



Board of Governors' Meeting

February 24, 2022

1:30 P.M.

Blum Student Union Rm 220



AGENDA

MISSOURI WESTERN STATE UNIVERSITY
BOARD OF GOVERNORS

February 24, 2022 - 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, February 24, 2022. 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/BOG22422.

I. PUBLIC SESSION

- A. Approval of December 2, 2021 Board Meeting Minutes (Board Book Section A)
Ratification of December 7, 2021 and February 1, 2022 Board Polls (Board Book Section B)
- B. Board of Governors' Committee Report
 - 1. Academic & Student Engagement
 - 2. Policies & Bylaws
 - 3. Personnel, Finance & Operations (Board Book Section C)
- C. Division Reports (Board Book Section D)
 - 1. Finance & Administration (Darrell Morrison)
 - 2. Academic Affairs (Marc Manganaro)
 - 3. Student Affairs & Enrollment Management (Melissa Mace)
 - 4. University Advancement & MWSU Foundation (Marc Archambault)
 - 5. Intercollegiate Athletics (Theresa Grosbach)
 - 6. Marketing & Communication (Becky Dunn)
- D. Report of the Student Governor (Board Book Section E)
- E. Report of the President (Board Book Section F)
- F. Report of the Chair
- G. 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. Legal Matters & Personnel Items (Board Book Section G)

III. PUBLIC SESSION

Adjournment

Section A

MINUTES, BOARD OF GOVERNORS
MISSOURI WESTERN STATE UNIVERSITY
December 2, 2021

The public session of the Board meeting was live streamed on YouTube at [griff.vn/BOG12221](https://www.youtube.com/watch?v=griff.vn/BOG12221).

The meeting was called to order at 1:36 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
Al Landes
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
Becky Dunn, Chief Communication Officer
Chris Dunn, Chief of Staff
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 of Finance & Administration
Letha Nold, Assistant Controller, Finance
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

Ryan Sheehan, New-Press Now
Anthony Peacock, Griffon Media

APPROVAL OF MINUTES

Board of Governor Chair Rick Ebersold asked for a motion to approve the October 28, 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 6-0.

COMMITTEE REPORTS

Personnel, Finance & Operations Committee

- The report from the Personnel, Finance & Operations Committee was given by Governor Landes. Governor Landes stated that the Finance Committee of the whole met prior to the Board meeting and it was agreed upon by all Board members that the approval of the FY21 audit presented by BKD be deferred for one week, at which time a Board poll will be conducted of all voting Board members.

DIVISION REPORTS

Darrell Morrison, Vice President of Finance & Administration

- Administration Update
 - Update on wi-fi on campus
 - HEERF funds being used for infrastructure on campus
 - Update on compensation study and ad hoc committee
 - New one-card system being implemented on campus

Marc Manganaro, Interim Provost

- Strategic Hiring Process
 - Commenced in October of 2021 to identify hiring needs for the 2022-2023 academic year.
- New Initiatives
 - Psychology and Chemistry are separately working toward micro-credentials.
 - Early Childhood Education launched a micro-credential in the fall.
 - Early College Academy launched four certificates focusing on workforce development.
- Spring 2022 Course Enrollments
 - Beginning in the summer of 2021, a regular review of course enrollments conducted by the Provost office is 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.

Melissa Mace, Vice President for Student Affairs and Enrollment Management

- Student Affairs
 - November was a busy month for students with activities, programming and student services all at full-capacity and collaboration.
 - Kudos given to Suzanne Kissock and Jennifer Jackson for receiving the Advising Shout-Out Awards.
- Enrollment Management
 - 80% of current students registered for spring semester.
 - Admissions recruiters and counselors are on the road.
 - Spring 2022 admitted freshmen are at 57 compared to 40 in 2021.
 - Spring 2022 admitted transfer students are at 88 compared to 60 in 2021.

- Fall 2022 admitted freshmen are at 1,530 compared to 955 in 2021.
- Update given on fall 2022 freshmen in Missouri as compared to 2021.
- Updated given on fall 2022 admitted freshmen in Buchanan County as compared to 2021.
- An increase in enrollment in 2022 as compared to 2021 in the areas of Top Griffon Rate States (Missouri, Kansas, Illinois, Nebraska, Iowa), Top Missouri Counties (Buchanan, Jackson, Clay, St. Louis, Platte, Andrew), Top Undergraduate Majors (Nursing BSN, Psychology, Elementary Education, Criminal Justice BS, Pre-Medicine, Social Work).

Theresa Grosbach, Interim Athletic Director

- NCAA Constitution Committee
 - NCAA released a draft of the revisions for the Constitution and its six core tenants.
 - In the draft, the financial structure and annual review allocations for Division II are reaffirmed at 4.37% annually.
- 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 Division II SAAC Super Region Convention in November.
- MIAA Membership Task Force
 - Interim Athletic Director Theresa Grosbach is currently serving as a member on the newly re-engaged MIAA Membership Task Force.
- Fall/Winter Sports
 - Griffon Football ended the season with a 6-5 overall record and tied for 5th in the MIAA.
 - Griffon Volleyball Senior Ali Tauchen became the all-time rally scoring kills leader.
 - Three Griffon Soccer athletes were recognized as 2nd Team MIAA All-Conference players.
 - Men's and Women's Cross Country ended their season at NCAA Central Regional. Madison Nash was the top finisher for the women, placing 15th overall and was recognized by the US Track & Field and Cross Country Association as a 2021 NCAA DII Cross Country All-Regional selection.
 - Men's and Women's Basketball recently opened their seasons.
- Personnel Updates
 - Mike Higgins joins the Athletic staff in a part-time role as the Manager of Gameday Operations.
- Recreation Services
 - Emily Ludwig, Director of Recreation Services, presented at the National Intramural-Recreational Sports Association (NIRSA) Region IV conference.
- Esports
 - Griffon esports Overwatch team qualified for the Peachbelt Championship and advanced to the semifinals.
 - 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.
 - Three varsity teams are currently competing in the Eastern College Athletic Conference (ECAC).
 - Esports social media platforms – Twitch, Twitter, Facebook, and Instagram continue to move upwards with growth in followers.

- Members of the YWCA Choices and Decisions program will visit the esports arena.
- 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.
- Griffon esports hosted a 24-hour livestream in partnership with Extra Life to raise funds for Children's Miracle Network.

Jean Ahwesh, Interim Senior Executive Director of the MWSU Foundation

- Advancement
 - As of November 12 nearly \$30,000 has been raised in gifts and pledges during the silent phase of the November 30th Griffs Giving Day.
- Alumni Relations
 - Alumni Office is partnering with Student Affairs to host Grad Fest for all winter graduates.

Becky Dunn, Chief Communications Officer

- The University's homepage is undergoing upgrades.
- Plans are being made to make internal communication more efficient.
- Collaborating with multiple areas across campus to promote events.

COMMITTEE REPORTS

Academic & Student Engagement Committee

- No report.

Policies & Bylaws Committee

- Continue to review drafts of various policies.

STUDENT GOVERNOR'S REPORT

Student-Governor Hannah Berry briefed the Board that the fall 2021 semester was rewarding to bring back traditions and to see each other in-person. Students are looking forward to spring.

PRESIDENT'S REPORT

Dr. Kennedy stated to the Board that campus life has been vibrant and uplifting. Dr. Kennedy briefed the Board with a snapshot of activities coming from the Division of Student Affairs.

Dr. Kennedy advised the Board that Winter Commencement is on December 18, 2021 and Esther George, President of the Federal Reserve in Kansas City, will serve as the Commencement Speaker.

Dr. Kennedy updated the Board on COVID-19 and that the COVID-19 Response Team continues to diligently monitor the COVID-19 situation. Dr. Kennedy continues with the St. Joseph Community roundtable weekly discussions.

As of November 15, 2021 MWSU moved to reinstate its face coverings policy in response to several factors, such as, increased community and campus cases, increased hospitalizations, and increased positivity rates in the county.

Dr. Kennedy updated the Board on the status of the Vice President for Advancement and Executive Director of the Foundation search. Dr. Melissa Mace, VP of Student Affairs and Enrollment Management is moving the search forward and a search committee has been assembled.

Dr. Kennedy updated the Board on University initiatives, such as, the President's ad hoc Employee Compensation committee. The committee is charged with reviewing the compensation plan prepared by CBIZ Talent and Compensation Solutions and develop a set of recommendations regarding compensation increases for all university employees. Budget considerations and fiscal situations will be a key driver of implantation of the plan, however, the intent and commitment are to initiate compensation increases as soon as financially possible.

Dr. Kennedy briefed the Board on the City of St. Joseph American Recovery Plan Act (ARPA) Funding. MWSU submitted a proposal for funds to upgrade equipment in the Law Enforcement Academy to address local law enforcement agencies' personnel needs.

Dr. Kennedy stated to the Board that the Law Enforcement Academy graduated a fall 2021 class of seventeen cadets and all seventeen cadets have jobs. One hundred percent job placement.

Dr. Kennedy updated the Board that she continues to engage in the community at all levels of involvement. Recently, Dr. Kennedy has been invited to serve on the MDHEWD Commissioner Zora Mulligan's Presidents' Advisory Council. Dr. Kennedy was invited to serve as a Guest Host for The Joseph Company's second breakfast meeting in October.

Dr. Kennedy stated that recently MWSU hosted several state elected officials to discuss MWSU's priorities and to showcase labs in Nursing, Biology, and Chemistry.

OTHER BUSINESS

No other business at this time.

REPORT OF THE CHAIR

Chair Ebersold provided the date of the next scheduled Board meeting, Thursday, February 24, 2022 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 Schoonover moved to meet in executive session; Governor Landes seconded the motion. By voice vote, motion passed 6-0.

EXECUTIVE SESSION – CLOSED

REGULAR SESSION RE-CONVENED

Chair 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 Schoonover seconded the motion. By voice vote, motion passed 6-0.

Faculty Retirement:

Dr. Shiva Nandan

Dr. Maureen Raffensperger

Steven L. Craig School of Business (eff. 6/1/22)

Department of Nursing (eff. 1/1/22)

Faculty Resignation:

Dr. Jacklyn Gentry

Department of Nursing (eff. 12/31/21)

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

Respectfully submitted,

Betsy Wright, Secretary

APPROVED:

Rick Ebersold, Chair
Board of Governors

Section

B



OFFICE OF THE PRESIDENT
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Board of Governors' Poll

1. December 7, 2021 - Finance
 - a. MWSU FY2021 Audit Report from BKD, LLC
2. February 1, 2022 - Personnel
 - a. Marc Archambault, VP of Advancement/Executive Director of the MWSU Foundation

Section C

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

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February 17, 2022

To: Missouri Western State University Board of Governors

From: Governor Al Landes, Committee Chair
Darrell R. Morrison, Vice President for Finance and Administration

Subject: Personnel, Finance, and Operations Committee Meeting, February 17, 2022

The Missouri Western Board of Governors Personnel, Finance, and Operations Committee met at 11am on February 17, 2022 on the University campus in the PDR of Blum Student Union. Attached is the meeting agenda and the communication send to committee members prior to the meeting. Also included is a copy of the presentation given by the Vice President for Finance and Administration.

The committee approved the following items:

- 1) Financial Report for fiscal year 2021-22
- 2) Student Fee proposal for the Law Enforcement Academy
- 3) Bid proposal (FB 22-036) for Blum Union roof
- 4) Bid proposal (FB 22-039) for Eder Hall roof
- 5) Approved continuing the university contract with BKD for audit services.

Additionally, the committee discussed one informational item dealing with the use of Federal Funds, (Higher Education Emergency Relief Fund). A short discussion transpired regarding the FY 2022-23 university budget outlook and an update was given on the ongoing employee compensation study.

A short presentation will be given at our meeting on February 17, 2022 and a motion for approval of the committee report will be requested.

Thank you for your attention to these documents.

**FINANCE AND ADMINISTRATION**

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February 14, 2022

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

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

Subject: Information – Committee Meeting, February 17, 2022

Please find the following documents for your review:

- Attachment #1 – “Statement of Budget Changes and Comparison of Budget to Actual”
 - This document reflects the current reconciliation of changes made to the total University budget for fiscal year 2022 and a comparison of actual items to the current year revised budget. It includes each individual fund type and a total of all funds.
- Attachment #2 – “Statement of Cash Position” – FY22
- Attachment #3 – “Schedule of Funds Invested” – FY22
- Attachment #4 – “Comparison Statement of Actual Revenues and Expenses – Year to Year”
 - Total of All Funds
 - Total of Operating Funds
- Attachment #5 – “Law Enforcement Academy Equipment and Uniform Program Fee”
- Attachment #6 – “FB 22-036 Blum Union Roof Repair”
- Attachment #7 – “FB 22-039 Eder Hall Roof Repair”
- Attachment #8 – “Informational Item”
 - HVAC Repairs and Replacement

We will also be discussing other items as outlined on the agenda for this meeting and any other items that may arise. Thank you for your attention to these documents and let me know if you have any questions or concerns.

