



BOARD OF GOVERNORS

Personnel, Finance & Operations Committee Meeting

December 2, 2021

12:00 P.M.

Blum Student Union PDR

Board of Governors' Meeting

1:30 P.M.

Blum Student Union Rm 220



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
December 2, 2021
BLUM Student Union PDR
12:00 p.m.**

Notice is hereby given that Missouri Western State University's Board of Governors will convene a Personnel, Finance & Operations Committee Meeting beginning at 12:00 p.m. on Thursday, December 2, 2021 in the Blum Student Union PDR.

- Presentation of the Fiscal Year 2021 Draft Audit Report

As may arise



AGENDA

MISSOURI WESTERN STATE UNIVERSITY
BOARD OF GOVERNORS

December 2, 2021 - 1:30 P.M. BLUM STUDENT UNION ROOM 220

Notice is hereby given that Missouri Western State University's Board of Governors will convene a Board meeting beginning with its Public Session at 1:30 p.m. on Thursday, December 2, 2021. The meeting will originate from Blum Student Union Room 220 on the main campus of Missouri Western State University, St. Joseph, Missouri. The meeting will also be livestreamed at griff.vn/BOG12221.

I. PUBLIC SESSION

- A. Approval of October 28, 2021 Board Meeting Minutes (Board Book Section A)
- B. Board of Governors' Committee Report
 - 1. Personnel, Finance & Operations Committee Report
- C. Division Reports (Board Book Section B)
 - 1. Finance & Administration (Darrell Morrison)
 - 2. Academic Affairs (Marc Manganaro)
 - 3. Student Affairs & Enrollment Management (Melissa Mace)
 - 4. Intercollegiate Athletics (Theresa Grosbach)
 - 5. University Advancement & MWSU Foundation (Jean Ahwesh)
 - 6. Marketing & Communication (Becky Dunn)
- D. Board of Governors' Committee Reports
 - 1. Academic & Student Engagement
 - 2. Policies & Bylaws
- E. Report of the Student Governor (Board Book Section C)
- F. Report of the President (Board Book Section D)
- G. Report of the Chair
- H. Board Member Comments/Questions

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

II. EXECUTIVE SESSION

- A. Personnel Items & Legal Matters

III. PUBLIC SESSION

Recess

The University's Board of Governors will reconvene at the Kit Bond Incubator, 4221 Mitchell Avenue. MWSU Board of Governors invited to attend Stockyard Innovation Board Meeting.

Section

A

MINUTES, BOARD OF GOVERNORS
MISSOURI WESTERN STATE UNIVERSITY
October 28, 2021

The public session of the Board meeting was live streamed on YouTube at [griff.vn/BOG102821](https://www.youtube.com/watch?v=griff.vn/BOG102821).

The meeting was called to order at 1:34 p.m. by Chair Rick Ebersold in Room 220 of Blum Student Union.

UNIVERSITY REPRESENTATIVES

Board Members Present

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

Faculty and Staff Members Present

Bryan Adkins, Director of Physical Plant
Jean Ahwesh, Executive Director of the Foundation
Brett Bruner, Assistant Vice President & Dean of Students
Michele Chambers, Assistant Director and Financial Officer
Kelli Douglas, General Counsel
Chris Dowdell, Technology Services
Kathy Gammon, Budget Director
Theresa Grosbach, Interim Athletic Director
Elise Hepworth, Interim Vice Provost
Kent Heier, Assistant Director of Marketing and Communication
Elizabeth Kennedy, President
Greg Lindsteadt, Faculty Senate President
Patti Long, Development Officer, MWSU Foundation
Melissa Mace, Vice President for Student Affairs & Enrollment Management
Marc Manganaro, Interim Provost
Darrell Morrison, Vice President for Finance & 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

Marcus Clem, New-Press Now
Anthony Peacock, Griffon Media
Josh Pohl, Griffon Media
Nathan Scott, SGA President

APPROVAL OF MINUTES

Board of Governor Chair Rick Ebersold asked for a motion to approve the August 19, 2021 Board meeting minutes as presented. Governor Tieman made a motion to approve the minutes; Governor Norton seconded the motion. By voice vote, motion passed 5-0.

DIVISION REPORTS

Marc Manganaro, Interim Provost

- Higher Learning Commission (HLC)
 - Year Four Report was submitted in July and resulted in full and complete reaffirmation by the HLC.
- Master Operational Plan (update)
 - Stakeholders met in terms of planning and implementation of goals, objectives, and outcomes.
- Academic Program Review (update)
 - The Academic Program Review Committee will begin reviewing identified programs and analyze program efficacy in serving students, community, and region.
 - The committee will complete their reviews and report their findings to the Provost Office by March 15.
- Joint Chairs Meeting
 - The second joint chairs meeting of the academic year and will be attended by department chairs and deans and will focus on budgetary matters and enhancing communication.
- Planning for Grants
 - An initiative to increase resources and support to faculty developing grant proposals, and will create a working group and establish a process to ensure coordination between potential affected units related to the acquisition of grants.
- Spring 2022 Course Enrollments
 - Continuing a course enrollment process of reviewing low-enrolled courses and, when appropriate, eliminate or combine course sections.
- Griffon Office of Applied Learning (GOAL) and Center for Teaching and Learning partnered on hosting Griffon Conference (Griffcon) where the theme was applied learning. Sixty members of the faculty, staff, and administration attended.

Melissa Mace, Vice President for Student Affairs and Enrollment Management

- Student Affairs
 - Very busy Fall semester for students with activities, programming and student services all at full capacity and collaboration.
 - New partnership with Family Guidance Center that will allow for one of their counselors to work full-time in the MWSU Counseling Center.
 - New partnership with Second Harvest Food bank to help support the Campus Cupboard food pantry.
- Enrollment Management
 - Spring 2022 registration opened on Oct. 18
 - Fall 2022 recruitment cycle is on schedule.

- Admissions counselors have been to 114 college fairs, made 140 school visits, hosted a regional counselor meeting, hosted financial aid training, and a recruitment fair.
- Campus visit programming focuses on three areas, daily and group visits, Go Griff Weekly Zoom series, and the Griffon Experience
- Spring 2022 admitted freshmen are higher than it was at the same time in 2020.
- Spring 2022 admitted transfers are higher at 87% than it was at the same time in 2020.
- Recruitment efforts are spent on the fall 2022 semester.
- Fall 2022 admitted students are at an increase of 317 more students than it was at the same time last year.
- MWSU is experiencing growth in all six distinct territories in Missouri.
- Buchanan County is up 18 students and MWSU is experiencing increase at four Buchanan County High Schools.
- MWSU is experiencing growth in six counties, Buchanan, Jackson, St. Louis, Andrew, Platte, and DeKalb.
- The top intended majors are Nursing, Psychology, Elementary Education, Criminal Justice, Social Work, and Physical Therapy Assistant.
- Housing applications open soon.

Theresa Grosbach, Interim Athletic Director

- NCAA Name, Image, Likeness
 - NCAA recently passes legislation allows student-athletes to receive compensation for use of their name, image, and likeness. Emma Hoffart is the first student-athlete to receive a NIL deal.
- NCAA Constitutional Committee
 - Evaluating articles as part of the NCAA's principles, governance structure, and membership commitments to meet the needs of the student-athlete.
- Athletics welcomes 441 student-athletes to campus this fall.
 - 17 NCAA championship sports along with cheer and Mystics dance team
 - Twenty students are currently participating on MWSU varsity esports team
- MW student-athletes continued record-breaking academic success in Spring 2021.
 - The highest cumulative semester GPA (3.222) in school history.
 - 238 student-athletes received MWSU academic honors.
 - 96 student-athletes were awarded DII Athletic Director's Association Academic Achievement Awards.
- 13th Annual Pink Week
 - Over the first 12 years of Pink Week, more than \$25,000 has been raised toward this cause.
- Griffon Hall of Fame Banquet
 - The 2020 class is comprised of three individuals, one coach, and one team.
- Partnership with the City of St. Joseph
 - YWCA Choices and Decisions Program
 - Second Harvest Community Food Bank
 - Local Elementary Schools
- Personnel Updates
 - Senior Associate Director of Athletics for External Relations Brett Esely announced his departure from MWSU to become the Director of the St. Joseph

Sports Commission/Director of Development for the St. Joseph Convention and Visitors Bureau.

- John Roushkolb was named the Interim Director of Marketing and Communications and Tommy Rezac was named the new Voice of the Griffons.
- Head women's tennis coach, Olaya Garrido-Rivas has accepted the head women's tennis coach position at New Jersey Institute of Technology.
- Recreation Services
 - Recreation Services staff participated heavily in Griffon Edge freshman orientation.
 - New Griffon 360 wellness initiative, led by Emily Ludwig, strives to provide a culture of wellness on campus and focuses on eight core areas (physical, spiritual, emotional, environmental, financial, occupational, social, and intellectual).
 - New starting blocks were installed at the Tomas Eagleton Indoor Pool
 - Student health fair was held earlier in the month. 136 students attended the event with is a collaboration between Recreation Services, Esry Student Health Center, and the Nursing Department.
- Esports
 - Esports continue to build its presence across digital platforms, such as Twitch, Twitter, Facebook, and Instagram.
 - Esports works to build a recruiting network by partnering with St. Joseph Parks and Recreation, Central High School, and LevelUP Arena.
 - Esports will host a 24-hour live stream with proceeds that will go toward Children's Miracle Network at KU Medical Hospital.
- MWSU Charity Auction and Golf Classic
 - 19th annual Charity Golf Classic & Auction was held in June and raised nearly \$125,000
- Athletics raised almost \$200,000 in Goldcoat funds from September 1st to October 19th.

Jean Ahwesh, Interim Senior Executive Director of the MWSU Foundation

- R. Dan Boulware Convocation on Critical Issues was held on September 30th featuring Dr. Arthur Brooks.
- Griffs Giving Day
 - Nov. 30 "Day of Giving"
 - Participants can access the website for information on giving prior to the global giving day on Nov. 30
- 2021 Homecoming was a success with many alumni events.

Becky Dunn, Chief Communications Officer

- The first thirty days for Becky have been spent collaborating with faculty and staff, serving on the University Assessment Committee, search committees, and leading a workgroup to accomplish objectives on the Master Operational Plan and accessing the resources and needs of the Marketing and Communications department.
- Marketing and Communications is promoting MWSU to the community and partnering with faculty and staff to develop a current student registration campaign, provide copy, graphic design and web content and publicizing the winners of the Max the Vax Incentive Program.

Darrell Morrison, Vice President of Finance & Administration

- Administration Update
 - Accounting is working to complete the FY21 annual audit.

- HR has finalized 2022 insurance renewal with CBIZ for all lines of insurance
- HR has implemented a new Employee Orientation Program

COMMITTEE REPORTS

Personnel, Finance & Operations Committee

- The report from the Personnel, Finance & Operations Committee was given by Governor Norton. Governor Norton deferred to VP Darrell Morrison.

VP Darrell Morrison stated the Personnel, Finance & Operations Committee met a week ago and at that time a full report was presented to the Committee and he is presenting a snapshot of the finances to the Board. VP Morrison updated the Board on FY21 in terms of statement of revenue, expenses and changes in net assets. VP Morrison stated to the Board that the net non-operating revenues are up \$10 million from 2019.

VP Morrison briefed the Board in terms of FY22 and the budget to actual comparison for all funds. VP Morrison briefed the Board on adjustments made to the budget to account for the CARES Act and HEERF (Higher Education Emergency Relief Fund) funds.

VP Morrison briefed the Board on the University's cash position and is down slightly from last year.

VP Morrison briefed the Board on informational items in terms of the State of Missouri deferred maintenance funds being spent on elevator repairs and an outdoor portable stage in the process of being purchased with CARES Act II money. VP Morrison briefed the Board on HVAC upgrades and University network infrastructure upgrades being funded with HEERF funds.

VP Morrison briefed the Board on contract approval request for FB22-022 in terms of Beshears and Juda Halls exterior step replacements.

VP Morrison briefed the Board on the adoption of a resolution, Buchanan County Multi-Jurisdiction Hazard Mitigation. This is a partnership with others in the area and obligates MWSU to participate in Buchanan County's hazard mitigation plan.

Board of Governor Chair Ebersold asked for a motion to approve the Personnel, Finance, & Operations Committee report. Governor Wollenman made a motion to approve the minutes; Governor Norton seconded the motion. By voice vote, motion passed 5-0.

Academic & Student Engagement Committee

- No report.

Policies & Bylaws Committee

- Committee Chair Governor Lee Tieman briefed the Board that the committee is reviewing a policy on policy and emeritus status policy and will present to the Board in the future.

STUDENT GOVERNOR'S REPORT

Student-Governor Hannah Berry briefed the Board that students are reinvigorated and engaged in activities. Student-Governor Berry gave kudos to Rec Services. Student-Governor Berry stated there are all types of activities available and that events are the best part of the fall semester.

PRESIDENT'S REPORT

Dr. Kennedy started her report by announcing and the University is past the half-way point of the fall 2021 semester. Dr. Kennedy announced that a celebration dinner was held for Brett Esely and she congratulated Brett on a successful career at MWSU.

