REVENUE BONDS			
Repair & Replacement Reserve	0.02%	300,000	Citizens Bank
Total Auxiliary System Revenue Bond Funds		300,000	
INSTITUTIONAL LOAN FUND			
Checking Account	0.02%	82,483	Citizens Bank
Total Loan Funds		82,483	
Total Funds Invested		\$ 15,320,814	
Average Interest Rate			
June 2021 - 0.02%			
June 2020 - 0.50%			



Cash Position







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

Report to the Board of Governors August 19, 2021 Meeting

Introduction

The summer months have flown by, and, as of this writing, the fall semester is but three weeks away. We continue to look forward to the upcoming academic year with much energy and excitement, as we have many wonderful experiences, events, and opportunities in the works. We remain committed to returning life on campus to as close to “normal” as possible while sustaining our efforts to ensure that our campus is safe and healthy. Anticipating this fall semester gives me pause as I reflect upon the razor-sharp contrast between the semester starts of Fall 2021 and Fall 2020 on MW’s campus.

With this reflection in mind, our COVID-19 Response Team continues to diligently monitor the COVID-19 situation in our area and region and to sift through the scientific reports and data as each pertains to our campus. Further, I continue my participation in the Saint Joseph Community COVID-19 weekly roundtable discussions as well as in the Missouri Department of Higher Education and Workforce Development’s weekly COVID-19 conference calls. We continue to promote reliable sources of vaccine information to our campus community and to encourage vaccination for those able to do so.

Believing that a carrot is more effective than a stick, we have developed a program to incentivize/reward Griffons who are/become vaccinated, which we call [Max the Vax](#). The clear message is that, given the prevalence of the COVID delta variant in our area, its targeting of a younger population, and its ease of transmission, returning to “normal” on campus this fall must include consideration of local positivity and hospitalization rates as we review and implement our mitigation protocols and practices.

To add to our encouragement efforts, we partnered with Mosaic and the KC Chiefs to offer a [Chiefs Camp Vaccination Clinic](#) on Thursday, August 12, following training camp activities. Beginning at 11:30 a.m., the clinic was held in the Looney Complex and appointments were made available through the [Mosaic Chiefs Vac Appointment Link](#). This event was free and open to all community members. Additionally, we are working to secure an on-campus vaccination clinic to be offered near the start of the semester; additional vaccination clinics may be offered should demand necessitate them. Our free, on-campus COVID-19 testing for students and employees is offered on Tuesdays and Thursdays through our Esry Health Center; more information is available at [MWSU COVID Testing](#).

Within a continuously variable COVID-19 landscape, the University nonetheless remains diligent in our surveillance of the situation and is prepared to respond quickly to situational demands. Just as our campus community pulled together during the last year, I am confident that we will do so again and that we will be able to face whatever COVID-19 challenges that may come our way. We are monitoring current conditions and will keep our campus community informed.

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.

Fall Enrollment

At this writing, fall 2021 enrollment numbers reflect the realities we have had to deal with which began well over one year ago. Overall enrollment (undergraduate and graduate students) is down approximately 4.93 percent. While disappointing, we must remember that: a) our freshman 2020 class was down by approximately 27%; b) our F2021 recruitment efforts were not in full force until the addition of the VP of Enrollment Management (now the VP of Student Affairs and Enrollment Management) which occurred in mid-November 2020; and c) MW had minimal retention efforts in play during the past, several academic years. Further, enrollment of our Early College Academy high school students, which was streamlined through our implementation of SLATE this fall semester, will most likely also will affect final enrollment statistics. Factors such as these, combined with the lingering enrollment/recruitment impact of the pandemic as well as impacts related to program restructuring, have had a negative effect on enrollment thus far. Clearly, we have work to do to reverse these trends.