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

Attachment #1
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Educational & General (Undesignated)					
	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	\$ 29,717,321	\$ (808,249)	\$ 28,909,072	\$ 28,197,181	97.5%
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts	25,000	-	25,000	25,000	100.0%
Sales and service of educational departments	162,300	233,302	395,602	233,492	59.0%
Auxiliary enterprises:					
Athletics					
Less: Scholarship allowances					
Housing					
Less: Scholarship allowances					
Food service					
Less: Scholarship allowances					
Bookstore					
Less: Scholarship allowances					
Other auxiliary enterprises					
Less: Scholarship allowances					
Other operating revenues	22,650	21,569	44,219	33,938	76.7%
TOTAL OPERATING REVENUES	29,927,271	(553,378)	29,373,893	28,489,611	97.0%
OPERATING EXPENSES					
Salaries and compensation	22,733,621	(980,218)	21,753,403	11,381,835	52.3%
Fringe benefits	8,702,373	(381,839)	8,320,534	4,189,364	50.3%
Supplies and services	4,970,229	1,161,384	6,131,613	4,230,821	69.0%
Travel	296,230	(16,965)	279,265	73,127	26.2%
Utilities	1,357,201	112,828	1,470,029	876,674	59.6%
Insurance	280,660		281,107	239,857	85.3%
Scholarships	8,862,180	(761,824)	8,100,356	7,577,677	93.5%
Depreciation	-				
TOTAL OPERATING EXPENSES	47,202,494	(866,634)	46,336,307	28,569,355	61.7%
OPERATING GAIN / (LOSS)	(17,275,223)	313,256	(16,962,414)	(79,744)	0.5%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	19,256,855	798,436	20,055,291	11,698,918	58.3%
State appropriations - lottery	2,322,497	-	2,322,497	1,354,787	58.3%
State appropriations - capital	-	3,144,000	3,144,000	1,500,141	47.7%
Grants					
Gifts	1,485,983	(151,006)	1,334,977	531,444	39.8%
Investment income	52,720	(7,000)	45,720	8,613	18.8%
Interest on capital related debt					
Capital	(161,500)	(53,213)	(214,713)	(91,596)	42.7%
Other					
NET NON-OPERATING REVENUES	22,956,555	3,731,217	26,687,772	15,002,307	56.2%
INCOME (LOSS) BEFORE TRANSFERS	5,681,332	4,044,473	9,725,358	14,922,563	153.4%
TRANSFERS IN (OUT)					
Debt service	(499,977)	-	(499,977)	(295,899)	59.2%
Other	29,493	(2,961,054)	(2,931,561)	(1,405,327)	47.9%
Transfer to Aux from E&G	(5,210,848)	-	(5,210,848)	-	0.0%
TOTAL TRANSFERS IN (OUT)	(5,681,332)	(2,961,054)	(8,642,386)	(1,701,226)	19.7%
INCREASE (DECREASE) IN NET POSITION	-	1,083,419	1,082,972	13,221,337	1220.8%
OTHER					
Prior year funds	-	-	-	-	
	\$ -	\$ 1,083,419	\$ 1,082,972	\$ 13,221,337	

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

Attachment #1
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Educational & General (Designated)					
	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	\$ 1,227,316	\$ 402,324	\$ 1,629,640	\$ 1,532,768	94.1%
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts	56,400	1,500	57,900	1,500	2.6%
Sales and service of educational departments	135,388	14,703	150,091	130,990	87.3%
Auxiliary enterprises:					
Athletics					
Less: Scholarship allowances					
Housing					
Less: Scholarship allowances					
Food service					
Less: Scholarship allowances					
Bookstore					
Less: Scholarship allowances					
Other auxiliary enterprises					
Less: Scholarship allowances					
Other operating revenues	364,541	(189,393)	175,148	272,756	155.7%
TOTAL OPERATING REVENUES	1,783,645	229,134	2,012,779	1,938,014	96.3%
OPERATING EXPENSES					
Salaries and compensation	618,268	106,262	724,530	366,387	50.6%
Fringe benefits	168,955	30,355	199,310	115,415	57.9%
Supplies and services	1,691,535	324,059	2,015,594	707,766	35.1%
Travel	83,775	89,593	173,368	23,071	13.3%
Utilities	10,870	3,300	14,170	3,095	21.8%
Insurance	-	4,601	4,601	4,097	89.0%
Scholarships	43,900	11,600	55,500	21,475	38.7%
Depreciation	-				
TOTAL OPERATING EXPENSES	2,617,303	569,770	3,187,073	1,241,306	38.9%
OPERATING GAIN / (LOSS)	(833,658)	(340,636)	(1,174,294)	696,708	-59.3%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations				-	
State appropriations - capital					
Grants					
Gifts	620,413	231,431	851,844	70,478	8.3%
Investment income					
Interest on capital related debt					
Capital	(48,000)	(80,242)	(128,242)	(70,947)	55.3%
Other					
NET NON-OPERATING REVENUES	572,413	151,189	723,602	(469)	-0.1%
INCOME (LOSS) BEFORE TRANSFERS	(261,245)	(189,447)	(450,692)	696,239	-154.5%
TRANSFERS IN (OUT)					
Debt service			-		
Other	261,245	(301,737)	(40,492)	(137,217)	338.9%
Transfer to Aux from E&G					
TOTAL TRANSFERS IN (OUT)	261,245	(301,737)	(40,492)	(137,217)	338.9%
INCREASE (DECREASE) IN NET POSITION	-	(491,184)	(491,184)	559,022	-114%
OTHER					
Prior year funds		491,184	491,184		
	\$ -	\$ -	\$ -	\$ 559,022	

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

Attachment #1
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	Auxiliary				Percentage of
	Original Budget	Adjustments	Revised Budget	Actual	Total
OPERATING REVENUE					
Student Tuition and Fees					
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts					
Sales and service of educational departments					
Auxiliary enterprises:					
Athletics	\$ 1,549,979	\$ 135,454	\$ 1,685,433	\$ 994,962	59.0%
Less: Scholarship allowances					
Housing	6,044,727	(994,583)	5,050,144	4,948,518	98.0%
Less: Scholarship allowances					
Food service	3,558,490	(374,443)	3,184,047	3,029,239	95.1%
Less: Scholarship allowances					
Bookstore	167,680	(10,400)	157,280	62,991	40.1%
Less: Scholarship allowances					
Other auxiliary enterprises	139,206	(52,500)	86,706	42,547	49.1%
Less: Scholarship allowances	-				
Other operating revenues	-				
TOTAL OPERATING REVENUES	11,460,082	(1,296,472)	10,163,610	9,078,257	89.3%
OPERATING EXPENSES					
Salaries and compensation	2,917,514	(91,530)	2,825,984	1,657,732	58.7%
Fringe benefits	1,063,931	(52,182)	1,011,749	665,752	65.8%
Supplies and services	4,860,488	(538,154)	4,322,334	3,134,250	72.5%
Travel	411,200	33,040	444,240	318,477	71.7%
Utilities	1,111,209	8,090	1,119,299	579,928	51.8%
Insurance	305,862	102,100	407,962	337,044	82.6%
Scholarships	3,726,476	(8,300)	3,718,176	3,525,479	94.8%
Depreciation					
TOTAL OPERATING EXPENSES	14,396,680	(546,936)	13,849,744	10,218,662	73.8%
OPERATING GAIN / (LOSS)	(2,936,598)	(749,536)	(3,686,134)	(1,140,405)	30.9%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	-			-	
State appropriations - capital	-				
Grants	-			-	
Gifts					
Investment income	244,330	-	244,330	876	0.4%
Interest on capital related debt					
Capital	(1,000)	(102,411)	(103,411)	(47,183)	45.6%
Other					
NET NON-OPERATING REVENUES	243,330	(102,411)	140,919	(46,307)	-32.9%
INCOME (LOSS) BEFORE TRANSFERS	(2,693,268)	(851,947)	(3,545,215)	(1,186,712)	33.5%
TRANSFERS IN (OUT)					
Debt service	(4,038,732)	15,000	(4,023,732)	(3,201,873)	79.6%
Other	(217,124)	56,184	(160,940)	(220,205)	136.8%
Transfer to Aux from E&G	5,210,848	-	5,210,848	-	0.0%
TOTAL TRANSFERS IN (OUT)	954,992	71,184	1,026,176	(3,422,078)	-333.5%
INCREASE (DECREASE) IN NET POSITION	(1,738,276)	(780,763)	(2,519,039)	(4,608,790)	183.0%
OTHER					
Prior year funds	\$ (1,738,276)	\$ (780,763)	\$ (2,519,039)	\$ (4,608,790)	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
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Attachment #1
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	Restricted				Percentage of
	Original Budget	Adjustments	Revised Budget	Actual	Total
OPERATING REVENUE					
Student Tuition and Fees					
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts	\$ 2,470,867	\$ (2,259,887)	\$ 210,980	\$ 15,553	7.4%
State grants and contracts	160,700	361,359	522,059	-	0.0%
Non-governmental grants and contracts	4,305	142,994	147,299	116,347	79.0%
Sales and service of educational departments					
Auxiliary enterprises:					
Athletics					
Less: Scholarship allowances					
Housing					
Less: Scholarship allowances					
Food service					
Less: Scholarship allowances					
Bookstore					
Less: Scholarship allowances					
Other auxiliary enterprises					
Less: Scholarship allowances					
Other operating revenues					
TOTAL OPERATING REVENUES	2,635,872	(1,755,534)	880,338	131,900	15.0%
OPERATING EXPENSES					
Salaries and compensation	112,645	6,610	119,255	49,668	41.6%
Fringe benefits	43,441	1,017	44,458	24,092	54.2%
Supplies and services	2,475,046	(1,029,511)	1,445,535	185,527	12.8%
Travel	4,200	275	4,475	-	0.0%
Utilities	540	-	540	206	38.1%
Insurance					
Scholarships	8,384,583	6,200,556	14,585,139	8,689,093	59.6%
Depreciation					
TOTAL OPERATING EXPENSES	11,020,455	5,178,947	16,199,402	8,948,586	55.2%
OPERATING GAIN / (LOSS)	(8,384,583)	(6,934,481)	(15,319,064)	(8,816,686)	57.6%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations				-	
State appropriations - capital	-				
Grants	8,758,197	14,749,741	23,507,938	13,304,234	56.6%
Gifts					
Investment income					
Interest on capital related debt					
Capital		(8,336,332)	(8,336,332)	(4,395,629)	52.7%
Other	-				
NET NON-OPERATING REVENUES	8,758,197	6,413,409	15,171,606	8,908,605	58.7%
INCOME (LOSS) BEFORE TRANSFERS	373,614	(521,072)	(147,458)	91,919	-62.3%
TRANSFERS IN (OUT)					
Debt service					
Other	(373,614)	62,607	(311,007)	(37,392)	12.0%
Transfer to Aux from E&G					
TOTAL TRANSFERS IN (OUT)	(373,614)	62,607	(311,007)	(37,392)	12.0%
INCREASE (DECREASE) IN NET POSITION	-	(458,465)	(458,465)	54,527	-11.9%
OTHER					
Prior year funds		458,465	458,465	-	
	\$ -	\$ -	\$ -	\$ 54,527	