Dr. Kennedy announced that as of October 15, the University moved from a mandatory face covering to encouraged face coverings for all indoor public spaces. At this point, there have been zero COVID cases on campus for two weeks.

Dr. Kennedy briefed the Board that the Max the Vax vaccination incentive program had a positive impact on campus. By the end of the program, more than one-third of the campus self-reported as being fully vaccinated, including 29% of students and 85% of employees. The incentive program was funded with the University's CARES/ARPA (HEERF) funds.

The University recently partnered with Heart to Heart International to provide no-cost vaccinations to students, employees, and the community. Nearly 150 individuals participated in the vaccination clinic. Dr. Kennedy offered kudos to Dean Harris for her efforts and a successful clinic.

Dr. Kennedy updated the Board on the progress of the Provost search and announced that Interim Provost Dr. Marc Manganaro continues to provide solid leadership for the Office of Academic Affairs.

Dr. Kennedy announced to the Board that the search for the VP for Advancement/Executive Director of the Foundation has been initiated. Dr. Melissa Mace has agreed to chair the search committee. The search committee members are Bill Grimwood, Chair of the Foundation Board, Dennis Rosonke, Foundation Board member, Ms. Becky Dunn, Chief Communications Officer, MWSU, and Ms. Kylee Strough, President of United Way of Greater Saint Joseph, MO.

Dr. Kennedy briefed the Board on the City of St. Joseph American Recovery Plan Act (ARPA) funding and the Administration submitted a proposal for \$450,000 to address the local law enforcement agencies' personnel needs and to upgrade the University's equipment in order to provide state-of-the-art training in the Law Enforcement Academy. The City Council approved the proposal and the University is now entering contract negotiations with the City.

Dr. Kennedy briefed the Board on the Center for Service "Griffs Give Back Day of Service" that was held on September 10. Two hundred and three students, faculty, and staff volunteered at thirteen different projects around the community. During Homecoming week "Griff Sweeps"

was a service project that around campus that included cleaning and planting flower beds, washing windows and wiping down seating in the Looney Arena.

Dr. Kennedy updated the Board that she continues to engage in the community at all levels of involvement. Recently, Dr. Kennedy, Steve Johnston, and Chris Dunn visited the 139th Airlift Wing of the Missouri Air National Guard. They received a briefing on the Wing's mission and a tour of a C-130 airplane.

Dr. Kennedy briefed the Board that she was a guest host for The Joseph Company's breakfast meeting on October 2 where she shared some of the most positive aspects about MWSU.

On November 2, Dr. Kennedy and Chris Dunn will be attending a working lunch conducted by the St. Joseph Legislative Partnership.

Dr. Kennedy advised the Board the partnership with NCMC is on-going.

Dr. Kennedy announced that December 18 is Commencement and President Esther George will be the Commencement speaker.

OTHER BUSINESS

No other business at this time.

REPORT OF THE CHAIR

Chair Ebersold provided the date of the next scheduled Board meeting, Thursday, December 2, 2021 at 1:30 p.m.

There being no additional Board comments or questions, Chair Ebersold 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 Norton moved to meet in executive session; Governor Schoonover seconded the motion. By voice vote, motion passed 5-0.

EXECUTIVE SESSION – CLOSED

REGULAR SESSION RE-CONVENED

Chair Ebersold asked for a motion to approve the personnel recommendations in closed session. Governor Norton made a motion to approve the personnel recommendations in closed session. Governor Wollenman seconded the motion. By voice vote, motion passed 5-0.

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

Respectfully submitted,

Betsy Wright, Secretary

APPROVED:

Rick Ebersold, Chair
Board of Governors

Section

B

MEMORANDUM

To: Dr. Elizabeth Kennedy, President

From: Darrell R. Morrison, VP Finance & Administration

Date: November 15, 2021

Subject: BOG Report for December 2, 2021

Financials

Reporting continues for COVID funding:

- Coronavirus Aid Relief Economic Security Act (Cares) II Institutional funding has been completed.
- Strengthening Institutions Program (SIP) II funding has been completed.
- MWSU allocated half (\$2,942,628) of the total American Rescue Plan Act (ARPA) student funding (\$5,885,256) to students and began disbursements in October, with plans to disburse the remaining half in the Spring.
- The ARPA institutional funding of \$5,778,272 has been encumbered for air handling units, technology and network design, vaccine incentives, Personal Protective Equipment (PPE), meal delivery, and labor. ARPA funding completion date is May 2022. This leaves approximately \$448,000 to strategically decide how to use it. Guidelines are in place that dictate how funds are to be used.
- Developing budget timeline for FY23.
- Completed FY2023 Revenues and Expenditures Survey for the State of Missouri

The Business Office has completed the following:

- Disbursed \$2,914,650.00 in Higher Education Emergency Relief Funds (HEERF) to students. The last disbursement was Nov 12, 2021.
- HEERF Funds paid on student account balances 372,707.17
- HEERF Funds paid directly to students 2,532,942.83
- HEERF Funds paid out as Max Vax awards 9,000.00
- Total 2,914,650.00

As of November 10, 2021 the Office of Financial Aid has a total of 3,985 students who have received packages for Federal Aid. Students have also received \$718,722 in External Scholarships. The first round of award offers to incoming freshmen will be sent by the end of November 2021.

People and Campus

Several employees from Finance recently attended Assessment training that was provided by Luanne Haggard, Director of Assessment and Accreditation for MWSU.

The Campus Police Department worked during the fall handling security for home football games. They continue to ensure students and campus employees register their vehicles and follow parking rules and regulations.

The Office of Financial Aid had two staff members attend the Missouri Association of Student Financial Aid Personnel (MASFAP) annual training conference November 8-10, 2021. All staff members in Financial Aid will attend the 2021 Federal Student Aid (FSA) virtual training conference November 20-December 2, 2021.

Human Resources has implemented new *Off-Boarding Procedures* that ensures a smooth transition for employee, supervisor and university. Employees and Supervisor receive a "toolkit" of steps to complete in order for the employee to officially exit from the department. Some university departments receive a "checklist" to identify any university access or property that needs to be addressed; this dynamic form is submitted back to HR. (Effective November 1)

Employee Benefits:

- Open Enrollment – November 8-19, 2021
- 2022 Benefit Guide (online) distributed to all employees, retirees and cobra enrollees.
- 2022 Benefit Guide contained open enrollment presentation via CBIZ Benefit Consultant.
- All employees must enroll and have access to phone enrollment with a benefits consultant or self-enroll using our benefit portal.
- October – Wellness: Breast Cancer Awareness Events
- November – Wellness: Diabetes Awareness Events

Campus Training & Development:

- OnBoarding (new employees) – Nov 1, Nov 16
- Off-Boarding Process – Oct 19, Nov 4, Nov 5
- Applicant Tracking System – Oct 29, Nov 5
- Time Approver – Oct 22, Nov 19
- Griffon Experience – Oct 2 (*student employment highlight*)
- GriffCon: Griffon360 – Oct 22

Human Resources has participated in the following Professional Development:

- *Title IX*, Husch Blackwell (all day, virtual)
- *Labor and Employment Series-National*, Husch Blackwell (virtual)
- *Labor and Employment Series-Missouri*, Husch Blackwell (virtual)
- *Federal Vaccine Mandates and Higher Ed: What you should know*, CUPA-HR (virtual)
- *International Employee Tax Training*, Arctic/Glacier (several times per week, virtual)
- *CUPA-HR 2022 Survey Participation, Everything you need to know*, CUPA-HR (virtual)
- *Ellucian Experience Demonstration*, Ellucian (virtual)

HR and Covid Response:

- Providing employee guidance with COVID-19 regulations
- Tracking COVID salaries (Response Coord, Nursing Support, & Analysts) for federal reimbursements through CARES
- Keeping up-to-date with COVID regulations (Families First Coronavirus Response Act - FFCRA, CARES, ARPA, etc)
- Keeping up-to-date with COVID Employee Benefits Security Administration (EBSA): COBRA extensions and relief notices
- Keeping up-to-date with CDC guidelines with respect to COVID

The Physical Plant is in the process of repairing campus equipment and grounds in preparation for the winter months. Coronavirus Aid, Relief & Economic Security Act (CARES) and maintenance and repair projects continue. CARES II projects have been completed shifting focus to CARES III projects; estimating a spring completion, while maintenance and repair projects remain ongoing.

Holiday event requests and winter sports travel remain a top priority for the Physical Plant department.

Preparing cost estimates for items such as sidewalk repairs and exterior building repairs continues in order to provide data to help ensure we target areas that need attention

Tech Support

Apogee, Inc. started work the week of October 25 to replace all networking infrastructure (wireless access points, wiring, switches, firewalls, and routers) across residence halls, offices, and academic buildings. Apogee will monitor and maintain our infrastructure under a Managed Campus Services agreement. The work will be completed in time for Spring Semester 2022. Currently, they are ahead of schedule.

The Campus Police Department continues to work with our Technology Department with the installation of the new Identification System.

Training continues with SIG Corporation on Salary Planner. Salary Planner is a web application that allows authorized administrative personnel to evaluate personnel expenses, plan, and create budgets for any fiscal year in conjunction with Banner. Once fully implemented, this application will be a tremendous asset and time saver. Currently all personnel budget information is managed manually through an excel sheet and manual entries are made to Banner finance any time changes occur.

MEMORANDUM

TO: Dr. Elizabeth Kennedy, President

FROM: Dr. Marc Manganaro, Interim Provost for Academic Affairs

DATE: November 15, 2021

SUBJECT: Report to the Board of Governors

Academic Affairs

HIGHLIGHTS

Master Operational Plan (update)

The Master Operational Plan (an operationalization of the Master Academic Plan) is underway, as stakeholders charged with identifying outcomes and resources for each of the goals and objectives will meet after the start of the new year in an effort to collaborate and coordinate logistics across units in which multiple areas are responsible. This meeting will be led by the Office of Academic Affairs and will involve Human Resources, Student Affairs, Enrollment Management, the Griffon Office of Applied Learning, and Marketing and Communications.

Strategic Faculty Hiring Process

The Office of Academic Affairs has been undergoing a strategic hiring process to identify needs for staffing in units/departments/areas. This process commenced in October 2021 to identify hiring needs for the 2022-2023 academic year, focusing mainly on faculty resources. Chairs were requested to provide information on staffing needs based on anticipated courses to be taught, numbers of students in program-required courses, current number of faculty within a program/department, etc. In November, department chairs submitted staffing requests to the dean and Provost, after which recommendations were made by the Provost's Council on priority hires to the Provost. The Provost is now working with President Kennedy and CFO Morrison to determine which searches should move forward: most of the requests for staffing are intended for the coming academic year, though a few were requested for the Spring 2022 semester.

Academic Program Review (update)

The Academic Program Review (APR) Committee underwent training, led by the Office of Assessment and Accreditation, to begin the process of reviewing the first of the programs identified in the APR Guidance Document. These include: Nursing, Health Care Leadership, Nursing Education, Nursing RN to BSN, MSN/MBA, Accounting, Finance, Management, Marketing, Supply Chain Management, Entrepreneurship minor, Finance minor, General Business minor, and MBA in Forensic Accounting. The APR Committee will continue to review these programs until March 15, when the initial committee report is due to the Office of the Provost.

Joint Chairs Meeting

On Friday, October 29 the Provost Office conducted a two-hour Joint Chairs meeting, which included all department chairs, deans, and Provost Office staff. The meeting included a welcome by Becky Dunn, MWSU's new Chief Communications Officer, and a presentation by Jean Ahwesh, Interim Director of the MWSU Foundation. The meeting focused mainly on budgetary issues and enhancing communication between chairs, deans, and the Provost Office. This is the second of four Joint Chairs meetings planned for the 2021-2022 academic year.

Planning for Grants

The Office of Academic Affairs, in conjunction with the Foundation, is developing and refining a process for identifying, tracking, monitoring, and reporting external funding sought by faculty and/or staff for the purpose of research, creative, service, or other scholarly activity. This will route all proposals through the university to monitor compliance and non-financial post award activity.

New Initiatives

In an effort to meet the needs of non-traditional students, the Office of Academic Affairs developed the institution's first model for micro-credentials: 9-13 credit hours of competency-based curriculum accompanied by a capstone project to meet area workforce demand.

Psychology and Chemistry are separately working toward *micro-credentials* in a partnership with area businesses and agencies in an effort to provide employees with training for internal vertical mobility, as well as an effort to provide qualified workers in high-demand areas. A micro-credential in Early Childhood Education was launched in the fall to increase the quality of early childhood programs in the region. All micro-credentials are recognized by the Missouri Department of Higher Education and Workforce Development as Certificate 0.

The Early College Academy (Missouri Western State University's dual credit/dual enrollment program for high school students) launched four certificates focusing on workforce development. Each *Career Exploration Certificate* contains 12-14 hours of coursework and includes introductory courses in the areas of health and wellness, education, leadership, and behavioral health. All certificates contain coursework that can be applied toward CORE42 general studies or a MWSU major.