Despite these challenges, however, there are some very encouraging aspects which warrant attention. For example, freshman student transfers to MW from both 2-year and 4-year institutions are up by nearly 45%; these trends are reflected to a similar degree at the sophomore, junior, and senior levels. Returning students, those who have “stopped-out” and discontinued their education at MWSU, also show strong increases. Results such as these reflect the effort of Dr. Mace and her team, and I am very pleased with her tenacity to dig-in and work, as well as the innovation she is bringing to our campus recruitment and retention efforts. She is most assuredly a positive addition to our leadership team. Further evidence for her success can be found in the Fall 2022 recruitment campaign, which was launched July 6, 2021. For example, at this writing, we have seen a 45% increase in the number of submitted applications for the Fall 2022 semester as compared to the submitted applications for the Fall 2021. Again, we have much work to do in this area, but we are moving forward with strategic recruitment plans.

Status of the Provost Search

Drs. Richtmyer and Hunter of Academic Search indicate that the search process for a permanent Provost and VP of Academic Affairs is moving forward as projected. The position description and prospectus were finalized in July; the search committee will begin its work in late August / early September. More details will be provided as they become available. In the meantime, Interim Provost Manganaro is providing solid leadership for Academic Affairs, and I am very well pleased with his efforts and contributions to the University. For example, he recently held a Department Chairs’ Retreat in which he provided administrative leadership training for our chairs, several of whom are in the first year of a chair position assignment. He is working to provide enrollment management instruction to both the department chairs and deans and has been very helpful in preparing for the launch of several University initiatives such as the Master Academic Plan (MAP) and the Academic Program Review (APR) process.

Status of the Athletics Director Search

As shared with you on Friday, August 6, Theresa Grosbach, Associate AD/SWA, has agreed to step into the Interim Athletic Director position starting August 16, 2021. Further, we have contracted with Double L Consulting and will be working with Jill Wilson as we seek an individual to fill the permanent AD position. I am finalizing search committee appointments and search processes and will update you regarding this process as details unfold.

KC Chiefs Training Camp Update

Through the excellent work of Dr. Looney and his entire staff as well as the super-human efforts of our MWSU staff (e.g., Physical Plant, MW Police Department), the 2021 KC Chiefs Training Camp has rolled out very well. Although attendance numbers have fallen short of projected goals, the fan experience has been widely applauded. A particular challenge, the use of an electronic ticketing system, was implemented this year, however operations have gone very smoothly as fans have enjoyed easy entrance and exiting experiences.

Our Elected Officials Appreciation Day, held on July 29, was a great success. We hosted approximately 85 guests in our MWSU VIP Tent and were able to express our gratitude to the many elected officials and other community / business leaders who so strongly supported the University over the past year. Efforts to organize and execute this gathering were superb, and I am grateful to Mr. Steve Johnston, Betsy Wright, and Dana Hall-Gertner for their hard work on this event.

Our Board Appreciation Day was held on August 6, 2021 to thank members of MWSU's Foundation Board, Board of Governors, Alumni Board and donors for their work in supporting MW over the past year. MW also hosted its annual Employee Appreciation Day at Chiefs Camp on Monday, August 9 in the Bill Snyder Pavilion, during which I had the opportunity to express my gratitude for everyone's contributions to the success of MW over the past year. Employees enjoyed a light breakfast, which either began their day at work or set the stage for their day off, watching the Chiefs practice. The event was well attended.

Most importantly, I would be remiss if I did not acknowledge the super-human efforts of our MWSU team in making Chiefs Training Camp happen. Support of this effort occurs across all levels of our campus enterprise. That said, there are areas for which the efforts made require recognition. For example, accolades go to Brett Esley from Athletics in coordinating so many aspects of camp; Bryan Adkins in leading Physical Plant staff and the many individuals there assigned; , and Jill Voltmer in leading security efforts to keep everyone safe; and to include the many more individuals not mentioned specifically here who provide such great support.

University Updates and Initiatives

Foundation Receives Unrestricted Gift

I am very pleased to report that the MWSU Foundation received an unrestricted gift in the amount of \$85,000. Representatives of the US Bank Anonymous Trust, Courtney Nixon and Phil Mchaud, joined Steve Briggs in presenting this award to me on Aug. 2, 2021. We are very grateful for the continued support from this entity.

Master Academic Plan (MAP)

Last year I charged then-Provost Dr. Davenport to develop a Master Academic Plan for MWSU, which would align with the University's [Strategic Plan: Pathways to Excellence](#) and provide direction for our academic programming post the program review of 2020.