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

Attachment #1
page 5 of 6

	Plant				Percentage of
	Original Budget	Adjustments	Revised Budget	Actual	Total
OPERATING REVENUE					
Student Tuition and Fees					
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts					-
Sales and service of educational departments					
Auxiliary enterprises:					
Athletics					
Less: Scholarship allowances					
Housing					
Less: Scholarship allowances					
Food service					
Less: Scholarship allowances					
Bookstore					
Less: Scholarship allowances					
Other auxiliary enterprises					
Less: Scholarship allowances					
Other operating revenues	\$	158,968	\$ 158,968	\$ -	0.0%
TOTAL OPERATING REVENUES	-	158,968	158,968	-	0.0%
OPERATING EXPENSES					
Salaries and compensation					
Fringe benefits					
Supplies and services	\$	304,901	\$ 304,901	\$ 269,239	88.3%
Travel					
Utilities		-			-
Insurance					
Scholarships					
Depreciation	1,349,579	-	1,349,579	-	
TOTAL OPERATING EXPENSES	1,349,579	304,901	1,654,480	269,239	16.3%
OPERATING GAIN / (LOSS)	(1,349,579)	(145,933)	(1,495,512)	(269,239)	18.0%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations					
State appropriations - capital					
Grants					
Gifts					
Investment income					
Interest on capital related debt	(1,746,577)	-	(1,746,577)	(1,012,319)	58.0%
Capital	-	(4,208,864)	(4,208,864)	(1,620,826)	38.5%
Other	-	-			
NET NON-OPERATING REVENUES	(1,746,577)	(4,208,864)	(5,955,441)	(2,633,145)	44.2%
INCOME (LOSS) BEFORE TRANSFERS	(3,096,156)	(4,354,797)	(7,450,953)	(2,902,384)	39.0%
TRANSFERS IN (OUT)					
Debt service	4,538,709	(15,000)	4,523,709	3,497,772	77.3%
Other	300,000	3,144,000	3,444,000	1,800,141	52.3%
Transfer to Aux from E&G					
TOTAL TRANSFERS IN (OUT)	4,838,709	3,129,000	7,967,709	5,297,913	66.5%
INCREASE (DECREASE) IN NET POSITION	1,742,553	(1,225,797)	516,756	2,395,529	463.6%
OTHER					
Prior year funds		1,119,588	1,119,588		
	\$ 1,742,553	\$ (106,209)	\$ 1,636,344	\$ 2,395,529	

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

Attachment #1
page 6 of 6

TOTAL - ALL FUNDS					
	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	\$ 30,944,637.00	\$ (405,925.00)	\$ 30,538,712	\$ 29,729,949	97.4%
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts	2,470,867	(2,259,887)	210,980	15,553	7.4%
State grants and contracts	160,700	361,359	522,059	-	0.0%
Non-governmental grants and contracts	85,705	144,494	230,199	142,847	62.1%
Sales and service of educational departments	297,688	248,005	545,693	364,482	66.8%
Auxiliary enterprises:					
Athletics	1,549,979	135,454	1,685,433	994,962	59.0%
Less: Scholarship allowances					
Housing	6,044,727	(994,583)	5,050,144	4,948,518	98.0%
Less: Scholarship allowances					
Food service	3,558,490	(374,443)	3,184,047	3,029,239	95.1%
Less: Scholarship allowances					
Bookstore	167,680	(10,400)	157,280	62,991	40.1%
Less: Scholarship allowances					
Other auxiliary enterprises	139,206	(52,500)	86,706	42,547	49.1%
Less: Scholarship allowances					
Other operating revenues	387,191	(8,856)	378,335	306,694	81.1%
TOTAL OPERATING REVENUES	45,806,870	(3,217,282)	42,589,588	39,637,782	93.1%
OPERATING EXPENSES					
Salaries and compensation	26,382,048	(958,876)	25,423,172	13,455,622	52.9%
Fringe benefits	9,978,700	(402,649)	9,576,051	4,994,623	52.2%
Supplies and services	13,997,298	222,679	14,219,977	8,527,603	60.0%
Travel	795,405	105,943	901,348	414,675	46.0%
Utilities	2,479,820	124,218	2,604,038	1,459,903	56.1%
Insurance	586,522	107,148	693,670	580,998	83.8%
Scholarships	21,017,139	5,442,032	26,459,171	19,813,724	74.9%
Depreciation	1,349,579	-	1,349,579	-	-
TOTAL OPERATING EXPENSES	76,586,511	4,640,495	81,227,006	49,247,148	60.6%
OPERATING GAIN / (LOSS)	(30,779,641)	(7,857,777)	(38,637,418)	(9,609,366)	24.9%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	19,256,855	798,436	20,055,291	11,698,918	58.3%
State appropriations - lottery	2,322,497	-	2,322,497	1,354,787	58.3%
State appropriations - capital	-	3,144,000	3,144,000	1,500,141	47.7%
Grants	8,758,197	14,749,741	23,507,938	13,304,234	56.6%
Gifts	2,106,396	80,425	2,186,821	601,922	27.5%
Investment income	297,050	(7,000)	290,050	9,489	3.3%
Interest on capital related debt	(1,746,577)	-	(1,746,577)	(1,012,319)	58.0%
Capital	(210,500)	(12,781,062)	(12,991,562)	(6,226,181)	47.9%
Other	-	-	-	-	0.0%
NET NON-OPERATING REVENUES	30,783,918	5,984,540	36,768,458	21,230,991	57.7%
INCOME (LOSS) BEFORE TRANSFERS	4,277	(1,873,237)	(1,868,960)	11,621,625	-621.8%
TRANSFERS IN (OUT)					
Debt service	-	-	-	-	-
Other	-	-	-	-	-
Transfer to Aux from E&G	-	-	-	-	-
TOTAL TRANSFERS IN (OUT)	-	-	-	-	-
INCREASE (DECREASE) IN NET POSITION	4,277	(1,873,237)	(1,868,960)	11,621,625	-621.8%
OTHER					
Prior year funds	-	2,069,237	2,069,237	-	0.0%
\$ 4,277	\$ 196,000	\$ 200,277	\$ 11,621,625	5802.8%	

Missouri Western State University
Statement of Cash Position
January 31, 2022

Fund	01/31/2022 Available Balance	01/31/2021 Available Balance	01/31/2020 Available Balance
Operating, Auxiliary, Agency, Payroll & Petty Cash	\$ 16,285,072	\$ 12,208,419	\$ 16,886,838
Auxiliary System Revenue Bond Funds	300,000	300,000	305,582
Loan Funds	82,483	82,483	82,483
TOTAL FUNDS INVESTED	<u>\$ 16,667,555</u>	<u>\$ 12,590,902</u>	<u>\$ 17,274,903</u>

Statement of Cash Position

Missouri Western State University
Schedule of Funds Invested
1/31/2022

OPERATING FUND	YIELD	AMOUNT	BANK
Checking Account-Operating	0.06%	16,030,210	Citizens Bank
Checking Account-Other	0.06%	250,011	Citizens Bank
Checking Account-Other	0.00%	-	Citizens Bank
Miscellaneous Petty Cash/Change Funds	0.00%	4,850	Campus Locations
TOTAL OPERATING, AUXILIARY & AGENCY FUNDS		<u>16,285,072</u>	
AUXILIARY SYSTEM REVENUE BONDS			
Repair & Replacement Reserve	0.06%	<u>300,000</u>	Citizens Bank
TOTAL AUXILIARY SYSTEM REVENUE BOND FUNDS		<u>300,000</u>	
INSTITUTIONAL LOAN FUND			
Checking Account	0.06%	<u>82,483</u>	Citizens Bank
TOTAL LOAN FUNDS		<u>82,483</u>	
TOTAL FUNDS INVESTED		<u>\$ 16,667,555</u>	

Average Interest Rate

January 2022 - 0.06%

January 2021 - 0.50%

Missouri Western State University
Comparison Statement of Actual Revenues and Expenses
For the Years Ending June 30, 2021 and 2022
(As of January 31 of the respective year)

Attachment #4
page 1 of 2

	TOTAL - ALL FUNDS			
	FY 2021	FY 2022	FY22 Increase / (Decrease)	Percentage Change
OPERATING REVENUE				
Student Tuition and Fees	\$ 32,040,829	\$ 29,729,949	\$ (2,310,880)	-7.21%
Less: Institutional scholarships				
Less: Other scholarship allowances				
Federal grants and contracts	374,609	15,553	(359,056)	-95.85%
State grants and contracts	3,257,093	-	(3,257,093)	-100.00%
Non-governmental grants and contracts	806,200	142,847	(663,353)	-82.28%
Sales and service of educational departments	250,335	364,482	114,147	45.60%
Auxiliary enterprises:				
Athletics	349,477	994,962	645,485	184.70%
Less: Scholarship allowances				
Housing	5,757,169	4,948,518	(808,651)	-14.05%
Less: Scholarship allowances				
Food service	3,377,228	3,029,239	(347,989)	-10.30%
Less: Scholarship allowances				
Bookstore	84,447	62,991	(21,456)	-25.41%
Less: Scholarship allowances				
Other auxiliary enterprises	22,777	42,547	19,770	86.80%
Less: Scholarship allowances				
Other operating revenues	81,104	306,694	225,590	278.15%
TOTAL OPERATING REVENUES	46,401,268	39,637,782	(6,763,486)	-14.58%
OPERATING EXPENSES				
Salaries and compensation	14,486,344	13,455,622	(1,030,722)	-7.12%
Fringe benefits	5,386,197	4,994,623	(391,574)	-7.27%
Supplies and services	7,212,393	8,527,603	1,315,210	18.24%
Travel	224,386	414,675	190,289	84.80%
Utilities	1,091,160	1,459,903	368,743	33.79%
Insurance	402,466	580,998	178,532	44.36%
Scholarships	17,922,634	19,813,724	1,891,090	10.55%
Depreciation	-	-	-	
TOTAL OPERATING EXPENSES	46,725,580	49,247,148	2,521,568	5.40%
OPERATING GAIN / (LOSS)	(324,312)	(9,609,366)	(9,285,054)	
NON-OPERATING REVENUES (EXPENSES)				
State appropriations	9,889,348	11,698,918	1,809,570	18.30%
State appropriations - lottery	1,354,787	1,354,787	-	0.00%
State appropriations - capital	330,874	1,500,141	1,169,267	353.39%
Grants	7,045,676	13,304,234	6,258,558	88.83%
Gifts	892,186	601,922	(290,264)	-32.53%
Investment income	167,448	9,489	(157,959)	-94.33%
Interest on capital related debt	(516,001)	(1,012,319)	(496,318)	96.19%
Capital	(3,893,195)	(6,226,181)	(2,332,986)	59.92%
Other	(2,146,801)	-	2,146,801	
NET NON-OPERATING REVENUES	13,124,322	21,230,991	8,106,669	61.77%
INCOME (LOSS) BEFORE TRANSFERS	12,800,010	11,621,625	(1,178,385)	-9.21%
TRANSFERS IN (OUT)				
TOTAL TRANSFERS IN (OUT)	-	-	-	-
INCREASE (DECREASE) IN NET POSITION	\$ 12,800,010	\$ 11,621,625	\$ (1,178,385)	-9.21%

Missouri Western State University
Comparison Statement of Actual Revenues and Expenses
For the Years Ending June 30, 2021 and 2022
(As of January 31 of the respective year)

Attachment #4
page 2 of 2

TOTAL - OPERATING FUNDS				
	FY 2021	FY 2022	FY22 Increase / (Decrease)	Percentage Change
OPERATING REVENUE				
Student Tuition and Fees	\$ 32,040,829	\$ 29,729,949	\$ (2,310,880)	-7.21%
Less: Institutional scholarships		-		
Less: Other scholarship allowances		-		
Federal grants and contracts	-	-	-	
State grants and contracts	-	-	-	
Non-governmental grants and contracts	25,000	26,500	1,500	6.00%
Sales and service of educational departments	250,335	364,482	114,147	45.60%
Auxiliary enterprises:		-		
Athletics	349,477	994,962	645,485	184.70%
Less: Scholarship allowances		-		
Housing	5,757,169	4,948,518	(808,651)	-14.05%
Less: Scholarship allowances		-		
Food service	3,377,228	3,029,239	(347,989)	-10.30%
Less: Scholarship allowances		-		
Bookstore	84,447	62,991	(21,456)	-25.41%
Less: Scholarship allowances		-		
Other auxiliary enterprises	22,777	42,547	19,770	86.80%
Less: Scholarship allowances		-		
Other operating revenues	63,104	306,694	243,590	386.01%
TOTAL OPERATING REVENUES	41,970,366	39,505,882	(2,464,484)	-5.87%
OPERATING EXPENSES				
Salaries and compensation	14,414,439	13,405,954	(1,008,485)	-7.00%
Fringe benefits	5,366,495	4,970,531	(395,964)	-7.38%
Supplies and services	6,581,230	8,072,837	1,491,607	22.66%
Travel	224,386	414,675	190,289	84.80%
Utilities	1,089,831	1,459,697	369,866	33.94%
Insurance	402,466	580,998	178,532	44.36%
Scholarships	11,066,115	11,124,631	58,516	0.53%
Depreciation	-	-	-	
TOTAL OPERATING EXPENSES	39,144,962	40,029,323	884,361	2.26%
OPERATING GAIN / (LOSS)	2,825,404	(523,441)	(3,348,845)	
NON-OPERATING REVENUES (EXPENSES)				
State appropriations	9,889,348	11,698,918	1,809,570	18.30%
State appropriations - lottery	1,354,787	1,354,787	-	0.00%
State appropriations - capital	330,874	1,500,141	1,169,267	353.39%
Grants	-	-	-	
Gifts	892,186	601,922	(290,264)	-32.53%
Investment income	167,448	9,489	(157,959)	-94.33%
Interest on capital related debt	-	-	-	
Capital	(293,171)	(209,726)	83,445	-28.46%
Other	-	-	-	
NET NON-OPERATING REVENUES	12,341,472	14,955,531	2,614,059	21.18%
INCOME (LOSS) BEFORE TRANSFERS	15,166,876	14,432,090	(734,786)	-4.84%
TRANSFERS IN (OUT)				
Debt service	(2,662,802)	(3,497,772)	(834,970)	
Other	(2,628,223)	(1,762,749)	865,474	
TOTAL TRANSFERS IN (OUT)	(5,291,025)	(5,260,521)	30,504	-
INCREASE (DECREASE) IN NET POSITION	\$ 9,875,851	\$ 9,171,569	\$ (704,282)	-7.13%

Law Enforcement Academy Equipment and Uniform Program Fee

The Law Enforcement Academy (LEA) is requesting the approval of equipment and uniform program fee in the amount of \$150.00 per student.