Spring 2022 Course Enrollments

The Provost Office is working with department chairs and deans to monitor course enrollments for the Spring 2022 semester. Beginning in the summer of 2021, this regular review of course enrollments conducted by the Provost Office is intended to ensure that courses and course sections are sufficiently enrolled in order to maximize faculty resources, reduce unnecessary expenditures, and improve students' time to graduation. In the summer of 2021 the Provost Office provided chairs a strategic guide to course enrollment management to aid chairs in course scheduling.

Snapshots

The Office of Academic Affairs developed a *snapshot* of activities to highlight and summarize key events across the Division. This includes data on applied learning experiences, faculty scholarly activities, other accomplishments, and counts of key metrics for units. A detailed listing of activities and efforts and achievements 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	12	6	3	13
College of Liberal Arts	13	8	2	10
College of Science & Health	78	24	5	1
Graduate School	0	0	0	0

Library

Sally Gibson, Director

Statistics for first five weeks of Fall semester	Fall 2021	Fall 2020
Average Weekly Gate Count	3,009	2,488
Reference Questions	570	677
Reference Consultations	52	43
Physical Circulation	541	391
Ebook Downloads*	1,251	1,136
Article Downloads*	19,514	26,927
Course Reserves	103	61
Large Group Study Room Reservations	482	391

*Usage statistics are calculated on a monthly basis. Fall 2021 statistics are from August to October 2021 and include 9 weeks of the semester. Fall 2020 statistics are from August to October 2020 and include 11 weeks of the semester.

College of Business and Professional Studies

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

Student Experience

- Greg Lindsteadt took 12 students on a field trip to the Chillicothe Women's Prison on November 5th.
- Military Science (ROTC) hosted a costumed *Halloween Run* on campus open to all students, faculty, staff, and community to share information about ROTC. Students from Benedictine College and NWMSU participated in the event, and representatives from the US Army Recruiting personnel attended.
- The Army ROTC program took 60 Cadets and 10 Cadres to Camp Crowder, MO (near Neosho) for a Fall Field Training Exercise from 21-24 October 2021. Cadets were trained and tested on Land Navigation and Rifle Marksmanship, and completed an Army Obstacle Course and 6-Mile Foot March.

- The Army ROTC program sent a 5-Cadet team to Camp Dodge Iowa to compete in a Task Force Ranger Challenge. MWSU representatives competed against cadets from KU, KSU, Iowa, Iowa State, Pitt State, UCM, UNI, Creighton, and UNL.
- Craig School of Business reactivated the Accounting Club to discuss CPA and CMA exam details for accounting students desiring a certification within the private accounting industry.
- Blake Goforth and Madi Taylor, of Phi Beta Lambda, attended the Show Me Leadership Conference in October.
- Ollie Bogdon's EDU330 Elementary science methods class has begun their applied learning activities in the community. On Saturday September 25th students collaborated with Heartland Conservation Alliance to remove the invasive bush honeysuckle from the Heartland Overlook Preserve.
- Jennifer Botello's EDU351 math methods students are receiving their coursework embedded in a local St. Joseph Elementary School, Lindbergh Elementary. They are participating in applied learning by observing and teaching a small group of children in math as part of their content and pedagogy implementation.
- On October 7th, author Bob Baratta Lorton, co-founder of *The Center for Innovation in Education*, spoke to MWSU's EDU 351 students about algebraic thinking in mathematics.

People and Campus

- Amit Verma and Linda Salfrank were recipients of the MWSU Compass Award. This award is received for faculty's considerable contribution to students in the Honor Society, Alpha Chi.
- Bin Qiu presented at the 2021 Financial Management Association annual conference in Denver, CO on October 20-24. The paper that he presented was titled "Monitoring Institutional Ownership and Corporate Innovations".
- Curtis Atchley attended an accounting leadership conference hosted by the Missouri Society of CPA to discuss how universities in Missouri can best prepare for the new changes coming to the CPA exam.
- Kip Smilie and Benedict Adams presented at the Organization of Educational Historians conference. The title of the presentation was "Educational Historians in the COVID-19 Crisis: New Entryways into Teacher Education".
- Research by Adrienne Johnson and Elizabeth Thorne-Wallington was cited in a national, New America post: "New Research Illuminates EL Teacher Certification Requirements and Related Impacts on Student Learning".
- Adrienne Johnson presented at the MIDTESOL Conference. The title of her presentation was "TESOL Professional Standards: Designing Programs with Purpose."
- Adrienne Johnson attended a Teaching Pathways Advisory Board meeting at Hillyard Technical Center on October 25.
- Robin Kelly attended a Teaching Pathways Advisory Board planning meeting in Excelsior Springs on October 29.
- Dr. Bogdon attended the National Science Teaching Association's Faculty Round-up to discuss how the organization can better meet the needs of pre-service teacher programs on October 1.

Programs and Partnerships

- Greg Lindsteadt accepted a position to serve as a board member for Missouri Corrections Association.
- Criminal Justice & Legal Studies hosted the Western Regional Director from the Missouri Division of Youth Services on campus to discuss the Missouri Model of Juvenile Care.

- Criminal Justice & Legal Studies hosted the Mental Health Services from Western Regional Diagnostic Correctional Center on campus to discuss suicide and mental health in prisons.
- *Southside Business Workshops* were held each Wednesday evening in October from 6:30 p.m. to 8:00 p.m. There were 84 participants in these workshops.
- The Center for Entrepreneurship partnered with St Joseph Chamber of Commerce to launch the *Small Business Summit* on November 17. The keynote speaker was Joel Goldberg, a member of the Kansas City Royals television broadcast since 2008.
- *Professional Sales Certificate* fall class 9-week course concluded on November 10th. Seventeen individuals completed the course.
- GIS Certificate classes are ongoing and will be concluded the first week of December. This program has 16 enrolled and is led by Dawn Drake.
- The Law Enforcement Academy is undergoing great growth. This program has received more than 60 inquiries from the next Academy (Class #56), is undergoing facilities improvements, and is collaborating with members of the MWSU Physical plant to fix cars donated from Buchanan County to bring them up to code for licensing.
- The Craig School of Business accounting faculty visited two local CPA firms to reestablish a partnership and provide MWSU students with internship and full-time accounting employment opportunities.
- Adrienne Johnson was selected to serve as Chair-Elect of the International TESOL Standards Professional Council, on which she has served as a member since 2019.
- Ollie Bogdon's Science Methods course partnered with the Heartland Conservation Alliance and The Little Blue River Watershed Coalition, to assist with environmental restoration efforts.

College of Liberal Arts

Dr. Joel Hyer, Dean

Student Experience

- Griffon Media was honored with *Best of Show* designations at the virtual Fall ACP/CMA convention. The weekly news broadcast *KGSM-TV* was given the designation of 5th in the nation for collegiate broadcast news shows. Both the *Griffon News* website and *The Griffon* yearbook placed 8th in the nation. The literary arts journal *Reach* placed 7th in the nation.
- Caitlin Dillon, 20/21 Editor-in-Chief of *The Griffon*, received a national Pinnacle design award for her work on the yearbook.
- The department of Social Sciences & Humanities hosted the following Gold Friday events:
 - A screening of the film *A Beautiful Mind*, hosted by Kara Grant and Sathia Veeramoothoo.
 - *Constitution Day on Free Speech in Education Settings*, presented by Edwin Taylor.
 - *Ethics Slam: Liberty, Libertarianism, and Healthcare Mandates*, presented by James M. Okapal.
 - *Introduction to Archaeology*, presented by Jimmy Albright.
 - *The role of Islam in the United States*, presented by Ali Kamali.
- Pi Sigma Alpha, supported by the Department of Social Sciences and Humanities, hosted a Gold Friday Applied Learning event, *Who Votes? And Where and When and How? A Discussion of Voter Access* by Priscilla Southwell, Professor of Political Sciences, University of Oregon, organized by Edwin Taylor.
- Advanced Cinematography students are engaged with collaborative projects working with/for the Performing Arts Association of St. Joseph and The City of St. Joseph.

- Students, along with Toby Lawrence, hosted a live-streaming episode on Facebook of *Have a Cup of Joe with Old Saint Joe* at Mokaska Coffee with local Historian Cole Woodbury.
- Students enrolled in a video game production class on Gold Fridays, offered/led by Bill Stout. This class is designed to introduce participants to the core concepts of game mechanics and coding.
- Nuchelle Chance led a community-engagement project in conjunction with PSY 365: Social Psychology. Students volunteered at YWCA, AFL-CIO, Second Harvest Food Bank, and St. Joseph Museums.

People and Campus

- The Department of Communication and the Department of Social Sciences and Humanities co-hosted a *Halloween Gold Friday* series of events beginning with a tour of Mt. Mora Cemetery. Evan Hart, Ed Taylor and Joel Hyer were guides for the tour. Dawn Terrick later presented *The Lore and the Lure of the Vampire* followed by a showing of the 1980's vampire movie, *The Lost Boys*.
- Angela Haas wrote a review of *Patriot and Priest: Jean-Baptiste Volfus & the Constitutional Church in the Côte-d'Or* by Annette Chapman-Adisho, which was published in the journal, *Church History*.
- Dominic DeBrincat's article, *Boo-Boo's Big Day Out: A Boy's Bear as a Fictional Future Artifact* was published in the 2021 issue of *Detours: Social Science Education Research Journal*.
- Dominic DeBrincat chaired and presented a comment for a panel titled, *War, Frontier, and Identity*, at the Fall 2021 Virtual Meeting of the New England Historical Association.
- Paul Hindemith recently performed the lead role of Robert in The Barn Players production of Stephen Sondheim's musical *Company*. He was interviewed on KKFI radio's *Art Magazine* program. *Broadway World* reviewed his performance, saying "He masterfully brings the character to life.... His rendition of 'Being Alive' left [the reviewer] stunned."
- Paul Hindemith spoke on the topic of music and spirituality at the *Art and Soul* prayer service for the Center for JOY worshipping community in Saint Joseph.
- Paul Hindemith received two *Ruby* awards from the Robidoux Resident Theatre in St. Joseph for his work with the company in their 2020-2021 season. He received the award for Best Music Direction for his work on RRT's *It's a Wonderful Life* and Best Actor in a Musical for his portrayal of Sky Masterson in *Guys and Dolls*.
- David D. McIntire played clarinet, bass clarinet and baritone saxophone in The Barn Players production of Stephen Sondheim's *Company*, as well as providing sound design audio production.
- David D. McIntire performed in a reunion of the *Colorblind James Experience* in Rochester NY, for two sold-out shows.
- Teddi Dekka had her journal article *Conceptual replication for small-group undergraduate research: A research team's experience* published in the Journal on Excellence in College Teaching.
- Nuchelle Chance traveled to Geneva, Switzerland to present her ongoing research at the International Leadership Associations (ILAs) 2021 Conference. As an applied social psychologist, Nuchelle researches the intersection of psychology and leadership. Her presentation was titled *The crucible experiences of women in leadership comparing the lived experiences of BIPOC and non-BIPOC women*.

Programs and Partnerships

- The Department of Communication, in partnership with the MWSU Chapter of Society for Collegiate Journalists hosted their 2nd Annual *Career Night*. Students met with representatives

from companies including Zoom, KQ2, Fox4KC, Sweetfish Media and SJC Marketing. Many of the employers in attendance were MWSU alumni from programs affiliated with the Department of Communication.

- The Griffon Media Advisory, chaired by James Carviou, met to discuss new innovations in the field of media production. Media professionals from the community and surrounding areas in attendance discussed what is happening with smartphone technology versus the use of photo/video cameras in the industry.
- Media Design students, led by Jennifer Jackson, collaborated with community partners and the MWSU Center for Service on a poster project culminating in an opportunity for student design/products to be used by the community partners.
- Nuchelle Chance delivered a professional development workshop to the Northwest Missouri State Missouri School Counselors' Association (NWMSCA) fall membership meeting. In conjunction with Can You See Me Inc, the presentation titled, *Red Light, Green Light: Navigating the Intersection of Social Justice and Mental Health*, focused on the overlapping and compounding challenges that students face regarding mental health and social justice.
- Kayla Waters and Kelly Henry met with community partners to gather data/feedback pertaining to local workforce development needs in the areas of disability and aging services. Partners include representatives from Progressive Community Services, United Cerebral Palsy, United Way, Family Guidance, St. Joseph School District, Mosaic, and the Northwest Missouri Area Agency on Aging (Young at Heart).

Strength and Stewardship

- David McMahan, president of the National Communication Association, delivered the Presidential Address titled *Assessing and Advancing the Discipline*, at the national convention in Seattle, Washington. David presided over the Executive Committee and the 150-member Legislative Assembly. In his role as President of the Association, David authors columns for *Spectra* magazine, the organization's academic and professional journal.
- Jordan Atkinson received a Presidential Citation Award at the National Communication Association Convention in recognition of his professional service and student impact.
- Chris Marple and Paul Hindemith judged MSHSAA All-State choir auditions for the Northwest district of the Missouri Music Educators Association.
- Student-musicians in the Golden Griffon Marching Band, led by Joshua Knight and Bob Long, hosted the 35th annual *Tournament of Champions* marching band competition. This event featured 20 High School Bands from Missouri and Iowa, bringing over 1,000 9-12th grade student-musicians and 1,000 spectators to Spratt Stadium.
- Chris Marple assisted the vocal music students from Kearney High School by providing coaching and feedback for their vocal solos as they prepared to audition for the Northwest District Honor Choir.
- Nathanael May was invited to adjudicate the Nebraska piano auditions for the Music Teachers National Association competition. The event featured students in junior high, senior high, and collegiate levels across Nebraska, held at the University of Nebraska, Lincoln. Nathanael received an invitation to adjudicate the *Fall Baroque Music Festival* for the Kansas City Music Teachers Association and the state auditions for the Missouri Music Teachers Association.