I am very pleased to report that Interim Vice Provost, Dr. Elise Hepworth has embraced this charge with expertise and gusto, working diligently with the MAP committee/team, and

gathering input from numerous stakeholders across campus. Reflective of her excellent stewardship, the Master Academic Plan is poised for implementation in fall 2021. Critically important, the MAP provides a solid blueprint for the academic direction of the institution.

Academic Program Review

Last academic year I also charged then-Provost Dr. Davenport to develop a cyclical process of program review for our academic programs. The resulting Academic Program Review (APR) process was designed as a formative process, which will assist faculty in their ongoing efforts to maintain their curriculum's vitality and relevancy. Launch of this initiative is scheduled for fall 2021.

New Partnerships

Our conversations with North Center Missouri College (NCMC), a two-year community college located in Trenton, MO, continue as we collaborate on a *Dual Enrollment Agreement*, which would provide NCMC students the opportunity to live on MWSU's campus, participate in our campus events, and enroll in our courses while completing their associate degrees at NCMC. Given the distance between Trenton and Saint Joseph, this partnership would eliminate geographical boundary limitations and enhance enrollment opportunities for NCMC students. We have set a timeline for agreement completion by late October, which will allow us to finalize details (e.g., application, enrollment processes between the two institutions) and begin marketing in November – December. Recruitment for the Fall 2022 semester will begin in January of 2022. We are very excited about this partnership and anticipate announcements regarding the details in the very near future.

MoExcels Grant Opportunities

The Missouri Department of Higher Education and Workforce Development (MDHEWD) has announced the Request for Proposals (RFP). I have asked the Interim Provost to work with our deans to develop proposals which will align with our University priorities and MDHEWD objectives. Details surrounding these proposals will be shared as they are developed.

Student-Athlete Academic Success Continues

I am very proud to report that 96 Griffon Athletes achieved the D2 ADA's Academic Achievement Award for the 2020-21 academic year. Their continued success in the classroom is an inspiration to all of us.

Campus Space Utilization Study

Doug Abraham of VisSpiro Strategies has been working with University personnel to develop a campus space utilization plan which will provide recommendations for the strategic use, redeployment, and/or re-concentration of University facilities. At this point, preliminary conversations have been initiated, with the intent that broader input will be solicited to augment finalization of the plan. More details will be provided as they transpire.

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.

I have been asked to serve on the 2040 Implementation Support Team, headed by Lowell Kruse, to drive the Imagine Saint Joseph 2040 plan forward. I am very eager to participate in this effort.

I am also serving on the Main Street Organization Committee. As we begin to organize, the focus of the Org Committee, as prescribed by Missouri Main Street Connection and Main Street America, is multi-faceted. That said, it “essentially centers around building a strong governance structure, building trust within the community, recruiting volunteers, and fundraising.” This seems to have promise for our community.

I continue MWSU’s participation as part of KQ2’s **Project: Safe Family Team**, which provides resources to Saint Joseph families in order to create a safe, thriving community. I am very grateful to be part of this community effort and to be able to participate in their events (e.g., Party on the Parkway 2021 August 12, 2021.). My latest efforts for this group may be viewed here [Project Safe Family Team](#).

Financial Situation

The financial challenges which have presented themselves to MWSU have to a large extent been mitigated by work of VP Morrison and his team and their extra-ordinary efforts in this regard. I continue to applaud his efforts and those of his team for their dedicated service to this institution. Working together across all campus units, through careful strategic planning and deliberate plan execution, MW will be well-positioned to emerge as a regional higher education leader.

I am also incredibly grateful for the combined efforts of our local elected officials, as they have solidly supported MWSU over the past many months. At every level, MWSU has benefitted from the unwavering commitment that our city, county, and state officials have provided to our University. We are the recipients of improvements to our campus that would not have been possible without the support and vision of our city, county, and state elected officials. I am both humbled and grateful for their support.

Summary

As we enter the Fall 2021 semester, world circumstances continue to shake our visions of what the future might hold. Regardless of the uncertainty facing us, 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. ‘

As I routinely report, MWSU is moving forward with clear direction and sure purpose, and I am thrilled to be part of this momentum.