The equipment and uniform program fee will be utilized to purchase uniforms, books, specialized personal equipment and consumable items for each student (cadet).

FB22-036 BLUM UNION ROOF REPAIR

Invitations for bid were advertised in two newspapers for two days and specifications were sent to twenty (20) potential vendors. Four bids were received for the Blum Union roof repair.

Blum Union's roof contains several patches with localized areas with moderate leaking, specifically on 2nd floor including the BOG room. Blum Union's roof needs to have an overlay roof system with the TPO membrane and flashing, which was requested in the bid specifications. The Alternate bid is for an additional area of the roof. The roofs will include a 20-year warranty.

Bid results are as follows:

Delta Innovative Services, Inc.

Kansas City, KS

Unit price \$12.35 per square foot

Base Bid #1 \$ 234,000

Alternate #1 (Additional area) \$ 160,000

TOTAL \$ 394,000

Hausman Metal Works & Roofing, Inc.

St. Joseph, MO

Unit price none submitted per square foot

Base Bid #1 \$ 191,500

Alternate #1 (Additional area) \$ 125,800

TOTAL \$ 317,300

Roberts Roofing Co., Inc.

St. Joseph, MO

Unit price \$16.00 per square foot

Base Bid #1 \$ 139,600

Alternate #1 (Additional area) \$ 79,600

TOTAL \$ 219,200

Seaman & Schuske Metal Works

St. Joseph, MO

Unit price \$6.45 per square foot

Base Bid #1 \$ 178,490

Alternate #1 (Additional area) \$ 88,891

TOTAL \$ 267,381

Ellison-Auxier Architects and Physical Plant have verified the pricing with Roberts Roofing Co., Inc. to ensure that it met our requirements and the price includes specifications outlined in the bid. Ellison-Auxier's fee is 5% of the total project, which would be \$10,960.

The Administration recommends acceptance of two bids from Roberts Roofing Co., Inc. for Blum Union roof repair in the amount of \$219,200 along with a contingency budget of \$32,880, approximately 15% of the total bid, to address any wet area that may be identified upon repair.

Total amount for this project requested is \$10,960 (architect fee) and \$219,200 (Both bids) and the contingency of \$32,880 totaling \$263,040. This project will be paid with funds through the University Repair and Maintenance Account.



BID RESULTS FB22-036

BLUM UNION ROOF REPAIR

	DELTA INNOVATIVE SERVICES, INC.	HAUSMAN METAL WORKS	ROBERTS ROOFING	SEAMAN & SCHUSKE
BASE BID #1 Repair	\$ 234,000.00	\$ 191,500.00	\$ 139,600.00	\$ 178,490.00
Alternate #1	\$ 160,000.00	\$ 125,800.00	\$ 79,600.00	\$ 88,891.00
Unit Prices	12.35 s/f	none submitted	16 s/f	6.45 s/f
Affidavit		✓	✓	✓
E-Verify	alternate form used	✓	✓	hand written
Bid Bond	✓	✓	✓	✓
Addendum #1	✓	✓	✓	✓
Invitation to Bid		✓	✓	

Lowest price submitted highlighted. All requested documents were included.

FB22-039 EDER HALL ROOF REPAIR

Invitations for bid were advertised in two newspapers for two days and specifications were sent to twenty (20) potential vendors. Four bids were received for the two base bids of Eder Hall roof repair. Base bid one was for repair and Base bid two was to remove and replace the existing materials.

Eder Hall's roof contains several patches with localized areas with moderate leaking. Eder Hall's roof needs to have an overlay roof system with the TPO membrane and flashing, which was requested in the bid specifications. Eder Hall's roof is at the end of life with several areas leaking, existing roof will need to be removed to concrete deck and a new TPO membrane roof will be installed. The roofs will include a 20-year warranty.

Bid results are as follows:

Delta Innovative Services, Inc.

Kansas City, KS

Base Bid #1	\$ no bid
Base Bid #2	\$ 540,000

Hausman Metal Works & Roofing, Inc.

St. Joseph, MO

Base Bid #1	\$ 226,900
Base Bid #2	\$ 386,500

Roberts Roofing Co., Inc.

St. Joseph, MO

Base Bid #1	\$ 221,000
Base Bid #2	\$ 483,000

Seaman & Schuske Metal Works

St. Joseph, MO

Base Bid #1	\$ 177,271
Base Bid #2	\$ 381,666

Ellison-Auxier Architects verified the pricing with Seaman & Schuske Metal Works to ensure that it met our requirements and the price includes specifications outlined in the bid. Preference is to accept Base Bid #2, which removes existing material and replacing it. Ellison-Auxier Architect's fee is 5% of the total project, which is \$19,083.

The Administration recommends acceptance of base bid #2 from Seaman & Schuske Metal Works for Eder Hall roof repair in the amount of \$381,666.

Total amount for this project requested is \$19,083 (architect fee) and \$381,666 (Base bid #2) totaling \$400,749. This project will be paid with funds through the State Maintenance and Repair account.



BID RESULTS FB22-039

EDER HALL ROOF REPAIR

	DELTA INNOVATIVE SERVICES	HAUSMAN METAL WORKS	ROBERTS ROOFING	SEAMAN & SCHUSKE
BASE BID #1 Repair	NO BID	\$ 226,900.00	\$ 221,000.00	\$ 177,271.00
BASE BID #2 Replacement	\$ 540,000.00	\$ 386,500.00	\$ 483,000.00	\$ 381,666.00

Lowest price is highlighted

FOR INFORMATIONAL PURPOSES ONLY

The Administration has purchased Daikin Air Handling Units from Thermal Mechanics Inc. (TMI) utilizing a cooperative procurement contract established through OMNIA Partners of which the Missouri Western State University is a participating member.

Missouri Western has standardized all air handling units on campus by purchasing its air unit equipment from TMI. This purchase is for all equipment necessary to provide quality, heated and cooled air to staff and students. This includes the equipment and installation necessary to connect the new equipment into the current system.

These improvements include Commons for HVAC in the amount of \$249,989.

THERMAL MECHANICS, INC.
CHESTERFIELD, MO 63005

\$ 249,989.00

These items will be paid for through Federal American Rescue Plan Act Funds.

February 14, 2022

Mr. Darrell Morrison
Vice President – Financial Planning and Administration
Missouri Western State University
4525 Down Drive
St. Joseph, Missouri 64507-2294

Dear Mr. Morrison:

The University is an important client, and we are pleased to provide the following fee quote for services for the years ending June 30, 2022 and 2023. Because of our past working relationship and knowledge of the University's operations, BKD understands the issues and challenges you face. We are committed to being the service provider you continue to turn to for quality service delivery and unmatched client service.

BKD knows our clients do not like fee surprises. Neither do we. Our goal is to be candid and timely, and we want to answer your questions about fees upfront. We determine our fees by evaluating a number of variables: the complexity of the work, the project's scope, the time we will spend and the level of professional staff needed.

Proposed Fees

Missouri Western State University		
For the Year Ending June 30	2022	2023
Audit of Financial Statements	\$58,500	\$61,500
Audit of Student Financial Aid Program	\$16,200	\$17,000
Total	\$74,700	\$78,500

The above fee is all-inclusive of any travel costs. In addition, you will be billed an administrative fee of 5 percent to cover items such as copies, postage and other delivery charges, supplies, technology-related costs, such as computer processing, software licensing, research and library databases, and similar expense items. Our estimate of fees does not include any time that may be required to address implementation of new accounting pronouncements, or complexities and uncertainties related to various new laws and the continued issuance of interpretive and procedural guidance from federal agencies that may affect our services. Accordingly, any such work will be billed based on our hourly rates, which we can provide upon request.

Our acceptance of this engagement is subject to completion of our normal client acceptance procedures. Upon acceptance, the actual terms of our engagement will be documented in a separate letter to be signed by you and us. All information contained within this proposal is proprietary and confidential. The information provided in this proposal is intended for informational purposes only and may not be copied, used or modified, in whole or in part, without BKD's prior written approval. All information in this proposal is as of May 31, 2021, unless otherwise noted.

We appreciate the opportunity to continue working on this important area of service for Missouri Western State University. We will call you soon to answer questions you may have about this fee proposal, or you may reach us at 816.221.6300 or by email at rakelly@bkd.com or dhaywood@bkd.com.

Sincerely,



Dustin Haywood
Managing Director



Bobby Kelly
Senior Manager

Board of Governors

(Personnel, Finance, and Operations Committee)

February 17, 2022



Approval of Minutes

- **Meeting – December 2, 2021**



Personnel Update

- **University Compensation Study**
 - Ad hoc Committee appointed
 - Reviewing information
- **Employee Benefits**



Finance Update

- **FY22 Financial Update**
- **Student Fee approval**
- **FY23 Budget Discussion**



Financial Update

Fiscal Year 2022



Budget to Actual

FY2022 – All Funds

(as of 1-31-22)

	<u>Original Budget</u>	<u>Adjustments</u>	<u>Revised Budget</u>	<u>Actual</u>	<u>Percentage of Total</u>
OPERATING REVENUE					
Student Tuition and Fees	\$ 30,944,637	\$ (405,925)	\$ 30,538,712	\$ 29,729,949	97.4%
Federal grants and contracts	2,470,867	(2,259,887)	210,980	15,553	7.4%
State grants and contracts	160,700	361,359	522,059	-	0.0%
Non-governmental grants and contracts	85,705	144,494	230,199	142,847	62.1%
Sales and service of educational departments	297,688	248,005	545,693	364,482	66.8%
Auxiliary enterprises:					
Athletics	1,549,979	135,454	1,685,433	994,962	59.0%
Housing	6,044,727	(994,583)	5,050,144	4,948,518	98.0%
Food service	3,558,490	(374,443)	3,184,047	3,029,239	95.1%
Bookstore	167,680	(10,400)	157,280	62,991	40.1%
Other auxiliary enterprises	139,206	(52,500)	86,706	42,547	49.1%
Other operating revenues	387,191	(8,856)	378,335	306,694	81.1%
TOTAL OPERATING REVENUES	45,806,870	(3,217,282)	42,589,588	39,637,782	93.1%



Budget to Actual FY2022 – All Funds (as of 1-31-22)

	<u>Original Budget</u>	<u>Adjustments</u>	<u>Revised Budget</u>	<u>Actual</u>	<u>Percentage of Total</u>
OPERATING EXPENSES					
Salaries and compensation	26,382,048	(958,876)	25,423,172	13,455,622	52.9%
Fringe benefits	9,978,700	(402,649)	9,576,051	4,994,623	52.2%
Supplies and services	13,997,298	222,679	14,219,977	8,527,603	60.0%
Travel	795,405	105,943	901,348	414,675	46.0%
Utilities	2,479,820	124,218	2,604,038	1,459,903	56.1%
Insurance	586,522	107,148	693,670	580,998	83.8%
Scholarships	21,017,139	5,442,032	26,459,171	19,813,724	74.9%
Depreciation	1,349,579		1,349,579		0.0%
TOTAL OPERATING EXPENSES	76,586,511	4,640,495	81,227,006	49,247,148	60.6%
OPERATING GAIN / (LOSS)	(30,779,641)	(7,857,777)	(38,637,418)	(9,609,366)	24.9%



Budget to Actual FY2022 – All Funds (as of 1-31-22)