College of Science and Health

Dr. Crystal Harris, Dean

Student Experience & Innovation

- Forty-two nursing students participated in 15 COVID vaccine clinics for a total of 289 hours.

- Nine chemistry students attended and presented their research at the Midwest Regional Meeting of the American Chemical Society.
- The Department of Chemistry in collaboration with the Kansas City Section of the American Chemical Society hosted the virtual Kenneth A. Spencer Award in Agriculture and Food Chemistry Address by Dr. Takayuki Shibamoto (Department of Environmental Toxicology, University of California, Davis).
- Chemistry alumnus Gary Baumann '09/'12 received the Great Griffon Award.
- The MWSU Association of Women in STEM hosted the *Women in STEM Conversations* featuring keynote speaker Kim Becking, President of Momentum Motivation.
- Julie Jedlicka worked with MWSU Biology honors graduate Laney (Hayward) Nute and others to publish the following research article *Dietary differences in insectivorous birds in coffee agroecosystems in Chiapas, Mexico driven by shade management, season, and year* in the peer-reviewed journal *Peer*.
- Five Wildlife Society students and Carissa Ganong conducted a *Stream Team* biomonitoring event in MWSU's Otoe Creek. Data collected every six months are submitted to the state *Stream Team* database.
- Konner Larkin presented a poster on his summer research experience with US Fish and Wildlife at the annual meeting of the *Great Plains and Rocky Mountains Division of the American Association of Geographers* meeting in Lincoln, NE.

Programs & Partnerships

- MWSU is officially registered with the American College of Sports Medicine in the Exercise is Medicine-On Campus (EIM-OC) program. The leadership team is Healthcare Professional Elizabeth Roderick, Health Fitness Professional Emily Ludwig, Advisor Stephanie Gerlach, with Student Representatives Aubrie Guenther, Alexia Adams (Health & Exercise Science majors), Hayley Kruse (Marketing major) and Maddilyn Ballard (Population Health major).

People & Campus

- The following presented at the Midwest Regional Meeting of the American Chemical Society in Springfield, MO:
 - Student Meghan Byous and MWSU professor Natalie Mikita presented research titled *Gene knockout of a heat shock serine protease* in *Escherichia coli*.
 - Shauna Hiley presented research titled *Supplemental instruction using Clutch Prep videos in dual enrollment General Chemistry I and on-campus Quantitative Analysis*.
 - Student Raevan Cutler and MWSU professor Shauna Hiley presented research titled *Determination of calcium in grape leaves by X-ray fluorescence and standard addition*.
 - Michael Ducey presented *Use of a natural products analysis themed experiment sequence in a chemical instrumentation course*.
 - Student Jude Stapf, incoming MWSU student Adam Ducey and Michael Ducey presented research titled *Coffee grounds as a wastewater remediation strategy: An experiment for use in the chemical instrumentation laboratory course to introduce atomic spectroscopy* and also *Extraction and GC-MS analysis of terpenoids from Salvia rosmarinus: An experiment for the undergraduate instrumental analysis laboratory course*.
 - Students Josiah Randleman and Tyler Law and Jeff Woodford presented research titled *Computation of vibrational properties on a discrete grid: Development of a graphical user interface* and also *Computation of vibrational properties on a discrete grid: Implementation of Wilson's G matrix*.

- Student Chad Owen and MWSU professor Steve Lorimor presented research titled *Greener chemiluminescence experiment for the organic chemistry laboratory*.
- Student Kyle Kammerer and MWSU professor Stan Svojanvosky presented research titled *Artificial neural network application to recognize active SRp40 ESE motif candidates*.
- Stan Svojanovsky completed the Online Learning Consortium Laboratory Course training program.
- Chemistry alumnus Dr. Dan Pfister '05 was named VP of Research and Development for Hillyard, Inc.
- Mark Mills, Carissa Ganong and biology student Ceirra Redman obtained their Level 1 *Volunteer Water Quality Monitoring* certifications from the Missouri Stream Team. This certification allows the MWSU Stream Team chapter to collect and submit additional water quality data to the state database.
- Tilottama Roy gave an oral presentation at the Missouri Master Naturalist meeting focusing on the John Rushin teaching and learning prairie.
- Karen Koy gave an oral presentation at the Geological Society of America National Conference about adjusting her teaching of geoscience courses during the COVID-19 pandemic.
- Two biology students presented posters co-authored with MWSU professor Carissa Ganong at the Great Plains Limnology Conference. Anthony Antos presented his summer PORTAL research on aquatic insect emergence in MWSU Otoe Creek and Sammy Roberts (MWSU alum) presented a multi-semester analysis of MWSU campus pond invertebrate communities and water chemistry that was co-authored by four other biology students.
- Dawn Drake presented a poster at the annual meeting of the Great Plains and Rocky Mountain Division of the American Association of Geographers on applied learning opportunities for geography students at MWSU.
- Dawn Drake presented an oral presentation on ways in which MWSU can help facilitate workforce development for the geointelligence industry in Missouri through the Center for Military & Veterans Services at the 2021 GEOINT Symposium in St. Louis, MO.
- Regan Dodd was a member of the 2021 steering committee for the NCAA Division II Faculty Athletics Representatives (FAR) Fellows Institute Conference at the NCAA Headquarters in Indianapolis, IN.
- Yipkei Kwok completed his work with David Sullivan, spring 2021 Mathematics graduate, on assessing the room for improvement of caching algorithms for content delivery networks. They co-authored the paper *LFO2: An Enhanced Version of Learning-From-OPT Caching Algorithm*.
- Lori McCune gave an oral presentation on *Redistricting, Gerrymandering, and Mathematics* as part of Gold Fridays.

Griffon Office of Applied Learning (GOAL)

Dr. Michael Ducey, Director

- The Griffon Office of Applied Learning and the Applied Learning Steering Committee presented draft documents to University stakeholders identifying definitions and criteria associated with applied learning activities. Following a campus review period ending on November 12, these will be finalized and posted to the Applied Learning website as guidance documents for current and future applied learning activities.

Memorandum

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

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

DA: November 16, 2021

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

Advising Appointments (since last BOG report): The Academic Advising & Student Success Center has had 511 visits by 416 individual students with over 57 advising appointments scheduled.

To date we have six academic departments who have assigned Secondary Advisors to new first-time freshmen (total of 246 assignments). Departments include Biology, Communication, Computer Science/Math/Physics, Health Professions, and Fine Arts.

When the University moved to a centralized freshman advising model, some faculty members expressed concern. The Academic Advising & Student Success Center has started the assessment process of the new Freshmen Advising Model with a subcommittee of members from the Academic Advising Center, the Enrollment Management Faculty Advisory Council, and the Assessment Office. The purpose is to assess the outcomes of the centralized advising model over four semesters (F/S/F/S).

Shout-Out Awards: Advising Shout-Out Awards were given to Dr. Jennifer Jackson (Communication) and Suzanne Kissock (Criminal Justice/Legal Studies). They both received \$25 ARAMARK Gold Dollars and this fall's awards were sponsored by Admissions and the Registrar's Office. There were 30 nominations received; 29 nominations were from students; 1 nomination was from a faculty member.

Early Interventions: There have been 1082 Early Interventions reported to date for the fall semester. The breakdown of students by academic level of those reported are as follows: 51% Freshmen; 15% Sophomores; 15% Juniors; 17% Seniors; and 2% Graduates.

Pathways Initiative: In an effort to provide more on-campus experiences for students (including on-campus housing) and a quicker path to graduation, the Admitted with Conditions program was redesigned and rebranded as the Griffon Pathways program for the Fall 2021 semester.

On October 19th, the Career Development Center held a Coffee and Donuts event for the Pathway students. The event was designed to make students aware of the Career Development Center and the ways the office can help with career planning.

As part of the program, Derek Evens sends out grade checks to all faculty with Pathway students. 12-week grade checks are currently going out to faculty members. This allows Derek and the program to help students course correct when necessary.

EdSights Campaigns coordinated through Student Success advisor Derek Evans:

10.4.21: Financial Aid Follow Up – Max the Griffon followed up with students who indicated they were struggling with tuition payments when contacted on 9/30. Twenty-two students indicated they were no longer struggling while two students indicated they were still struggling.

10.20.21 Homesickness Follow Up – Max the Griffon followed up with students who indicated they were struggling with homesickness on 9/24. One student identified as still struggling and wanted someone from the University to reach out.

10.27.21: Support System Check In – Max the Griffon reached out to see if students have someone they can reach out to if they need help. Of those, 47 students did not feel like they had a support system. They were all referred to Academic Advising and Student Success for support.

Center for Academic Support

The Center for Academic Support (CAS) offers tutoring by trained peer tutors, in math, writing, and specific courses to MWSU students. In addition to these services, we provide Supplemental Instruction, workshops and presentations.

Math Finals Review Sessions: The CAS will offer finals review sessions for MAT110(E) Contemporary Problem Solving and MAT 111(E) Introductory Statistics the week of Dec. 6-10. The finals in these general studies courses are comprehensive, and the review sessions will be led by certified tutors and professional staff.

Content Tutoring: The CAS offers Content Tutoring for 51 courses (excluding math and writing as these are separate disciplines). We strive to identify and hire a peer tutor if students request assistance for a course in which we do not have a tutor. We currently have 36 content tutors who have met with 117 individual students for 319 appointments totaling 346 hours. Microbiology and Nursing courses have had the highest use rate this semester.

Math: Math tutoring is our most highly utilized service, and our math tutors have worked with 109 students, 549 visits for 558 hours.

Writing: Writing tutors have worked with 83 students, 168 visits for 102 hours. (Note: in-person writing appointments are 30 minutes unless there is an exception such as English as a second language or a disability that requires an accommodation.)

Students also work independently in the CAS, totaling 463 hours.

Supplemental Instruction: SI leaders have met with 23 students totaling 81 visits for 79 hours.

The total figures for the CAS this semester through Nov. 11 are 339 students who have utilized the CAS for 1,547 hours. Students who have worked in the CAS are between the ages of 16 – 58, with 107 males and 232 females.

College Reading and Learning Association: As President-Elect of the Heartland College, Reading, and Learning Association, CAS Director and Writing Coordinator Susan Garrison will attend the CRLA national conference in Cincinnati,

Nov. 17-20. During the conference she will co-chair the Heartland membership meeting, which encompasses Iowa, Kansas, Missouri, Nebraska, and Oklahoma. In April 2022, Missouri Western will host the Heartland CRLA regional conference. This is an opportunity to showcase MWSU to faculty and professional staff from other colleges, including community colleges which have the potential to funnel students to MWSU to complete a degree.

Counseling Center

The Counseling Center has been working to provide the best possible services to the Missouri Western student populations. The Counseling center is preparing to deploy an opt-in text messaging system through their scheduling technology platform to send text reminders to students of their upcoming counseling appointments. The goal of this implementation is to cut down on the number of “no-shows” and open up more appointment slots for students.

The Counseling Center and the Dean of Students Office is supporting four undergraduate students majoring in social work as they complete training through NASPA: Student Affairs Administrators in Higher Education and the Missouri Partners in Prevention Coalition to become Certified Peer Educators and explore the development of a collegiate recovery community program to support students in recovery.

The Dean of Students Office and the Counseling Center have coordinated MWSU’s participation in the statewide Missouri Eliminate Tobacco Use Day on November 18 along with campus partners Esry Student Health Center and Recreation Services. The Dean of Students Office and the Counseling Center secured funding in the amount of \$249 from the Missouri Eliminate Tobacco Use Initiative to fund this program.

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.

Dean of Students

The Dean of Students Office and the university Campus Assessment, Response, & Evaluation (CARE) Team continues to respond to referrals associated with students exhibiting concerning behaviors, thoughts, or facing hardships. Since the beginning of the semester (August 30), the Dean of Students Office and the CARE Team have managed 120 students referred to CARE Team for assistance in the following areas:

Referral Type	Number of Students	Percentage of Total CARE Team Referrals (n = 120)
Mental Health Concern	50	41.7%
Student Wellbeing (beyond mental health)	36	30%
Social/Adjustment Issues	21	17.5%
Academic Concern	13	10.8%

The Dean of Students Office will host speakers Dr. Christie Brungardt and Dr. Curt Brungardt, co-founders of Jana’s Campaign, to provide a guest lecture on November 16 on the topic of “Love Shouldn’t Hurt,” focused on consent and bystander intervention.