	<u>Original Budget</u>	<u>Adjustments</u>	<u>Revised Budget</u>	<u>Actual</u>	<u>Percentage of Total</u>
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	19,256,855	798,436	20,055,291	11,698,918	58.3%
State appropriations - lottery	2,322,497	--	2,322,497	1,354,787	58.3%
State appropriations - capital	--	3,144,000	3,144,000	1,500,141	47.7%
Grants	8,758,197	14,749,741	23,507,938	13,304,234	56.6%
Gifts	2,106,396	80,425	2,186,821	601,922	27.5%
Investment income	297,050	(7,000)	290,050	9,489	3.3%
Interest on capital related debt	(1,746,577)	--	(1,746,577)	(1,012,319)	58.0%
Capital	(210,500)	(12,781,062)	(12,991,562)	(6,226,181)	47.9%
Other					
NET NON-OPERATING REVENUES	30,783,918	5,984,540	36,768,458	21,230,991	57.7%
INCOME (LOSS) BEFORE TRANSFERS	4,277	(1,873,237)	(1,868,960)	11,621,625	

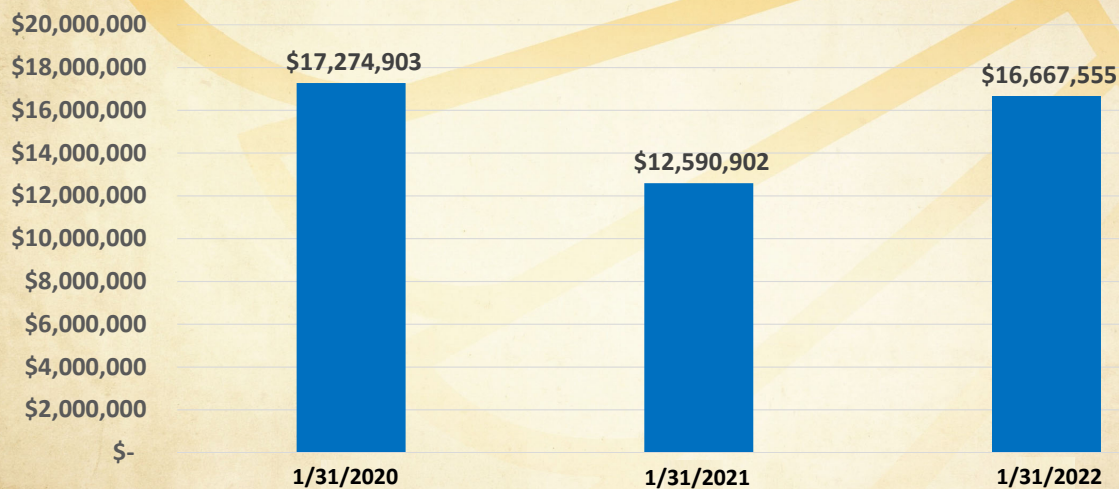


Budget to Actual FY2022 – All Funds (as of 1-31-22)

	<u>Original Budget</u>	<u>Adjustments</u>	<u>Revised Budget</u>	<u>Actual</u>	<u>Percentage of Total</u>
TRANSFERS IN (OUT)					
Debt service					
Other					
Transfer to Aux from E&G					
TOTAL TRANSFERS IN (OUT)					
INCREASE (DECREASE) IN NET POSITION	4,277	(1,873,237)	(1,868,960)	11,621,625	
OTHER					
Prior year funds		2,069,237	2,069,237		
	\$ 4,277	\$ 196,000	\$ 200,277	\$11,621,625	



Cash Position



Actual to Actual FY2021 Compared to FY2022 – All Funds

	<u>1/31/2021</u>	<u>1/31/2022</u>	<u>Increase/ Decrease</u>	<u>Percentage Change</u>
OPERATING REVENUE				
Student Tuition and Fees	\$ 32,040,829	\$ 29,729,949	\$ (2,310,880)	(7.21%)
Federal grants and contracts	374,609	15,553	(359,056)	(95.85%)
State grants and contracts	3,257,093	--	(3,257,093)	(100.0%)
Non-governmental grants and contracts	806,200	142,847	(663,353)	(82.28%)
Sales and service of educational departments	250,335	364,482	114,147	(45.6%)
Auxiliary enterprises:				
Athletics	349,477	994,962	645,485	184.7%
Housing	5,757,169	4,948,518	(808,651)	(14.05%)
Food service	3,377,228	3,029,239	(347,989)	(10.3%)
Bookstore	84,447	62,991	(21,456)	(25.41%)
Other auxiliary enterprises	22,777	42,547	19,770	86.8%
Other operating revenues	81,104	306,694	225,590	278.15%
TOTAL OPERATING REVENUES	46,401,268	39,637,782	(6,763,486)	(14.58%)



Actual to Actual FY2021 Compared to FY2022 – All Funds

	<u>1/31/2021</u>	<u>1/31/2022</u>	<u>Increase/ Decrease</u>	<u>Percentage Change</u>
OPERATING EXPENSES				
Salaries and compensation	14,486,344	13,455,622	(1,030,722)	(7.12%)
Fringe benefits	5,386,197	4,994,623	(391,574)	(7.27%)
Supplies and services	7,212,393	8,527,603	1,315,210	18.24%
Travel	224,386	414,675	190,289	84.80%
Utilities	1,091,160	1,459,903	368,743	33.79%
Insurance	402,466	580,998	178,532	44.36%
Scholarships	17,922,634	19,813,724	1,891,090	10.55%
Depreciation				
TOTAL OPERATING EXPENSES	46,725,580	49,247,148	2,521,568	5.40%
OPERATING GAIN / (LOSS)	(324,312)	(9,609,366)	(9,285,054)	



Actual to Actual FY2021 Compared to FY2022 – All Funds

	<u>1/31/2021</u>	<u>1/31/2022</u>	<u>Increase/ Decrease</u>	<u>Percentage Change</u>
NON-OPERATING REVENUES (EXPENSES)				
State appropriations	9,889,348	11,698,918	1,809,570	18.30%
State appropriations - lottery	1,354,787	1,354,787		0.00%
State appropriations - capital	330,874	1,500,141	1,169,267	353.39%
Grants	7,045,676	13,304,234	6,258,558	88.83%
Gifts	892,186	601,922	(290,264)	(32.53%)
Investment income	167,448	9,489	(157,959)	(94.33)
Interest on capital related debt	(516,001)	(1,012,319)	(496,318)	96.19%
Capital	(3,893,195)	(6,226,181)	(2,332,986)	59.92%
Other	(2,146,801)		2,146,801	
NET NON-OPERATING REVENUES	13,124,322	21,230,991	8,106,669	61.77%
INCREASE (DECREASE) IN NET POSITION	12,800,010	11,621,625	(1,178,385)	(9.21%)



Actual to Actual FY2021 Compared to FY2022 – Operating Funds

	<u>1/31/2021</u>	<u>1/31/2022</u>	<u>Increase/ Decrease</u>	<u>Percentage Change</u>
OPERATING REVENUE				
Student Tuition and Fees	\$ 32,040,829	\$ 29,729,949	\$ (2,310,880)	(7.21%)
Federal grants and contracts				
State grants and contracts				
Non-governmental grants and contracts	25,000	26,500	1,500	6.00%
Sales and service of educational departments	250,335	364,482	114,147	45.60%
Auxiliary enterprises:				
Athletics	349,477	994,962	645,485	184.70%
Housing	5,757,169	4,948,518	(808,651)	(14.05%)
Food service	3,377,228	3,029,239	(347,989)	(10.30%)
Bookstore	84,447	62,991	(21,456)	(25.41%)
Other auxiliary enterprises	22,777	42,547	19,770	86.80%
Other operating revenues	63,104	306,694	243,590	386.01%
TOTAL OPERATING REVENUES	41,970,366	39,505,882	(2,464,484)	(5.87%)



Actual to Actual

FY2021 Compared to FY2022 – Operating Funds

	<u>1/31/2021</u>	<u>1/31/2022</u>	<u>Increase/ Decrease</u>	<u>Percentage Change</u>
OPERATING EXPENSES				
Salaries and compensation	14,414,439	13,405,954	(1,008,485)	(7.00%)
Fringe benefits	5,366,495	4,970,531	(395,964)	(7.38%)
Supplies and services	6,581,230	8,072,837	1,491,607	22.66%
Travel	224,386	414,675	190,289	84.80%
Utilities	1,089,831	1,459,697	369,866	33.94%
Insurance	402,466	580,998	178,532	44.36%
Scholarships	11,066,115	11,124,631	58,516	0.53%
Depreciation				
TOTAL OPERATING EXPENSES	<u>39,144,962</u>	<u>40,029,323</u>	<u>884,361</u>	<u>2.26%</u>
OPERATING GAIN / (LOSS)	<u>2,825,404</u>	<u>(523,441)</u>	<u>(3,348,845)</u>	



Actual to Actual

FY2021 Compared to FY2022 – Operating Funds

	<u>1/31/2021</u>	<u>1/31/2022</u>	<u>Increase/ Decrease</u>	<u>Percentage Change</u>
NON-OPERATING REVENUES (EXPENSES)				
State appropriations	9,889,348	11,698,918	1,809,570	18.30%
State appropriations - lottery	1,354,787	1,354,787		0.00%
State appropriations - capital	330,874	1,500,141	1,169,267	353.39%
Grants				
Gifts	892,186	601,922	(290,264)	(32.53%)
Investment income	167,448	9,489	(157,959)	(94.33%)
Interest on capital related debt				
Capital	(293,171)	(209,726)	83,445	(28.46%)
Other				
NET NON-OPERATING REVENUES	<u>12,341,472</u>	<u>14,955,531</u>	<u>2,614,059</u>	<u>21.18%</u>
INCOME (LOSS) BEFORE TRANSFERS	<u>15,166,876</u>	<u>14,432,090</u>	<u>(734,786)</u>	<u>(4.84%)</u>



Actual to Actual

FY2021 Compared to FY2022 – Operating Funds

	<u>1/31/2021</u>	<u>1/31/2022</u>	<u>Increase/ Decrease</u>	<u>Percentage Change</u>
TRANSFERS IN (OUT)				
Debt service	(2,662,802)	(3,497,772)	(834,970)	
Other	(2,628,223)	(1,762,749)	865,474	
TOTAL TRANSFERS IN (OUT)	<u>(5,291,025)</u>	<u>(5,260,521)</u>	<u>30,504</u>	
 INCREASE (DECREASE) IN NET POSITION	 <u>\$ 9,875,851</u>	 <u>\$ 9,171,569</u>	 <u>\$ (704,282)</u>	 <u>(7.13%)</u>



Student Fee approval request

- **Law Enforcement Academy**
 - Equipment and Uniform program fee



FY23 Budget Discussion

- **Tuition / Fee Increase**
- **Housing Increase**
- **State Funding**



Operations Update

- **Request Approval of Bid/Contract**
- **Informational Item**



Bid / Contract Approval Request (FB 22-036)

Blum Union

- Roof Repairs
 - \$263,040
- University Repair and Replacement Funds



Bid / Contract Approval Request (FB 22-036)

Eder Hall

- Roof Repairs
 - \$400,749
- State of Missouri – Capital Improvement Funds



Informational Item

- **HVAC Upgrade – Kelly Commons**
 - \$249,989
 - Federal American Rescue Plan Act (ARPA)

As May Arise

- **University Audit Firm**
 - Recommend Two Year Extension (BKD)

Questions/Comments

Section

D

Memorandum

To: Dr. Elizabeth Kennedy, President

From: Darrell R. Morrison, VP Finance and Administration

Date: February 14, 2022

Subject: BOG Report for February 24, 2022

Financials

Monitoring of COVID funding is ongoing. CARES HEERF II (Higher Education Emergency Education Relief Fund) Institutional funding has been completed.

SIP II (Strengthening Institutions Program) 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. We currently have approximately \$1.1M to spend down prior to May 1, 2022 .

FY23 Budget Planning is underway. MWSU Budget Director has met with each institutional department and discussed the current budget situation and what we know about FY23 budgets. FY23 budget timeline was reviewed along with due dates for routing the budget requests to the next level.

The Budget Director continues working with Human Resources to verify position vacancies and postings for potential salary savings.

As of February 10, 2022 the Financial Aid Office has disbursed a total of \$31,896,744 in scholarships and loans with a total of 3,021 Financial Aid Recipients; 1,796 incoming freshmen received Award Letters.

The Accounting Department has processed and sent 1099's to vendors and uploaded the file to the IRS. Also, completed and submitted the Merritt Research Survey Annual report as well as the annual Bond Requirement report.

Accounting continues the process of getting all fixed assets tagged and photographed.

Business Office

- 1098Ts were processed and are available through the student's Goldlink account.
- \$2,231,758.57 has been dispersed in student refunds as of 2-11-22.
- \$2,979,606.00 is left in student HEERF (Higher Education Emergency Relief Funds) funds that will be disbursed in the Spring semester. The students will have the option to apply the HEERF funds to their outstanding balance. The fall semester \$368,798.25 was applied to outstanding balances.
- Preparing for debt offset in collections.

People and Campus

Various Directors for Finance and Administration have attended the Directors Council meeting that was recently held on campus.

The Finance and Administration department recently held departmental meetings for Directors and staff to interview a candidate for the position of AVP Controller.

The Physical Plant continues CARES and M&R (maintenance and repair) projects. Recently, completion of Hearnese Center and Murphy Hall roof replacement, Baker Fitness HVAC upgrades including controls, campus elevator repairs and upgrades to address state compliance regulations and Touchless locks in resident halls.

Items scheduled for spring completion include Eder Hall roof, HVAC and controls upgrade Remington/Agenstein, E-Sports condenser and AHU replacement, Vartabedian Hall HVAC and controls upgrade, Vaselakos Hall HVAC and controls upgrade, campus exterior lighting improvements, touchless locks main campus.

The second week of February Technology Services will coordinate the cutover to a new administrative campus network, managed by Apogee. The completion of this process will result in the installation of new routers, switches, and access points in all of our administrative facilities. Both the administrative and residential housing networks are now managed by Apogee. Cutover of our firewall to Apogee managed equipment will be scheduled for the Summer.

The new Goldlink replacement was demonstrated to Academic Affairs last week. The new replacement, along with Banner Self Service 9, will go live over Spring Break.

Campus Police Department continues transitioning to the new faculty, staff and student identification cards. Also continue to monitor and ensure the registration of all vehicles belonging to employees and students on campus.

In collaboration with the MWSU Law Enforcement Academy, Missouri Western State University has agreed to sponsor a student through the LEA program. The program lasts 21 weeks and we will provide benefits to the student. Upon successful completion of the Academy, the student will sign a 24 month commitment of employment. If the student leaves prior to the completion of the 24 month period, the student will pay back the prorated amount for the price of the academy. The LEA program began January 18, 2022 and the student will begin working for Campus PD in May 2022.

Campus PD welcomes another new officer to the team. Manny McMiller began January 18, 2022.

Human Resources

- Personnel- newly implemented New Employee Orientation program has been working out well since its inception.
- CUPA-HR Compensation Surveys completed in January for Administrator, Faculty, Professional, Staff and Benefits
- W2's have been completed and are available for all current employees via their Goldlink account; previous employees W2's have been mailed.
- Open Enrollment elections were uploaded into Banner. Elections were reviewed and confirmed for 2022.
- Title IX compliance training was sent to employees during January. Training is conducted using training modules created by Everfil and edited to include our policies and procedures.

Technology Services

The second week of February Technology Services coordinated the cutover to a new administrative campus network, managed by Apogee. The completion of this process will result in the installation of new routers, switches, and access points in all of our administrative facilities. Both the administrative and residential housing networks are now managed by Apogee. Cutover of our firewall to Apogee managed equipment will be scheduled for the Summer.

The new Goldlink replacement was demonstrated to Academic Affairs the first week of February. The new replacement, along with Banner Self Service 9, will go live over Spring Break.

COVID Response

- HR continues working with the COVID team to navigate contact tracing with an outside vendor.
- Provide employee guidance with COVID 19 regulations
- Track COVID salaries (Response Coordinator, Nursing Support, Analysts) for federal reimbursement through CARES.
- Following COVID regulations (FFCRA,CARES,ARPA,etc.)

MEMORANDUM

TO: Dr. Elizabeth Kennedy, President

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

DATE: February 14, 2022

SUBJECT: Report to the Board of Governors

Academic Affairs

HIGHLIGHTS

Early College Academy

The Early College Academy (ECA) is Missouri Western's Dual Credit/Dual Enrollment program for area high school students to enroll and complete college courses at a competitive tuition rate. Spring enrollment is up 14.33% (1,037 total students) from 907 students in the spring of 2021. Credit hours reflect a total headcount increase. The ECA is working toward offering courses and experiences distinctive from other programs in the state, including groups of courses leading to a certificate in areas of high vocational demand (Education, Leadership, Behavioral Health, and Health and Wellness). In addition to this, the ECA continues to develop partnerships with area schools to create clear pathways for matriculation to Missouri Western as a full-time student. Between 18-20% of students with at least one ECA course completed by high school graduation will matriculate as a full-time student to Missouri Western. Lastly, the ECA welcomes new Special Program Coordinator, Jessica Agnew, to the team. She stepped into the role starting January 3.

Master Operational Plan (update)

Stakeholders/responsible parties for The Master Operational Plan met in the fall semester to launch the Master Academic Plan and to systematically gather data to report internally and externally the efficacy/success of the strategic plan for Academic Affairs. Dr. Luanne Haggard, the director of Assessment and Accreditation, will coordinate efforts between units moving forward. An annual report will be provided to the Board of Governors during the August meeting.

Strategic Faculty Hiring Process

The Office of Academic Affairs is moving forward with the strategic hiring plan as requests are made for faculty in the event of a resignation or retirement during the spring semester. Currently there are 14 faculty and academic staff searches underway, all approved through this process. 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. This process allows departments, chairs, deans, and Provost to make data-driven decisions pertaining to faculty resources.

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, February 4 the Provost Office conducted a two-hour Joint Chairs meeting, which included all department chairs, deans, and Provost Office staff. The meeting included a presentation of Ellucian Experience and Banner Self-Service 9 updates, provided by Fred Nesslage, director of Engineering and Infrastructure. Kathy Gammon, Budget director, led a workshop on budget development for FY23 and shared best practices for maintaining department budgets. The remainder of the meeting focused on an open discussion led by chair interest and concern. This is the third of four Joint Chairs meetings planned for the 2021-2022 academic year.

New Initiatives

Two micro-credentials in Psychology and Chemistry are currently under review for recommendation by the Undergraduate Curriculum Committee (UGCC). These stackable credentials (recognized by the state of Missouri as a Certificate 0) were developed 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. Upon successful recommendation and approval, they will join the micro-credential in Education as the first of its kind at Missouri Western in response and alignment with the Department of Higher Education and Workforce Development's initiatives to provide nimble and accessible educational opportunities to meet the needs of our region and state.

Snapshots

Colleges and Schools

	Student Applied Learning Experiences	Faculty Scholarly Activities	Student/Alumni Other Accomplishments	Faculty/Staff Other Accomplishments
College of Business & Professional Studies	8	1	3	16
College of Liberal Arts	8	10	0	5
College of Science & Health	30	5	11	13

Library

Sally Gibson, Director

	Fall 2021	Fall 2020
Average Weekly Gate Count	1,430	1,777
Reference Questions	849	910
Reference Consultations	66	65
Physical Circulation	734	679
Ebook Downloads	2,400	2,103
Article Downloads	34,730	43,619
Course Reserves	117	106
Large Group Study Room Reservations	809	804

College of Business and Professional Studies

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

Student Experience

- On Friday, November 5th, 9 students from Education, and 2 students from Biology attended the *Live STEAM 2021* Event at Science City in Union Station. This event brought together 200 4th and 5th grade Girl Scouts for an evening focused on engaging girls in STEM fields. Dr. Ollie Bogdon and students worked with the Girl Scouts across three stations including one where they dissected owl pellets, to determine what the owl had been eating, built their own bird feeder and another where they worked on board the Griffon Lab to examine pond invertebrates through microscopes.
- In the Elementary Reading Methods course, the students in Dr. Jennifer Botello's class completed the first semester of an ongoing Afterschool Reading Club two days per week. Students apply reading methods learned in Dr. Botello's class to help support and tutor students.
- Don Tolly, American Family Insurance, was a guest speaker in the Applied Business Ownership class and discussed evaluating, preparing, and managing risk.
- The Accounting Club is working on getting certified to participate in the IRS Volunteer Income Tax Assistance (VITA) program, which provides free tax returns and e-filing for taxpayers who meet lower income classifications.

People and Campus

- KC Choden along with a colleague published *An Empirical Study on the Perceptions of Students Enrolled in Business Programs toward Online Courses and Online Course Engagement Strategies during COVID-19*. Journal of Business 6(3) 1-26
- Bin Qiu presented a mini lecture called "A Crash Course on Personal Finance" to a financial literacy event held by the National Association for the Advancement of Colored People (NAACP) chapter at MWSU on January 27, 2022.
- Zhao Zhang served as session chair for Engineering Innovation at the 2022 *International Conference of Industry, Engineering, and Management Systems* (IEMS)
- Zhao Zhang served as conference steering co-chair and technical committee member to review many papers for the 2022 *International Conference on Image, Video, and Signal Processing*.

- Pam Klaus was on a guest panel along with three other *Universities for Times of Entrepreneurship's* virtual conference on January 28. She shared details about the CSB's unique opportunity for students to be awarded a franchise.
- Pam Klaus is a member of the North Kansas City School District's advisory board. She had the opportunity to meet with teachers and students as the district introduced the first freshman class to college and career pathways. .
- A summary of the work to develop a set of professional competency standards for teachers of learners who experience deafblindness has been approved by the Board of Directors of the *National Division on Visual Impairments and Deafblindness* and forward to the *Council for Exceptional Children* for final approval. Susan Bashinski served as strand leader for the assessment component of this standard work.
- According to Google Scholar, Brett Luthans' publications have been cited 17,359 times, most at MWSU. The second most at the University is 2,245 citations.

Programs and Partnerships

- *The Entrepreneur Ecosystem Summit*, hosted by the Center for Entrepreneurship, was held on January 19. Over 50 people from northwest Missouri and northeast Kansas participated to share information about programs and funding available.
- The Center for Entrepreneurship in partnership with the Black Student Union and the Black Archives Museum are hosting the *Black Business Summit* on January 27. The summit includes discussion on Black business history in St. Joseph and highlights of current Black business owners.
- *Great Northwest Days @ the Capitol* was held Feb 1-2 in Jefferson City, Missouri. Annette Weeks, Executive Director of the Center for Entrepreneurship, chaired this year's regional event. Governor Parsons was the keynote speaker; this event exists as a cooperative effort by northwest Missouri communities to unify and enhance our region's image in Jefferson City and to pursue issues and legislation beneficial to the "Great Northwest".
- *Entrepreneurship Week* – The Center for Entrepreneurship's sixth annual *Entrepreneurship Week* will be held March 14 – 18.
- Registration for *Omni Life Virtual Reality Certificate* is open class will begin on February 7. This is a 9-week online course that will aid participants starting virtual reality development.
- The *Professional Sales Certificate Spring 2022* class will start on February 16. This is a 9-week virtual course designed to aid participants in identifying and maximizing sales styles.
- Conference Presentation: Potts, E. A., & Bogan, J. (November 2021). "Steering preservice teachers towards success: Uncovering the hidden curriculum of higher education". *Teacher Education Division Conference*. Fort Worth, TX
- Conference Presentation: Potts, E. A., Bogan, J., & Jenkins, M. (November 2021). "Preparing preservice teachers to monitor their own mental health". *Teacher Education Division Conference*. Fort Worth, TX.
- Law Enforcement Academy is taking enrollments for the part-time law enforcement academy, scheduled to start on February 22, 2022. This class is required to enroll 10 cadets in order to begin the class. So far there are future cadets enrolled from Andrew County Sheriff's Office, Buchanan County Sheriff's Office, and Clay County Sheriff's Office.
- Craig School of Business hosted 150 high school students and 40 advisors on campus for the FBLA District leadership Conference on January 25.
- Adrienne Johnson led 10 virtual workshops to train approximately 280 Taiwanese teachers in best practices for English as a Medium of Instruction (EMI) in STEAM classrooms as an English Language Specialist with the *U.S. Department of State and the American Institute of Taiwan*.

"EMI and Bilingual Education: Principles, Prospects, Challenges and Practice," Panel Discussion at the International Conference on Bilingual Education, hosted by National Taipei University of Education.

Strength and Stewardship

- The Department of Education was awarded a \$20,000 Teacher Recruitment Grant from the Missouri Department of Elementary and Secondary Education.