Center for Diversity & Inclusion

The Center for Diversity & Inclusion hosted programming for MWSU's observance of National Non-Traditional Student Appreciation Week (November 4-10) in the Commuter & Non-Traditional Student Center, and hosted programming for MWSU observance of National First-Generation Celebration Week (November 8-12), including a faculty/staff training session on how to best advocate for first-generation students. In addition, the Center hosted an informational session for the new First-Generation Student Association student organization in celebration of National First-Generation Celebration Week. The Center for Diversity & Inclusion will host speaker Dr. Freda Gipp from Haskell Indian Nations University on November 17 in observance of National Native American Indian Heritage Month.

The Campus Cupboard continues to provide a resource to students experiencing hunger and food insecurity. The Campus Cupboard is a partnership with Second Harvest Community Food Bank. The Cupboard will be open extended hours on November 18-19, in observance of National Hunger Awareness Week, to provide food insecure students with the opportunity to receive items before the Thanksgiving break week.

Office of Global Engagement

Spring 2022 International Student Applications (10.14.2021)

- I-20 issued: 5
- Accepted: 3
- Awaiting Materials: 8
- Awaiting Payment: 86
- Awaiting Submissions: 160

Fall 2021 International Students: Total 57

- F1: 49
 - F1 Early College Academy: 2
- F2:1
- J1:2
- H4:1
- OT:2
- TP:2

International students graduating in Fall 2021:3

OPT-STEM OPT Students (06.09.2021): 22

Programming:

- Mandatory OPT Session
- International Cooking Classes
- Tea & Talk Bi-weekly first and third
- Blackness Worldwide: One Color Many Cultures
- International Fair 2021
- International & Multicultural Graduation Farewell & Sash Ceremony Fall 2021

Study Away: A study away committee consisting of the Interim Provost Academic Affairs, Vice President for Student Affairs and Enrollment Management, General Counsel, Director of Risk Management, and Director of Global Engagement was created to establish a framework for Education Away programs and serve as a clearinghouse/approval body.

The committee aims to establish and evaluate procedures, policies, guidelines for safe, educational, and affordable education abroad programs.

- Spring 2022 Faculty-Led Education Abroad programs
 - BIO 220, Natural and Cultural History of Costa Rica
 - HON 395/PSY 460/JOU428, Global Media Madness to Reason: London & Paris

Presentations:

- NAFSA All Region Summit Oct 8, 2021 “How Did Study Missouri Run the World”
- Fall 2021 Education USA Seminar Nov 2, 2021 “International Student Integration Strategies, Part I: Pre-arrival advising/support”

Housing and Residence Life

The Department of Housing & Residential Life hosted the inaugural Boulevard-or-Treat event on October 25 for 75 campus and St. Joseph community members

The Department of Housing & Residential Life will complete the second round of health and safety room checks on November 19 before students leave for Fall Break. Student rooms are checked for policy or fire code violations, as well as excessive trash. Students with unacceptable rooms will have 48 hours to remedy the issue. Like previous years, Residence Halls will not close for fall break. Students can remain on campus at no extra charge if needed. Sign-up is required for security purposes.

Both the 2022-2023 Academic Year and the Spring Only 2022 housing applications went live on November 1. After acceptance to MWSU, students can complete the housing application by logging into Goldlink.

Finals Feeding Frenzy will be held on Sunday, December 12 from 8-10 p.m. in Blum Union to celebrate students as they prepare for finals and support their mental and physical health. Key campus partners in this experience will be the Dean of Students Office, Department of Housing & Residential Life, Aramark, Center for Diversity & Inclusion, Center for Student Involvement, Career Development Center, Counseling Center, Student Government Association, Western Activities Council, Griffon Esports, Alumni Association, Center for Academic Support, and Student Success & Academic Advising Center.

Office of the Registrar

The Summer and Fall schedules were rolled on November 15th so departments could begin to create the sections they will be offering.

The Fall 2021 Grade Due Date has been adjusted to Monday, December 20th in order to accommodate the change in the holiday closure schedule and also allow enough time for end of term processing. The Registrar’s Office will ensure that everything is complete and transcripts sent prior to shutting down for the year.

There are 237 undergraduate students and 29 graduate level students who have applied to graduate in December 2021. 228 students have indicated they will be attending commencement on December 18th.

The Registrar’s Office is busy reviewing students records for those who have applied to graduate in Spring 2022. We are communicating with the students and advisors to make sure if there are deficiencies that solutions are presented to resolve the situation.

Center for Student Involvement

The Center for Student Involvement has launched “RSO Management Mondays” to provide dedicated time and space for student organization leaders with the guidance and tools to effectively lead their registered student organizations. In addition, the Center for Student Involvement partnered with the new Association of Latin American Students student organization to celebrate Dia de los Muertos in November.

The Center for Student Involvement and the Dean of Students Office have partnered to launch Breakers, an alternative break program rooted in student leadership development. Breakers already has interest from 18 students to attend the March alternative spring break trip to Starkville, Mississippi as a part of Habitat for Humanity’s Collegiate Challenge program.

The Center for Student Involvement is implementing its plan to cultivate and steward registered student organizations, including supporting students looking for involvement opportunities.

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

Slate knowledge transfer is in process and will conclude the first week of December with a final visit from SIG regarding this project. Once complete, this Strategic Priority 2 will be complete.

Strategic Priority 3: Staffing Needs Assessment and Plan

Counseling Center

The Counseling Center is working to secure one social work graduate intern and one counseling psychology graduate intern for the Spring 2022 semester.

Housing & Residence Life

The Department of Housing & Residential Life staffing model is being restructured to align with promising practice standards in the college and university housing field while attempting to reduce turnover, recruit qualified candidates, and enhance the student experience. This restructure, using all existing vacant positions, will result in the posting of a new Assistant Director of Residence Education and Assistant Director of Housing Operations & Services, along with the new Student Operations Assistant positions.

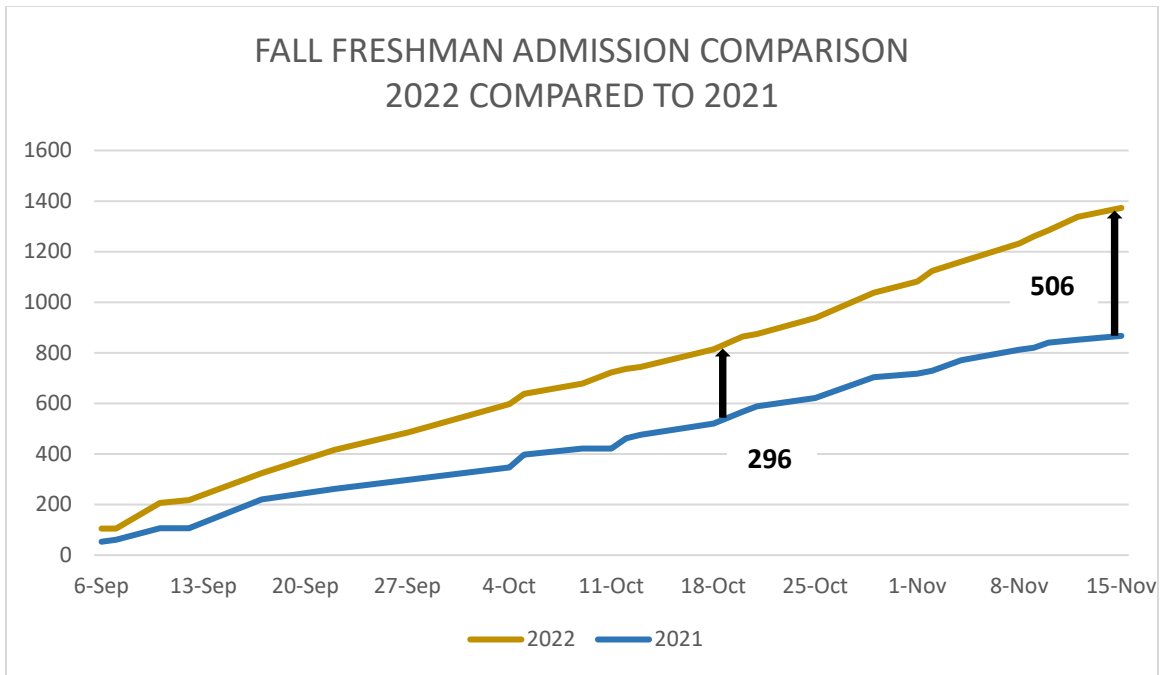
Strategic Priority 4: Enrollment Management Plan

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.

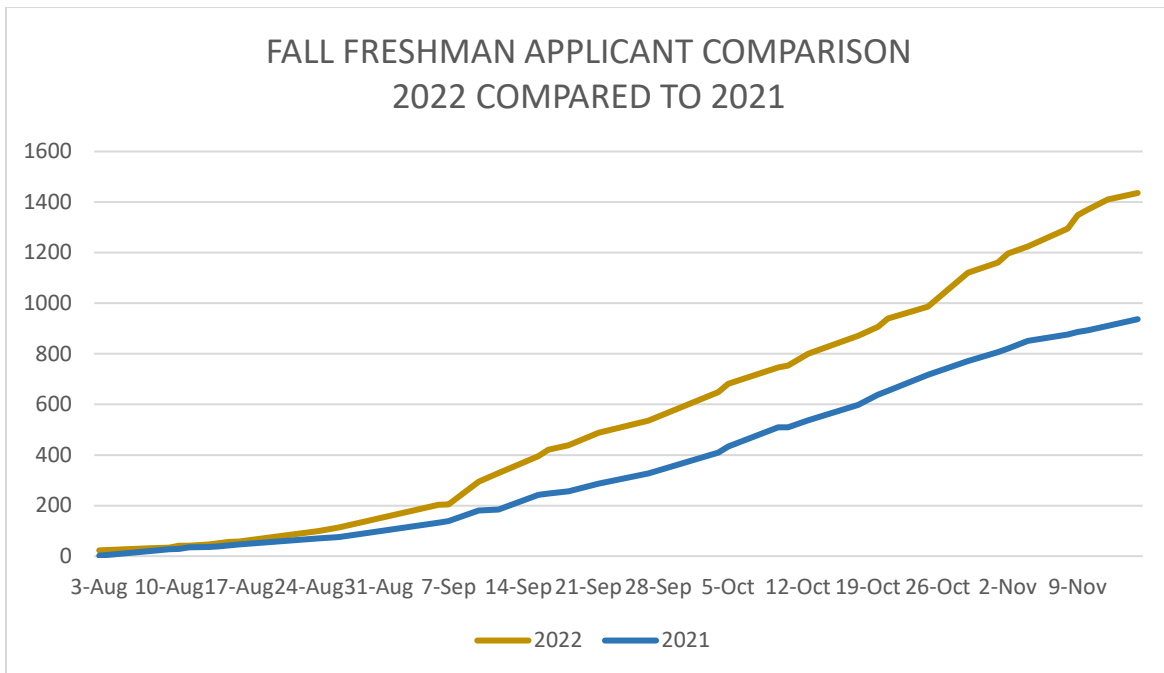
Recruiting New Students

Fall 2022 Recruitment Funnel

The graph below compares the number of prospective students admitted to Missouri Western this year to the same point in time during the Fall 2021 recruitment cycle. As demonstrated, the University is currently experiencing an increase in first-time full-time freshman of 58% or 506 prospective students (as of November 15).



It is also helpful, for analysis purposes, to compare the number of applications year-over-year at the same point in time. The graph below compares prospective student applications at this point in time in the Fall 2022 recruitment cycle to the same point in time in the Fall 2021 recruitment cycle and demonstrates growth of 53% or 499 students (as of November 15).