College of Liberal Arts

Dr. Joel Hyer, Dean

Student Experience

- Students Chloe Clossum, Sean Davis and Aliza Grooms, placed as one of the top five winners for their TikTok submission "We don't have time for fake news" at the #NewsEngagementDay Tik Tok competition.
- Student Carson Goerlitz completed a year-long majors honors project which will be presented in Chicago at the *MPA Psi Chi* conference. The project, titled "Factors affecting utilitarian decision-making in trolley problems and other moral dilemmas," was sponsored by Teddi Deka, with committee members Corey White and Lane DesAutels.
- Graphic Design student Lauren Kush redesigned the *Conference on Applied Learning in Higher Education Conference* theme logotype, "PIVOT-AL" for improved presentational quality, overall impact and presence, and multiple file formats and sizing requirements. The theme graphic will be used in Whova, an online event management application used for the hybrid conference on MWSU's campus in April, 2022.
- Student Zachary Oliver's original composition for percussion ensemble and live electronics, "Floating Through an Astral Sea," was accepted for performance at *Electronic Music Midwest*, a juried annual festival held at Lewis University near Chicago. This is a highly-regarded, national festival of recent electronic music, which presents student compositions along with those of established composers.
- David D. McIntire presented an hour-long recital of original electronic music and structured improvisation with Michelle Allen McIntire (piano/voice), Ryan Oldham (trumpet/objects) and Brian Padavic (double bass). Student musicians Beomseung Seok (piano) and Joshua Stevenson (cello) performed one work (*Trio & Sine Waves (with Wind, Snow & Birds)*) together with Brian Padavic. This event was filmed by a group of cinema students under the supervision of Thomas Brecheisen.
- MWSU's *Pi Sigma Alpha* Chapter won the Best *Chapter Award* for the 6th time in 10 years. Ed Taylor was specifically singled out for his leadership efforts as faculty advisor.

People and Campus

- Teddi Deka authored the following 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 delivered a professional development workshop to the *Northwest Missouri State Counselors' Association (NWMSCA) Fall Membership Meeting* in Blum Union. 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 and offered substantial advice that counselors can use to support those students.

- Nuchelle Chance went 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 on the crucible experiences of women in leadership comparing the lived experiences of BIPOC and non-BIPOC women.
- Aaron Grant published "Structure and Variable Formal Function in Schubert's Three-Key Expositions" in the peer-reviewed journal, *Music Theory Spectrum*. Aaron additionally published "Reaching Outside the Classroom: Infusing Public Music Theory into the Undergraduate Core" in the peer-reviewed publication, *Journal of Music Theory Pedagogy*.
- Matthew Hepworth Attended the *Association for Computing Machinery (ACM)* virtual presentation, presented by Nigel Poulton, *Kubernetes and Docker* trainer, and hosted by Dominic Holt, CEO of *Harpoon Corp*. The webcast was delivered by the *ACM Professional Development Committee*, in which Poulton explained how Kubernetes and Docker operate within cloud-native infrastructure and applications.
- Matthew Hepworth Attended the *InVision* virtual presentation, "The 4 Trends That Will Define the Year Ahead," presented by Eli Woolery, author, and host of the Design Better Podcast.
- David D. McIntire presented as a guest lecturer on the challenges of running a record label with music business students at Kansas City Kansas Community College.
- Evan Elizabeth Hart published a review of "Embattled Freedom: Journeys through the Civil War's Slave Refugee Camps" by Amy Murrell Taylor for *Insights: Note from the Coordinating Council for Women in History*.
- Evan Elizabeth Hart was interviewed for and quoted in "The Black Mortality Gap, and a Document Written in 1920" by Anna Flagg, *The New York Times*.
- Jim Okapal was named area chair of Philosophy and Culture for the organization *Popular Culture Association*.

Programs and Partnerships

- James Carviou's web content and design class partnered with six organizations in the Saint Joseph community composed of both small businesses and nonprofits to design original websites. The websites were created for the following: Prestyn's Wine Bar, Learning Partnerships, Mollus Hall, Heart Warmers, Max Joe Daiquiri Lounge and Mimi's Boutique.
- Kayla Waters and Kelly Henry met with community partners to learn what training needs local employers have in the areas of disability and aging services. Partners included 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).
- Kayla Waters and Kelly Henry hosted a focus group conversation with MWSU administration and representatives from St. Joseph United Way, Family Guidance Center for Behavioral Health Care, United Cerebral Palsy of Northwest Missouri, St. Joseph School District, Progressive Community Services, and Platte County Board of Service to discuss ways that the Psychology department could continue to improve on our ability to meet community workforce needs and support successful career entry and longevity for our students.
- As a member of the *Kansas City Kansas Community College Early Childhood Program Advisory Board*, Kayla Waters worked with the program directors and community stakeholders to revise their mission and vision statements and review their organization's assessment plan.

- Nathanael May adjudicated by invitation an annual piano concerto competition at the University of Kansas. Undergraduate through doctoral candidates competed for this chance to perform with the university orchestra.
- Bob Long performed as a guest soloist for the 70th annual *North Central Missouri Bandmasters Association's* Honor Band Clinic/Concert.
- Bob Long and the MWSU School of Fine Arts hosted the annual *Northwest Missouri All-District Jazz Ensembles* rehearsals and concert in Potter Theatre. The MWSU Jazz Ensemble performed as the closing ensemble for the concert.
- Paul Hindemith served as music director for Robidoux Resident Theatre's musical production of *Holiday Inn*. Several students and recent alumni from the School of Fine Arts performed on stage and in the orchestra.
- Matthew Hepworth collaborated with Teresa Fankhauser, Executive Director of the St. Joseph Allied Arts Council, to discuss the creation of an internship opportunity for one remaining design student. The non-profit organization agreed to a compensated opportunity, provided well-defined interview and application requirements, and discussed applied learning objectives. Project needs are pertinent to community engagement events, such as the Sculpture Walk (long-term project), Beer Walk for the Arts (short-term), and several smaller-scope content creation tasks (writing and design). Matthew also developed a partnership with Beth Sharp, Director of the St. Joseph Performing Arts Center, to create an internship opportunity based on a 2-credit hour commitment for a potential design student..

College of Science and Health

Dr. Crystal Harris, Dean

Student Experience & Innovation

- The School of Nursing and Health Professions honored *DAISY Award* recipients, Cindy Herrera and Miranda Stephens. The *DAISY Award* is an international program that recognizes the exceptional skill and compassionate care provided by nurses and nursing students.
- Chemistry students presented research at the fall *Multidisciplinary Research Day*: David Carter "Determination of calcium uptake by radish plants using XRF and standard addition," Raevan Cutler "Determination of calcium in grape leaves by x-ray fluorescence and standard addition," Nelson Maxey, Josiah Randelman, and Tyler Law "Development of the Fourier Grid Hamiltonian Method on diatomic and triatomic systems," Maddie Pearl "Marie Curie: pioneer scientist," Jude Stapf "Coffee grounds as a wastewater remediation strategy," Walter Bicklein "*Ideonella sakaiensis*: the bacteria that could change the world."
- Twenty-one Social Work Practice students participated in the *Darkness to Light* training under the direction of Pam Clary. The training focuses on the prevention and recognition of child sexual abuse, and mandated reporting.
- *MWSU Human Rights Fair* included poster presentations by 22 social work students. Guest speaker Jason Lester, Director of the *Colorado Coalition for the Homeless*, addressed 40 students and area professionals regarding "Finding true equity, inclusion, and diversity in informed trauma support."
- Wildlife and Conservation Biology student, Nathan Barnett, under the direction of Mark Mills, received a \$100 grant from *Midwest Partners in Amphibian and Reptile Conservation* (MWPARC) for his work with massasauga rattlesnakes, crayfish burrows, and snake fungal disease at Loess Bluffs National Wildlife Refuge.
- Biology majors Julianna Burris, Kyle Kammerer, and Bowyn Ziebarth presented research posters at the *Heartland Undergraduate Biochemistry Forum* at the University of Kansas Medical Center.

- Undergraduate student co-authors Jacob Oyler, Emily Niec, Jesica Phelan, Ali Tauchen, and Raechel Tittor, along with Faculty advisor Todd Eckdahl published a Research paper in the *Journal of Young Investigators*, titled, "Development of a Ribozyme-Based Selection Strategy for Metabolic Engineering".

Programs & Partnerships

- The 22nd Annual Super Science Saturday was attended by 867 people. The College of Science and Health participated in the following areas:
 - Department of Chemistry faculty and 17 students hosted a series of chemistry demonstrations and activities including paper chromatography art and shrinky dink plastic.
 - MWSU Griffon Lab deployed was staffed by members of the Kansas City Section of the American Chemical Society and engaged event-goers in the extraction of DNA from strawberries.
 - Biology faculty and 25 student volunteers from the Student Chapter of The Wildlife Society, the MWSU Chapter of the Tri-Beta Biological Honors Society, and research assistant interns provided demonstrations and activities about wildlife, fossils, and insects.
 - Nursing faculty and 9 nursing students offered hands-on activities for learning about the human heart, the human lungs, and the importance of handwashing made fun with glow germ.
 - Computer Science, Math, and Physics faculty provided computer science demonstrations, a math maze, and Planetarium shows.
 - Community partners St. Joseph Museums, NewspressNow, and the Remington Nature Center assisted in presentations of reptiles and amphibians and weather science.

People & Campus

- The *Organization of Student Social Workers* assisted at the 139th Air National Guard Children's Christmas Party.
- Fifteen students from *The Organization of Student Social Workers*, along with eight community volunteers, hosted a reception for fall graduating seniors.
- The MWSU social work program, the *Organization of Student Social Workers*, Northwest Health, Summers Motors, and area sponsors hosted *The Walk for the Homeless*. With over 150 registrations, the event generated approximately \$10,000.
- Carissa Ganong and Mark Mills served as program coordinators and field project mentors at a winter-break *National Science Foundation Louis Stokes Alliance for Minority Participation Research Experience for Undergraduates* at La Selva Biological Station, Costa Rica.
- Dawn Drake, Carissa Ganong, Jason Baker, and Csengele Barta provided a hands-on applied learning activity showcase for over 70 students visiting from the Northland Career Center.
- Alec Sithole's article "Assessing Students' Approaches and Perceptions to Learning in Physics Experiments Based on Simulations and At-Home Lab Kits" was published in the peer-reviewed journal *Higher Education Studies*.
- The 2022 *MLK Drum Major for Justice* faculty award was presented to Grey Endres.
- Jana Frye and Pam Clary earned the *Master ACE Trainer* designation made possible through the *Global Rotary Grant*.
- William Russell's article, "An Exploratory Study of Resilience, Life Satisfaction, Perceived Social Support, and Experience on Burnout in Sports Officials" was accepted for publication in the *Journal of Contemporary Athletics*.

Strengths & Stewardship

- The Department of Chemistry faculty worked with St. Joseph Plastics to conduct preliminary testing of a manufacturing byproduct to determine if it may be repurposed rather than directed to a landfill.

Graduate School

Dr. Susan M. Bashinski, Interim Dean

- Trooper James D. Scrivens of the Missouri Highway Patrol served as speaker for the Graduate School's winter 2021 hooding ceremony. James (J. D.) is a two-time alumnus of Missouri Western, earning an undergraduate degree in Criminal Justice (2018) and a master's degree in Forensic Investigations (2019). Since then, J. D. successfully completed the program at the Missouri Highway Patrol Police Academy. His address to the graduates included reflections on the benefits of his degree programs at Missouri Western and provided solid, practical advice.

Griffon Office of Applied Learning (GOAL)

Dr. Michael Ducey, Director

- The Griffon Office of Applied Learning, in partnership with the Applied Learning Steering Committee, hosted the fall semester *Multidisciplinary Research Day* on Friday, December 3rd. A total of 58 poster presentations were on display from students. These presentations represented the work of students who have completed research projects (literature reviews or empirical studies) over the course of the academic term.

Continuing planning and preparation for the Spring term include:

- *The Missouri Regional Industrial Science & Engineering (MO-RISE) Networking and Employment Event*, held on March 15th. MO-RISE, presented in collaboration with the Career Development Center, brings together MWSU STEM students with regional employers and alumni for an evening focused on employment and professional networking.
- *The Conference on Applied Learning in Higher Education (CALHE)*, held on April 21-23. This annual conference focuses on initiatives, advancements, and other topics related to applied learning.
- *The Griffon Applied Learning Showcase*. The inaugural Griffon Applied Learning Showcase will take place on Friday April 22nd. The showcase will provide an opportunity for us to share the wide variety of applied learning that MWSU students engage in with our University and regional community as well as with alumni and the families of our students.

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: February 15, 2022

RE: Student Affairs & Enrollment Management Board of Governors Report

The Division of Student Affairs & Enrollment Management (SAEM) is comprised of eleven (11) major areas: Academic Advising, Academic Support, Admissions, Career Development, Counseling, Dean of Students, 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.

ENROLLMENT MANAGEMENT

While overall spring enrollment numbers continued on a downward turn, -10.02% headcount, there were a few positive indicators for the future. Some highlights include an increase of 13.48% in Early College Academy/Dual Enrollment, an increase in New First-Time Freshmen, an increase in both two- and four-year transfer students.

A new report was developed beginning with the spring 2022 semester to better evaluate semester-to semester persistence. For spring 2022, 86% of all undergraduate students studying in the fall 2022 semester continued their studies in the spring with persistence rates by level as follows: freshmen – 77%, sophomores – 87%, juniors – 92%, and seniors – 91%. Graduate students persisted at a rate of 91% (data collected on February 14, 2022).