Majors: Top 10 Majors by Intended Enrollment (as of November 15):

Rank	Major	2022 Admits to Date	2021 Admits to Date	% Growth Year Over Year
1	Nursing (BSN)	219	144	52%
2	Psychology	89	42	112%
3	Undecided (Business & Entrepreneurship Focus Area)	84	66	27%
4	Elementary Education	70	25	180%
5	Criminal Justice (BS)	55	22	150%
6	Pre-Law	41	33	24%
7	Undecided (Education Focus Area)	41	36	14%
8	Social Work (BSW)	33	12	175%
9	Management – Entrepreneurship (BSBA)	31	-	-
10	Computer Science	30	13	131%

Griffon Rate States: The following is the ranking by number of admitted students in Griffon Rate states (as of November 15):

Rank	Griffon Rate State	2022 Admits to Date	2021 Admits to Date	% Growth Year Over Year
1	Missouri	967	632	53%
2	Kansas	113	81	40%
3	Illinois	93	34	97%
4	Nebraska	85	41	107%
5	Iowa	40	13	208%
6	Texas	11	11	-
7	Colorado	7	10	-30%
8	Arkansas	6	2	200%
9	Oklahoma	4	4	-
10	South Dakota	2	2	-
11	Tennessee	2	5	-60%
12	Wyoming	1	0	-
13	Kentucky	1	4	-75%
14	New Mexico	0	0	-

Missouri Territories: There are six Missouri territories. Total Admitted Students (as of November 15):

Rank	Territory	2022 Admits to Date	2021 Admits to Date	% Growth Year Over Year
1	Kansas City/Central Missouri	267	138	94%
2	North Missouri	202	111	82%
3	Buchanan County	175	162	5%
4	North Kansas City	136	81	68%
5	East Missouri	132	92	44%
6	South Missouri	53	41	29%

Top Six Missouri Counties (as of November 16):

Rank	Missouri County	2022 Admits to Date	2021 Admits to Date	% Growth Year Over Year
1	Buchanan County	176	170	4%
2	Jackson County	167	90	86%
3	Clay County	102	44	131%
4	St. Louis County	67	29	131%
5	Andrew County	37	25	48%
6	Platte County	37	38	-3%

Buchanan County High Schools by the Numbers (as of November 16):

Rank	Buchanan County High School	2022 Admits to Date	2021 Admits to Date	% Growth Year Over Year
1	Central	78	69	13%
2	Benton	44	31	42%
3	Savannah	32	20	60%
4	Lafayette	31	46	-33%
5	Mid Buchanan	8	6	13%
5	St. Joseph Christian	6	9	-33%
6	Bishop LeBlond	4	1	300%
7	East Buchanan	2	3	-33%
8	DeKalb	1	-	-

Admissions – Communications

There are three major areas of outreach on which we consistently focus when reaching out to prospective students: 1) event outreach; 2) application generation; and 3) value proposition. Below is a detailed list of communication by Admissions since the last Board of Governors written report:

Message	Print/Email/Text	Audience	Quantity Sent	Send Date	Drip	Notes
Campaign - Go Griffs Weekly Zoom Series						
21-22 Go Griffs Weekly Zoominar Overview for Drip Population (new contacts)	Event Email	All HS Jr-HS SR FR TR	New contacts as they enter Slate	10/14/2021	Yes	Sends on Day 3 in Slate
21-22 Go Griffs Weekly Zoom Engineering Technology Email Reminder	Event Email	21-22 All HS Jr-HS Sr-FR-TR	113,589	10/17/2021	no	
21-22 Go Griffs Weekly Zoom Engineering Technology Reminder	Text	Registered students	6	10/19/2021	no	
21-22 Go Griffs Weekly Zoom Engineering Technology Reminder	Text	Unregistered students (21-22 Hall HS Hr-HS Sr-FR-TR)	3,509	10/19/2021	no	
21-22 Go Griffs Weekly Zoom Law, Criminal Justice & Legal Studies Email Reminder	Event Email	21-22 All HS Jr-HS Sr-FR-TR	113,454	10/24/2021	no	

21-22 Go Griffs Weekly Zoom Law, Criminal Justice & Legal Studies Reminder	Text	Registered students	12	10/26/2021	no	
21-22 Go Griffs Weekly Zoom Law, Criminal Justice & Legal Studies Reminder	Text	Unregistered students (21-22 Hall HS Hr-HS Sr-FR-TR)	3,868	10/26/2021	no	
21-22 Go Griffs Weekly Zoom Education Email Reminder	Event Email	21-22 All HS Jr-HS Sr-FR-TR	113,376	10/31/2021	no	
21-22 Go Griffs Weekly Zoom November Schedule	Event Email	21-22 All HS Jr-HS Sr-FR-TR	113,271	11/1/2021	no	
21-22 Go Griffs Weekly Zoom Education Reminder	Text	Registered students	21	11/2/2021	no	
21-22 Go Griffs Weekly Zoom Education Reminder	Text	Unregistered students (21-22 Hall HS Hr-HS Sr-FR-TR)	4,031	11/2/2021	no	
21-22 Go Griffs Weekly Zoom Physical Education, Health, Sport & Exercise Science, and Physical Therapist Assistant Email Reminder	Event Email	21-22 All HS Jr-HS Sr-FR-TR	113,125	11/7/2021	no	
21-22 Go Griffs Weekly Zoom Physical Education, Health, Sport & Exercise Science, and Physical Therapist Assistant Reminder	Text	Registered students	21	11/9/2021	no	
21-22 Go Griffs Weekly Zoom Physical Education, Health, Sport & Exercise Science, and Physical Therapist Assistant Reminder	Text	Unregistered students (21-22 Hall HS Hr-HS Sr-FR-TR)	4,266	11/9/2021	no	
Campaign - Griffon Experience						
21-22 Griff Experience True Crime Halloween Email - Details	Event Email	21-22 All HS Jr-HS sr-FR-TR	113,632	10/18/2021	No	
21-22 Griff Experience True Crime Halloween Email - Final Push	Event Email	21-22 All HS Jr-HS sr-FR-TR	113,607	10/25/2021	No	
21-22 Griff Experience True Crime Halloween Email - 48 hour reminder	Event Email	Registered students	73	10/28/2021	No	
21-22 Griff Experience True Crime Halloween Email - 24 hours before	Event Email	Registered students	72	10/29/2021	No	
21-22 Griff Experience True Crime Halloween Email - 2 hours before	Event Email	Registered students	72	10/30/2021	No	
21-22 Griff Experience True Crime Halloween Email - Thank you for attending	Event Email	Attendees	32	11/1/2021	No	
21-22 Griff Experience True Crime Halloween Email - No Show	Event Email	Registered, but did not attend	40	11/4/2021	No	

Campaign - Date-specific messaging						
21-22 Housing Push - early app	Email	Admits - FR/TR	1,014	11/1/2021	no	
21-22 Housing Push - early app	Text	Admits - FR/TR	943	11/1/2021	no	
Campaign - Application						
Unsubmitted Application SMS reminder 1	Text		228	10/27/21 (ongoing)	yes	Sending five days after app created
Unsubmitted Application Email Reminder - Get your admission decision in as little as a week	Email	App Created as of 7/4/21	327	10/26/21(ongoing)	yes	Sending 22 days after app created
Undergraduate Application Incomplete_branded	Email	Awaiting materials	2,487	11/1/21 (ongoing)	yes	Sending seven days after app created
Campaign - Application Generation						
21-22 Griffon Guarantee — a scholarship that renews and grows each year!	Email	HS Seniors	97,246	10/20/21 (ongoing)	yes	Sending 38 days after entering campaign
Apply Postcard	Print	All high school seniors without an application	1,392	10/25/2021	no	
Griffon Guarantee Scholarship Postcard	Print	Freshman inquiries and applicants, SJSD seniors	508	25-Oct	Yes	Sending on drip weekly to students entering population (day - 35 through today - 42)
21-22 Join the Griffon family — apply today!	Email	HS Seniors	97,952	27-Oct	no	
21-22 You've caught our eye!	Email	HS Seniors	96,999	11/8/2021	no	
A+ Postcard	Print	Missouri only -- F/T inquiries and applicants, SJSD seniors, HS jr inquiries, meets GPA requirements	29,662	11/8/2021	no	
Campaign - Value Proposition						
Visit PC	Print	F/T inquiries and applicants, HS jr inquiries	14,905	10/18/21 (ongoing)	yes	Sending on drip weekly to students entering population (day - 7 through today - 13)

Majors Postcard	Print	F/T inquiries and applicants, SJSD seniors, HS jr inquiries	6,556	10/25/2021	Yes	Sending on drip weekly to students entering population (day - 49 through today -56)
Viewbook	Print	HS juniors, seniors, and transfer students -- inquiries and applicants only plus SJSD	1,934	25-Oct	Yes	Sending on drip weekly to students entering population (day - 21 through today - 28)
21-22 In-demand majors are waiting for you at Missouri Western	Email	HS Jrs/Srs	107,746	11/3/21 (ongoing)	yes	

In addition to the above communication campaigns, we have engaged billboards, social media campaigns, print media, and direct marketing at high schools in the region, including the St. Joseph market.

Admissions - New Student Success

Campus Visits Programming: Campus Visit Programming can be divided into four distinct areas – 1) daily visits; 2) school visits; 3) virtual engagement; and 4) events. Each serves a purpose in recruiting new students to Missouri Western.

Daily Visits: Since the beginning of the semester, 103 (with an additional 20 scheduled through December 2) individual appointments with faculty representatives occurred.

School Visits: Since the October Board of Governors report, four special visits occurred or are scheduled:

- GRIT Center (YWCA)
- North Kansas City High School
- Belton High School (December 1)
- Raytown High School (December 2)

Virtual Engagement: In the month of November, Go Griffs Weekly Zoom Series has held three virtual events focused on academic areas: 1) Education, 2) PTA/HSES, and 3) Business. In addition, our online chat feature included seven conversations, 33 messages, and 11 posts.

Events: At the conclusion of the Fall Semester special recruitment events, an assessment of the events was completed. Insights from the assessment will be discussed and considered as we plan for the Spring Semester recruitment events.

Griffon Orientation: Griffon Orientation for Spring 2022 is scheduled for January 11, 2022. This will include both freshman and transfer students. Griffon Orientation for Fall 2022, the following dates have been set:

- June 8th - Transfer Student Day
- June 9th - Non-Traditional Student Orientation (evening)
- June 14 - Athletes and Honors
- June 15 - General Session
- June 16 - General Session
- June 17 - General Session
- June 21 - General Session

- June 22 - General Session
- June 23 - General Session
- July 12 - General Session
- July 13 - General Session
- August - Single General Session date TBD after Chiefs Camp information is posted

Admissions – Recruitment

The recruitment team has been on the road since August 30 and continue to make great connections with prospective students at individual schools and college fairs. So far this recruitment season, the team has visited 247 high schools and participated in 111 college fairs. Our transfer coordinator has made 26 community college visits. In addition, we exhibited at the Missouri School Counselor Association Fall Conference at Tan-Tar-A on November 7th and 8th.

Not only does our recruitment team travel, they now get to be part of the admissions decision. They are instrumental in pushing our applicants through the funnel. Our recruiters assist students with the completion/submission of their application, alert the students about missing transcripts and best of all, make the admissions decision. This gives our recruiters the opportunity to build a relationship with the applicant and be the first to let them know they are admitted.

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

Housing & Residence Life

When the 2022-2023 Academic Year housing application went live, included are 3 new first-year Max Communities that will be available for first-year students to opt in to for the 2022-2023 academic year. Max Communities will be groups of first-year students who live together on the same floor in Scanlon with an interest and participate in various co-curricular programs. The 2022-2023 pilot Max Communities include the following:

Max Community	Description	Coordinating Unit
Living Out Leadership	First-year students interested in leadership development.	Center for Student Involvement
First-Generation Scholars	First-year students who will be the first person in their family to graduate with a bachelor's degree.	Center for Diversity & Inclusion
The Career Community	First-year students interested in career exploration and/or development.	Career Development Center

Career Development Center

The Career Development Center partnered with the Griffon Pathways program to host a Career Center Coffee & Donuts program in October.

Strategic Priority 6: Enhanced Centralized Advising

Academic Advising for freshmen students has moved to a centralized model with the exception of business and nursing.

With the change in the freshmen advising model this fall, here are the current loads for the professional advisors in Student Success: Director, Elaine Bryant – 53; Cathy Gann – 194; Derek Evans – 165; Dan Stevens – 190; Shelly Lundy – 143.

The professional academic advisors have been invited to attend most departmental meetings to stay updated on planned changes, as well as stay informed on special activities that AASS advisors can share with their freshmen advisees to get them connected with the academic departments.

With the new advising model, academic departments have been offered the option of appointing secondary advisors (faculty advisors) to the new freshmen assigned to AASS advisors. To date, seven of the 12 academic departments have signed on: Biology; Chemistry; Communication; Computer Science, Math & Physics; Education; Health Professions; and Fine Arts. Note: As stated above, Nursing and Business are currently exempt from this academic advising model because those areas each have a dedicated advisor.

To determine the advising model's effectiveness, a group of faculty and staff are being recruited to determine how to appropriately measure the level of success.

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. This does not include international students or student-athletes.

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.

Since the first day of the semester (August 30), the Career Development Center has engaged in the following experiences, supporting students along the career development lifecycle (from first-year to graduating senior):

Career Development Center Program	Reach
In-office and virtual student appointments (resume reviews, cover letter assistance, internship/job search preparation, etc.)	91 students
Presentations to academic classes, student leaders, new student orientation programs, etc.	23 presentations to 1,073 students and 99 faculty/staff

The Career Development Center hosted multiple career development and employer relations events during the months of October and November, including the following:

Career Development Center Program in October/November	Reach
Communications Career Night	23 students 10 employers
KU Health System On-Site Interviews	17 students 6 KU Health System units
Criminal Justice, Social Work, & Government Career Fair	54 students 52 employers

The Career Development Center will be hosting MWSU's inaugural participation in National Career Development Day on November 17, celebrating all MWSU wherever they may be on their career development journey. Finally, The Career Development Center is leading the planning for Grad Fest, which will take place on December 1.

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

The following staff members contributed to this report: Dr. Brett Bruner, Megan Berberich, Susan Bracciano, Elaine Bryant, Fumi Cheever, Joshua Clary, Susan Garrison, George Hudson, Katie Jeffers, Joshua Maples, Peggy Payne, Megan Raney, Melissa Stallbaumer, and Jamie Sweiger.

MEMORANDUM

To: MWSU Board of Governors
From: Theresa Grosbach, Interim VP of Intercollegiate Athletics
Date: November 15, 2021
Re: BOG Report (Athletics, Recreation Services and Esports)

NCAA Updates

- **NCAA Constitution Committee** – The NCAA has released the draft of the revisions for the Constitution and its six core tenants. Overall, the work updates and modernizes the language, makes it more student-athlete focused, and only includes provisions that apply to the entire membership. The work redefines the principles of the Association, with a focus on providing a better student-athlete experience. The work also redefines the Association's role to create greater autonomy for the divisions. Within the document, the financial structure and annual revenue allocations for Division II are reaffirmed at 4.37% annually. There is continued emphasis on rules, compliance, and accountability. Finally, the new articles address the requirements for a two-thirds majority to amend the Constitution, and reaffirmation of the responsibility of the institution's president/chancellor to oversee the conduct of intercollegiate athletics. The special NCAA Convention on the proposed new articles for the Constitution was held on Monday, November 15th. The official membership wide vote will take place at the annual January NCAA National Convention, with possible implementation for August of 2022.
- **NCAA Division II SAAC Super Region Convention** – Eric Kramer, Associate Director of Athletics for Compliance and Sport Administration, and two SAAC Leadership Panel student-athletes will attend the Division II SAAC Super Region Convention on November 19th – 21st in Chicago, IL. This convention will provide leadership training, ways to strengthen the student-athlete voice, action plans to promote mental health on campus, further knowledge on Division II student-athlete initiatives, and education around the Make It Yours Brand. Overall, the program will help attendees grow personally and professionally, and allow them to bring ideas back to campus to strengthen MWSU SAAC.
- **MIAA Membership Task Force** – Interim Director of Athletics Theresa Grosbach is currently serving as a member of the newly re-engaged MIAA Membership Task Force. Led by Washburn University President Dr. Jerry Farley, the committee is comprised of Presidents and Directors of Athletics and charged with reviewing the current membership of the MIAA and its possible future composition. Given the continuing conference realignment at NCAA Division I, the proactive discussions revolve around desired league size, membership requirements, and external threats/opportunities.

Fall/Winter Sports Updates

- **Griffon Football** capped off the season with a resounding 41-12 victory over Lincoln University. Six different student-athletes scored touchdowns, and the team amassed 450 total yards on the day. The Griffons finished the year on a three-game winning streak, ending with a 6-5 overall record and tied for 5th place in the MIAA.
- **Griffon Volleyball** ended the regular season by qualifying for the postseason tournament. The Griffons will face #1 seed University of Central Missouri in Warrensburg, MO on Tuesday, November 16th at 7pm. Senior Ali Tauchen became the all-time rally scoring kills leader for

Missouri Western on Friday, November 5th adding to her legacy as one of the all-time greats in the program.

- MIAA #5 seed **Griffon Soccer** completed its Fall 2021 campaign with a 1-0 loss at MIAA #4 seed University of Central Oklahoma. Three Griffons were recognized as 2nd Team MIAA All-Conference players – freshman Elizabeth Musilek, senior Kaili Campbell, and senior Eszter Toth.
- The **Griffon Men's and Women's Cross Country** teams completed their season at the NCAA Central Regional meet in Joplin, MO on Saturday, November 6th, running the fastest team times in program history. The Griffon women finished 17th in the 35-team field with a total time of 1:54:29 and 447 points. Madison Nash was the top finisher for the women, placing 15th overall and was just on the outside of qualifying for the NCAA Championships. The Griffon men posted multiple PRs and had a 15th place finish with a combined time of 2:42:36 and 422 points.
- **Griffon Women's Cross Country** sophomore sensation Madison Nash was recognized by the US Track & Field and Cross Country Association as a 2021 NCAA Division II Cross Country All-Regional selection. This puts her among the 200 best student-athletes across all of Division II as recognized by USTFCCCA. Madison is the second Griffon cross country runner to earn USTFCCA honors in program history.
- **Griffon Men's Basketball** began the 2021-22 campaign at the Small College Basketball Tournament at Civic Arena, going 1-1 overall in a nationally stacked field of competitors. The Griffons lost a heartbreaker in overtime in game #1 to Embry Riddle University 77-83 and then bounced back in game #2 to defeat pre-season ranked #8 St. Thomas Aquinas University, 93-82. Three Griffons were named all-tournament team for their outstanding performance – JaQuaylon Mays, Reese Glover, and Caleb Bennett. The Griffons played in the Central Regional Challenge at Municipal Auditorium in Kansas City, MO this weekend, and lost two games, with another tough defeat in overtime. The Griffons next host the Hillyard Classic in the Looney Complex this upcoming Friday, November 19th and Saturday, November 20th.
- **Griffon Women's Basketball** opened the 2021-22 season with the Hillyard Classic in the Looney Complex last weekend with two regional victories. The Griffons defeated Sioux Falls 76-68 and Southeastern Oklahoma State 78-67. The Griffons will next face former MIAA foe Southwest Baptist on the road on Thursday, November 18th at 6pm.

Personnel Updates

- Former NAIA Director of Championships **Mike Higgins** has joined the staff in a part-time role as the Manager of Gameday Operations to assist with basketball game day following the departure of long-time Senior Associate Director of Athletics Brett Esely. Mike will be a member of the department through the end of the basketball season in March.

Recreation Services

- **Director of Recreation Services Emily Ludwig** presented at the National Intramural-Recreational Sports Association (NIRSA) Region IV conference as part of a wellness roundtable last week. Emily was able to share the creation and implementation of the Griffon 360 wellness program with colleagues around the region.
- Marketing efforts continue for **Griffon 360** with upcoming new programming for a lunch and learn series called “Data Bites”.

- **Director Ludwig** also represented MWSU Recreation Services for the ACUI/NIRSA “Marketing to Reach First Generation Students” presentation.
- **Intramurals** programming is continuing with multiple options available for students over the course of this semester. Currently 92 students are participating in co-ed volleyball. Ping-pong and 3 v. 3 basketball will be up next.
- The “**Don’t Get Super Smashed**” event was co-sponsored with Esports and Student Affairs to promote alcohol awareness while playing Smash Brothers in the Esports Arena.
- **Consent ParTea** was a Title IX event, utilizing discussion around the nutrition benefits of tea to provide education. This event was co-sponsored with the Title IX Office, Global Center and Partners in Prevention.
- Recreation Services continues to partner with Student Affairs and university General Counsel to establish **club sports**.
- Swimming lessons have returned to the Thomas Eagleton Pool through **St. Joseph Parks & Recreation**. Each session offered has sold out.
- Additional organizations have been added to the Recreation Services **contractual rentals** for the pool. They include Boy Scouts of America, Mosaic Life Care – Arthritis Community Services, and Bishop LeBlond High School girls swim team.

Esports

- The **Griffon Esports Overwatch** team qualified for the Peachbelt Championship in Florence, South Carolina on October 29th-30th. The Griffons advanced to the semifinals in their first-ever postseason appearance in program history. George Acosta was named the Peachbelt Rookie of the Year, and Luca Souza was named the Player of the Year in the Red Division for Overwatch. As part of the competition weekend, Griffon Director of Esports Luke Theis was able to participate as panelist for interested local area high school students, and observe the necessary operations to host an in-person competition.
- Three varsity teams are currently competing in the Eastern College Athletic Conference (ECAC) and doing well in their respective varsity title – **Fortnite** (10th place of 58 teams), **League of Legends** (3-1), and **Rocket League** (5-1).
- The Office of Student Affairs has been working to refine the process of student organizations to move to club status. As part of these discussions, Director Theis has been revamping the club set-up for esports. The structure will move to an **Esports Club Committee**. This committee will allow all Esports clubs to have one voice/brand, provide direction on how to operate the club on a day-to-day basis, practice and host events.
- The trends for the Griffon Esports social media platforms – **Twitch, Twitter, Facebook and Instagram** – continue to move upwards with growth in unique followers. Through the month of October, the total streaming time was 42 hours/4 minutes with 736 unique viewers and 130 unique chatters. Twitter experienced 490 retweets, Facebook had 694 total post engagements, and Instagram had 326 total likes.
- Efforts are continuing to connect with the St. Joseph community. Members of the **YWCA Choices and Decisions** program will be visiting the arena on Friday, November 19th. Approximately 115 students ranging in age 12-14 years old will be onsite to observe the space, interact with members of our teams, play games and have lunch in the space.
- Griffon Esports is assisting the **St. Joseph Park and Recreation** with its Esports competitions, **Central High School** in streaming matches, and the **LevelUp Arena** in Overland Park with its events in order to build recruiting networks.

- Griffon Esports hosted another **24hr Live Stream** in partnership with Extra Life to raise funds for the Children's Miracle Network. Special guests during the broadcast included President Kennedy, Assistant Vice President/Dean of Students Dr. Brett Bruner, Chief of Staff Chris Dunn, and Chief Communications Officer Becky Dunn. The total raised during the stream was \$750, bringing the overall total for 2021 to \$5,256.

MEMORANDUM

To: Missouri Western State University Board of Governors

From: Jean Ahwesh, Interim Senior Executive Director of the MWSU Foundation

Date: December 2, 2021 (as of November 15, 2021)

Re: BOG Report (University Advancement, Alumni and MWSU Foundation)

Advancement

- An end of calendar year omni channel campaign has been launched with a letter being sent to nearly 5,000 donors soliciting funds for the Griffon Guarantee Scholarship. Email and social media will also be used to reach potential scholarship donors.
-
- As of November 12, nearly \$30,000 had been raised in gifts and pledges during the silent phase of the November 30th Griffs Giving Day. The website is live (griff.vn/griffsgive), postcards have been sent and emails and social media posts have been scheduled. 53 donors have contributed to date with a goal of 100 donors. A 100% participation goal of all board members (Board of Governors, Foundation and Alumni boards) has also been set. We appreciate all those who have already made their gift or pledge.
- Phonathon student callers began calling alumni and friends to update their records, visit about the university and ask for donations for scholarships.
-
- New Scholarship
- The Institute of Internal Auditors Kansas City Chapter has established an \$1,500 impact scholarship for Junior or Senior Accounting or Finance Majors who have a minimum GPA of 3.0.
- The old Golden Griffon Marching Band uniforms will be repurposed into a keepsake pillow and offered to alumni for purchase.

Alumni Relations

- The Alumni Office is partnering with Student Affairs to host a Grad Fest for all Winter graduates on December 1 in the Fulkerson Center. Graduates can pick up their caps, gowns and hoods at this event. The Alumni Office will be gathering information from each graduate and will be encouraging those who qualify to register for a free Legacy Cord to signify their parents or grandparents are/were also Missouri Western graduates.
- The Alumni Association is hosting a Graduation Reception for graduates and their families in the old gym immediately following the December 18th ceremony.

Foundation

- The search has begun for a Vice President for University Advancement and Executive Director of the MWSU Foundation. The search committee consisting of Dr. Melissa Mace, Bill Grimwood, Dennis Rosonke, Becky Dunn and Kylee Strough are looking for a strong leader who is also a strategic thinker to fill the position.

MEMORANDUM

To: Missouri Western State University Board of Governors
From: Becky Dunn, Chief Communications Officer
Date: December 2, 2021 (as of November 15, 2021)
Subject: BOG Report

The Marketing and Communications Department is comprised of nine staff: A Chief Communications Officer, Assistant Director, Administrative Coordinator, Web Designer, Marketing Coordinator, Digital Marketing Coordinator, Video Marketing Coordinator, and two Graphic Design Coordinators.

Functions of the department include creative services, internal and external communications, website content management, social media, media relations, and marketing.

Recent history of the Marketing and Communications Department

2019	2020	2021
<ul style="list-style-type: none">Department restructured	<ul style="list-style-type: none">Several staff changes	<ul style="list-style-type: none">New CCO hired
<ul style="list-style-type: none">Marketing campaign launched	<ul style="list-style-type: none">Acquired website content management	<ul style="list-style-type: none">Staff returned to working in the office

Project Request Forms Processed

July 1, 2021 to October 31, 2021

Excluding Admissions projects and projects requested via email

DESIGN	PRINT	WEBSITE EDITS	TOTAL
230	205	297	732

Earned Media Efforts

Media Mentions




July 1, 2021 to October 31, 2021

2020	2021	DIFFERENCE
321	417	+29.91%

Media Mentions – Number of times keywords appear on webpages, news articles, blogs, etc., via Google alerts.

Social Media Analytics

July 1, 2021 to October 31, 2021

PLATFORM	ENGAGEMENT	IMPRESSIONS	AUDIENCE	BRAND AWARENESS
Facebook 	56,049 Interactions	3,117,822 Page Views	14,347 Fans	873 Mentions and Shares
Instagram 	3,392 Interactions	90,994 Content Views	4,691 Followers	919 Mentions, Story Mentions, #GoGriffs, #MWSU
Twitter 	2,592 Interactions	N/A	8,762 Followers	448 Mentions

Engagement – Number of fan/follower interactions (likes, saves, reactions, replies, retweets, comments, shares, clicks and/or private/direct messages) with our page for the selected period.

Impressions – Number of times our page/profile content has been viewed during the selected period. This includes paid, organic, and viral impressions.

Brand Awareness Score – Number of mentions of our page and shares of our content for the selected period.

Website Analytics

Missouri Western's top ten web pages based on unique pageviews
August 1 to October 31

2019 574,488 Unique Pageviews	2020 493,217 Unique Pageviews	2021 509,994 Unique Pageviews
<ol style="list-style-type: none"> Homepage A-Z Sitemap Academics Admissions Library Apply Academic Calendar Financial Aid HR – Careers Scholarships 	<ol style="list-style-type: none"> Homepage A-Z Sitemap Academics COVID-19 Library Apply for Admissions Admissions Apply Academic Calendar Find Your Path 	<ol style="list-style-type: none"> Homepage A-Z Sitemap Academics Admissions Apply Apply for Admissions Academic Calendar Library Application Account Login Find Your Path

Unique Pageviews – Represent an aggregate of pageviews generated by the same user during the same session (i.e., the number of sessions during which that page was viewed one or more times). Unique pageviews combine the pageviews that are from the same person, on the same page, in the same session, and just counts them as one.

Section

C

Report of the Student Governor Hannah Berry

I am pleased to be writing this report to close out the fall 2021 semester. Fall break proved to be a much-needed pause in the semester for students, and now we are pushing forward through upcoming finals. This semester brought back many cherished traditions, regularly operating in-person capacities, and an invigorated campus community. Thank you to the student government association, registered student organizations, faculty, and staff for your dedication to students this fall.

Section

D



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

Report to the Board of Governors

December 2, 2021

Introduction

The Fall 2021 semester is nearly complete. As of our December Board of Governors' meeting, only one week of classes and final exams week remain in this term. Reflecting on the past few months, it is abundantly clear that MWSU has delivered on its promise to bring back the collegiate experience to our campus. The vibrancy and vitality of campus life has been both uplifting and given a measure of hope that life is returning to some level of normalcy during this tragic pandemic.

With this as perspective, 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.

COVID-19 Update

MWSU's COVID-19 Response Team continues to diligently monitor the COVID-19 situation in our area and to sift through the scientific reports and data as each pertains to our campus. My participation continues 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.

Based upon several factors (e.g., increased community and campus cases, increased hospitalizations, and increased positivity rates in our county) and upon the recommendation from our COVID-19 Response Team, MWSU moved to reinstate its face coverings policy as of November 15, 2021. All students, faculty, staff and visitors must wear a mask covering their nose and mouth in all public indoor spaces on Missouri Western's campus.

While it is anticipated that the face covering policy will remain in effect through the end of the semester, the COVID-19 Response Team will continue to review the data weekly. Should conditions change significantly, another announcement will be made.

Further, we have increased accessibility to COVID-19 testing on campus by expanding testing in the Esry Health Center to M-TH, 8:00 – 4:30 (by appointment) and by promoting information about vaccination/booster shot events in our area. More information about our campus' response may be found at on our [COVID-19 guidelines](#).

Winter Commencement

I am very pleased to report that MWSU will have the honor of having Esther George, the President of the Federal Reserve in Kansas City, serve as our Commencement Speaker for our Winter Commencement Ceremony on December 18, 2021, 11:00 a.m. in the Looney Complex. Importantly, Esther is an alumna of MW and is from Faucet MO. Her address is guaranteed to be inspiring.

Spring 2022 Enrollment

Registration for the spring semester has begun. Through the offices of Academic Affairs, Finance and Administration, and Enrollment Management staff, a concerted effort is underway

to ensure current students are registered prior to their leaving campus for the Winter break. As mentioned earlier, recent implementation of SLATE, our customer relationship management system (CRM), will assist with student retention efforts as our communication with and tracking of current students is now better coordinated and much more efficient. Details about spring enrollment will be shared as the data becomes available.

Fall 2022 Recruitment

The Fall 2022 recruitment cycle began in earnest on July 6, 2021. To date, comparison of prospective first-time full-time students admitted to MW this year against the number admitted at the same point in the Fall 2021 recruitment cycle indicates a positive increase of 506 students (approximately 58%). While actual enrollment numbers will be counted much later in spring 2022, it should be noted that these admit increases are occurring following MW's elimination of several programs and forecast vindication (albeit early) of the decisions made Spring 2020. Programs for which prospective students are expressing interest include nursing, psychology, elementary education, criminal justice, physical therapy assistant, managerial entrepreneurship, early childhood education, and social work.

For those prospective students considering MWSU, the Griffon Experience offers an opportunity to learn more about our academic majors, student support services, and involvement at Missouri Western. For example, the October Griffon Experience featured majors related to the criminal justice system. Prospective students and their guests engaged in an interactive "whodunnit" sleuth during which MWSU faculty and staff shared their criminal justice expertise to assist in "solving" the mystery and, most importantly, to showcase applied learning in action. This event was unique to MW and very well received by those participating in it.

Status of Provost Search

This search process is nearly complete, and it is anticipated that the next Provost and VP of Academic Affairs will be announced in the near future. In the meantime, Interim Provost Dr. Marc Manganaro continues to provide solid leadership for the Office of Academic Affairs.

Status of the Vice President for Advancement / Executive Director of the Foundation Search

Dr. Melissa Mace, VP for Student Affairs and Enrollment Management is moving this search forward. The search committee members joining her efforts include Bill Grimwood, Chair of the Foundation Board, Dennis Rosonke, Foundation Board member, Ms. Becky Dunn, Chief Communications Officer, MWSU, and Ms. Kylee Strough, President of United Way of Greater Saint Joseph, MO. At this writing, applications are under review to determine those to be invited for an initial zoom interview. Dr. Mace has shared that the pool of applicants at this stage appears to be of very good quality. More details about the search process will be shared as they are finalized. I trust, too, that you will join me in thanking Interim Senior Executive Director Jean Ahwesh for her good service to the University as she completes her term in December 2021.

Athletics

As MW's winter sports begin their ramp up, the University has many accolades to share regarding our fall sports' performances. For example, MIAA #5 seed Griffon Soccer completed

its Fall 2021 campaign with a 1-0 loss at MIAA #4 seed University of Central Oklahoma. Three Griffons were recognized as 2nd Team MIAA All-Conference players – freshman Elizabeth Musilek, senior Kaili Campbell, and senior Eszter Toth.

The Griffon Men's and Women's Cross-Country teams completed their season at the NCAA Central Regional meet in Joplin, MO on Saturday, November 6th, running the fastest team times in program history. The Griffon women finished 17th in the 35-team field with a total time of 1:54:29 and 447 points. Sophomore sensation Madison Nash was the top finisher for the women, placing 15th overall and was just on the outside of qualifying for the NCAA Championships. Madison was recognized by the US Track & Field and Cross-Country Association as a 2021 NCAA Division II Cross Country All-Regional selection. This puts her among the 200-best student-athletes across all of Division II as recognized by USTFCCA. Madison is the first Griffon cross country runner to earn USTFCCA honors in program history. The Griffon men posted multiple PRs and had a 15th place finish with a combined time of 2:42:36 and 422 points.

University Initiatives

President's Ad Hoc Committee on Compensation

As the Board is aware, compensation increases for faculty and staff have not occurred since July of 2018. While MWSU is not in a financial position to offer increases at this time, it is an important imperative that plans be in place in order to do so when possible.

To this end, the University contracted with CBIZ Talent and Compensation Solutions, a nationally recognized expert in higher education, to assist in designing a formal market-competitive compensation plan for the university's faculty and staff. Their work has included studying internal data (job analysis questionnaires, policies, job descriptions, etc.) and external labor market analysis to benchmark total compensation at MWSU against the market.

The objective of this study is to provide the university with a compensation plan that will continue to accurately reflect job roles and responsibilities, establish an organizational structure that is flexible in order to accommodate future growth and broader goals and compensation.

CBIZ is completing their 2021 work in four phases.

1. Phase One - May to September: planning and data collection
2. Phase Two - October: market research
3. Phase Three - November to December: program design
4. Phase Four - TBD: administration and program training

With this in mind, I have appointed an ad hoc Employee Compensation committee. The committee intentionally represents a cross section of the university's employees and as such reinforces the importance of shared governance to the university. The ad hoc Employee Compensation committee is charged with reviewing the compensation plan prepared by CBIZ Talent and Compensation Solutions and developing a set of recommendations regarding compensation increases (i.e., levels and timelines) for all university employees. Budget considerations and fiscal situations will be a key driver of implementation of the plan, however the intent and commitment are to initiate compensation increases as soon as financially possible.

The members of the committee were recommended through consultation with members of the President's Cabinet, Faculty Senate, and Staff Association. The make-up of the committee consists of: Committee Chair: Vice President for Finance and Administration Darrell Morrison, University General Counsel Kelli Douglas, Human Resources Director Sara Freemyer, Faculty Senate President Dr. Greg Lindsteadt, Faculty Representative(s) from the College of Liberal Arts Tommy Brecheisen, College of Business and Professional Studies Dr. Khendum (KC) Choden and College of Science and Health Dr. Regan Dodd, Staff Representative(s) Amber Halstead (Exempt) and Jean Foster (Non-Exempt). The ad hoc Employee Compensation committee will begin its preliminary work with an introductory meeting early December 2021 and will continue its efforts through the Spring 2022 semester. I hope you will join me in offering appreciation to these individuals for their willingness to serve MW in this very important work for our University.

City of St. Joseph American Recovery Plan Act (ARPA) Funding

Significant dollars are available through the City's ARPA funding. MWSU submitted a proposal (\$450K) to address our local law enforcement agencies' significant personnel needs and to upgrade our equipment in order to provide state-of-the-art training in our Law Enforcement Academy. We have returned the city's contract and await the next phase during which final funding awards will be determined. This last phase may or may not include an appearance before the city council. More details will be shared as this project moves forward.

Esports

Luke Theis, Interim Director for Esports, appeared on [Barry Birr's KFEQ Hotline Radio Program](#) as part of his efforts to grow and strengthen the program. Our Overwatch team made it to the semi-finals in its first appearance in the [Peach Belt Conference](#). George Acosta was named the Peach Belt Rookie of the Year, and Luca Souza was named the Player of the Year in the Red Division for Overwatch. Esports also participated in another successful 24-hour livestream charity event on October 28th and 29th. Partnering with [Extra Life](#), an online platform which assists gamers (in this instance, our Esports' players) in fundraising efforts, Esports raised another \$600, which brings the team's season of fundraising dollars to just over \$5,000 on behalf of the Children's Miracle Network at KU Medical Hospital. I congratulate Director Theis and all of our Esports students for their efforts in this regard.

Community Engagement and Relations

As is typical in my reports, 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 – so as to promote the University in every way possible are ongoing.

I have been invited to serve on MDHEWD Commissioner Zora Mulligan's Presidents' Advisory Council, representing public four-year institutions in the state of MO. This invitation arrived mid-November so additional details will be provided at a later date.

I was invited to serve as the Guest Host for [The Joseph Company](#)'s second breakfast meeting on October 2nd. The Joseph Company consists of community leaders from the school district, business community, local government, healthcare system, university system, and the non-profit

sector. This group is working to support a training initiative “so that ALL of our community members can thrive physically, financially, relationally, socially, emotionally, and spiritually”. Part of my host duties allowed me to share some of the most positive aspects about MWSU with a diverse group of community leaders. A brief video including highlights from my participation may be found [here](#), as well as a second video, [3D Rewind](#), which also provides additional highlights.

On November 2nd, I attended a working lunch conducted by the St. Joseph Legislative Partnership to determine joint and shared individual legislative priorities for the upcoming session of the General Assembly. MWSU’s priorities include an increase to our core funding, funding for deferred maintenance, and support for the CTAC project (our joint partnership with NCMC). This partnership consists of representation from Buchanan County, the City of Saint Joseph, the Saint Joseph Chamber (and Community Alliance) and MWSU. It is incredibly strategic to MWSU in terms of building support for the University’s interests as well as allowing MW to advocate strongly for our community and regional efforts. Our locally elected state officials, including Senators Hegeman and Lutekemeyer and Representatives Shields, Falkner, and Van Schoiack, attended and provided their perspectives on the upcoming General Assembly session. As the next session of the General Assembly approaches, the work of this partnership will prove valuable to MWSU’s efforts in Jefferson City. More details will be provided as they unfold.

Financial Situation

As VP Morrison reported to our Board of Governors, we are addressing our current budget situation. Revenues have been lagging behind our original projections, therefore, we’ve adjusted the revenue forecast in order to address the approximately \$700 deficit. It must be pointed out that this deficit represents .8% in our overall operating expenses. I have directed VP Morrison to work with Dr. Manganaro and the campus community as a whole in order to regain balance by the end of the second quarter (December). There is good reason to expect that a return to a balanced budget will be achieved by then and that we will continue our good progress toward financial health.

Summary

It has been an exciting semester as I have tremendously enjoyed serving the University as it has returned to a near-normal state. My pride in our students, faculty, staff, administrators, and alumni grows daily. The tremendous and diverse impact of this University - on so many and in so many ways – is an incredible source of inspiration. Regardless of the challenges facing us, our commitment to our students and their success, our dedication to providing an excellent education at an affordable price, and the irrefutable value that MW places on its faculty, staff, and administrators – those who form the foundation of our Griffon Family – remain steadfast.

To repeat my oft-cited phrase, MWSU is moving forward with clear direction and sure purpose, and I am thrilled to be part of this momentum.