Admissions – Territory Management Team

The Office of Admissions bears the primary responsibility of recruiting new students to Missouri Western State University. Many strategies are employed to share the Missouri Western story and encourage students to apply for admission. Spring travel season for freshman and transfer admissions counselors began on January 18th. For the spring semester, 133 high school visits, 23 community college visits, 38 college fairs, and 8 community college fairs are scheduled so far.

Admissions counselors hosted a lunch and learn for the St. Joseph public school high counselors on January 14th to share updates with the counselors and get feedback on how we could best serve their needs. During Counselor Appreciation Week (February 7 – February 12), tokens of Missouri Western’s appreciation were delivered to high school counselors across the region. For counselors outside the region, we sent an electronic certificate of appreciation that could be printed and framed if desired.

As part of a move away from the traditional “admission counselor” model and toward a more engaged “territory manager” model, admissions counselors also review applications and admit students while on the road. This is followed by personalized text messages to newly admitted students about their admission status. Building relationships with admitted students as soon as possible is a key ingredient to keeping admitted students engaged with Missouri Western. It should be noted that none of this would be possible without the extraordinary work of the operations team, led by Jamie Sweiger. This team processes applications and moves them through the queue so that admissions counselors can admit students and be the “face” of University.

Admissions - Communications

Admissions counselors are not the only members of the team communicating with prospective students. A complex communication has been developed and employed through Slate. Prospective students at the undergraduate, graduate and Early College Academy receive emails and text messages through the Slate system. An exhaustive email, print, and texting campaign communicates with students throughout every stage of the recruitment funnel. Since the last Board of Governors meeting in December, several communications have been sent to prospective students (see Table 1).

Table 1

Communications

Message	Print/Email/Text	Audience	Quantity Sent	Send Date	Drip	Notes
Campaign - Go Griffs Weekly Zoom Series						
21-22 Go Griffs Weekly Zoom Craig School of Business	Email	21-22 All HS Jr-HS sr-FR-TR	112,808	11/14/2021	no	
21-22 Go Griffs Weekly Zoom Craig School of Business SMS reminder	Text	Registrants	15	11/16/2021	no	
21-22 Go Griffs Weekly Zoom Craig School of Business SMS reminder	Text	Unregistered students (21-22 Hall HS Hr-HS Sr-FR-TR)	4,447	11/16/2021	no	
21-22 Go Griffs Weekly Zoom Spring Overview	Email	21-22 All HS Jr-HS sr-FR-TR	115,315	1/19/2022	no	
21-22 Go Griffs Weekly Zoom Student Panel	Email	21-22 All HS Jr-HS sr-FR-TR	115,117	1/23/2022	no	
21-22 Go Griffs Weekly Zoom Student Panel SMS Reminder	Text	Registrants	13	1/25/2022	no	
21-22 Go Griffs Weekly Zoom Student Panel SMS Reminder	Text	Unregistered students (21-22 Hall HS Hr-HS Sr-FR-TR)	4,839	1/25/2022	no	
21-22 Go Griffs Weekly Zoom Respiratory Therapy, Health Info MGMT, PHMGMT, Social Work	Email	21-22 All HS Jr-HS sr-FR-TR	114,854	1/30/2022	no	
21-22 Go Griffs Weekly Zoom Respiratory Therapy, Health Info MGMT, PHMGMT, Social Work SMS Reminder	Text	Registrants	11	2/1/2022	no	

21-22 Go Griffs Weekly Zoom Respiratory Therapy, Health Info MGMT, PHMGMT, Social Work SMS Reminder	Text	Unregistered students (21-22 Hall HS Hr-HS Sr-FR-TR)	4,919	2/1/2022	no	
21-22 Go Griffs Weekly Zoom Chemistry, Biology, Wildlife Conservation	Email	21-22 All HS Jr-HS sr-FR-TR	125,922	2/6/2022		
21-22 Go Griffs Weekly Zoom Chemistry, Biology, Wildlife Conservation Reminder SMS	Text	Registrants	17	2/8/2022	no	
21-22 Go Griffs Weekly Zoom Chemistry, Biology, Wildlife Conservation Reminder SMS	Text	Unregistered students (21-22 Hall HS Hr-HS Sr-FR-TR)	5,002	2/8/2022	no	
Campaign - Griffon Experience						
21-22 Griff Experience PC	Print	Inq/App/SJSD	10,512	1/10/2022	no	
21-22 Griff Experience Spring Overview	Event Email	21-22 All HS Jr-HS sr-FR-TR	116,379	1/12/2022	No	
21-22 Griff Experience Tech Careers You're Invited Email 1	Event Email	21-22 All HS Jr-HS sr-FR-TR	115,722	1/16/2022	no	
21-22 Griff Experience Tech Careers Cancellation Notice (Join us for more events)	Event Email	21-22 All HS Jr-HS sr-FR-TR	115,205	1/26/2022	no	
21-22 Griff Experience Spring Open House You're Invited Email 1	Event Email	21-22 All HS Jr-HS sr-FR-TR	125,944	2/9/2022	no	
Campaign - Future Filmmakers Festival						
21-22 Join us! Future Filmmakers Festival — February 25	Event Email	Prospects w/ Cinema Interests Summer 2022 thru Fall 2024	2,397	1/20/2022	no	
21-22 Register Now! Future Filmmakers Festival — February 25	Event Email	Prospects w/ Cinema Interests Summer 2022 thru Fall 2024	2,372	2/1/2022	no	
Campaign - Date-Specific Messaging						
21-22 Applicants Important Deadlines Email	Email	Applicants	1,963	1/10/2022	no	

21-22 Happy Holidays	Print	HS Seniors	10,990	12/7/2021	no	
21-22 Deadline extension for MWSU competitive scholarships — apply now!	Email	Admits	2,195	2/10/2022	no	
Campaign - Application						
Goldlink Activation Activate your Missouri Western Goldlink account	email	Admit w/ no Goldlink Activation 2021 and 2022	7,157	11/10/21 (ongoing)	yes	
Unsubmitted Application SMS reminder 1	Text	Unsubmitted Apps	514	12/10/2021	yes	Sending five days after app created
Deadlines	Print	Applicants	1,792	1/25/2022	no	
Campaign - Application Generation						
21-22 You've caught our eye!	Email	HS Seniors	96,999	11/8/2021	no	
21-22 Watch your scholarships grow	Email	HS Seniors	70,411	11/22/2021	no	
21-22 Scholarships available for Missouri A+ program students	Email	HS Seniors (A+ eligible)	31,550	11/22/2021	no	
21-22 Lock in your scholarship (base GPA)	Email	HS Seniors	100,421	11/29/2021	no	
21-22 Give Missouri Western another look	Email	HS Seniors	100,180	12/6/2021	no	
21-22 Don't miss out on financial aid	Email	HS Seniors	99,326	12/27/2021	no	
21-22 Deadline alert: Scholarship priority deadline is approaching (Deadline Email 1)	Email	HS Seniors	98,924	1/10/2022	no	
21-22 Continue your education with Missouri Western ECA Email 1	Email	ECA 21/22 eligible	560	1/18/2022	no	
21-22 Take action: Feb. 1 priority deadline is next week (Deadline Email 2)	Email	HS Seniors	98,056	1/24/2022	no	
21-22 Act NOW: Don't miss the Feb. 1 priority deadline! (Deadline Email 3)	Email	HS Seniors	97,724	1/31/2022	no	
21-22 Earn your degree at Missouri Western! (ECA Email 2)	Email	ECA 21/22 eligible	539	2/8/2022	no	
Campaign - Value Proposition						
21-22 Griffon Guarantee — a scholarship that renews and grows each year!	Email	HS Seniors	103,519	11/8/2021	ongoing	

21-22 Student Life Get Involved at Missouri Western	Email	21-22 All HS Jr-HS sr-FR-TR	119568	11/17/2021	ongoing	
21-22 No class on Fridays at Missouri Western (Gold Fridays)	Email	21-22 All HS Jr-HS sr-FR-TR	116632	11/16/2021	ongoing	
21-22 Find your Griffon home, Rachel (Res Life)	Email	21-22 All HS Jr-HS sr-FR-TR	110524	12/20/2021	ongoing	
21-22 Keep college affordable with Missouri Western	Email	21-22 All HS Jr-HS sr-FR-TR	109093	1/3/2022	ongoing	
21-22 Experience hands-on learning at Missouri Western (Applied Learning)	Email	21-22 All HS Jr-HS sr-FR-TR	105452	1/17/2022	ongoing	
21-22 Join in on Esports action at Missouri Western	Email	21-22 All HS Jr-HS sr-FR-TR	107404	2/3/2022	ongoing	
21-22 We take game day seriously at Missouri Western! (Athletics)	Email	21-22 All HS Jr-HS sr-FR-TR	103813	2/7/2022	ongoing	
Campaign - Decision Reply						
21-22 Are you ready to be a Griffon? Email 1	Email	FR admit	2115	2/8/2022	ongoing	Day 1 of entering admit population
21-22 Are you ready to be a Griffon? Email 1	Email	TR-RT-ND	108	2/7/2022	ongoing	Day 1 of entering admit population
21-22 Decision Reply Text 1	Text	FR-TR-RT-ND	1625	2/8/2022	ongoing	Day 8 of entering admit population
21-22 Reminder: Let us know your plans Email 2	Email	FR admit	1773	2/12/2022	ongoing	Day 8 of entering admit population
21-22 Reminder: Let us know your plans Email 2	Email	TR-RT-ND	58	2/8/2022	ongoing	Day 8 of entering admit population
Campaign - Committed, No GO Orientation						
21-22 Please select your orientation date	Email	Committed, not registered for GO	211	2/8/2022	ongoing	Day 1 of entering commit, no go population
21-22 Action needed: Select your orientation date	Email	Committed, not registered for GO	109	2/9/2022	ongoing	Day 8 of entering commit, no go population
21-22 Register for Transfer Orientation	Email	Committed, not registered for GO	9	2/12/2022	ongoing	Day 6 of entering commit, no go population
Campaign - Admit						
21-22 Housing PC	Print	Admits	1,327	11/15/2021	ongoing basis beginning 1/3	

21-22 Housing SMS 1	Text	Admits	2004	1/12/2022	ongoing	1 week after admit decision
21-22 Welcome home (Housing Email 1)	Email	Admits	2147	1/12/2022	ongoing	1 week after admit decision
21-22 Follow @Firstyeargriff on Instagram	Email	Admits	1984	1/27/2022	ongoing	Day 20 of entering Admit population
21-22 Find your home away from home with on-campus housing! (Housing Email 2)	Email	Admits	1939	1/28/2022	ongoing	3 weeks after admit decision
Campaign - Orientation						
Griffon Orientation Invitation	Print	FR admits	2049	1/31/2021	ongoing (weekly)	
Access your First-Year Griffon Guide	Email	FR GO	207	2/11/2022	ongoing	Day 6 of entering Go Registration population

Admissions - Campus Visits Program

In addition to the admissions counselors' work in the field, a range of opportunities for prospective students to learn more about Missouri Western through campus visits programming. From individual and group daily visits (n=44; n=25) to *GO Griffs* Weekly Zoom Series to The Griffon Experiences days, prospective students can get a real sense of what it is like to be a Griffon.

Admissions - New Student Success

New Student Success (NSS) kicked off the spring 2022 semester with Spring Griffon Orientation on January 11th with 56 attendees (23 transfer; 33 first-time freshmen). NSS has spent the majority of time, however, preparing for Griffon Orientation. NSS launched a new Instagram page for admitted students and designed and launched a new first-year student online resource hosted on the University's Canvas platform. This is a move away from a contract with Advantage Design which will have a cost savings of just under \$5,000 annually while still providing an accessible mobile-friendly user experience. Finally, NSS began recruitment efforts for Orientation Leaders, Student Ambassadors, and Griffon Edge Mentors. Over 60 students will be selected for these crucial roles on March 1, 2022.

On February 1, new admitted students for fall 2022 were able to commit to Missouri Western and select their GO Orientation date (see Table 2).

Table 2

Number of fall 2022 admitted freshmen who have committed and registered for orientation

Year	Admitted Freshmen	Committed Freshmen	GO Registrations
FALL 2022	2224	441	274
FALL 2021	1593	125	53

As you can see from the data in Table 2, we are currently 631 admitted students or 39.6% over where we were at the same point in time last year. Chart 1 below demonstrates the current trend of the year-over-year admitted student numbers for freshmen.

Chart 1

Fall freshmen admission comparison: 2022 compared to 2021

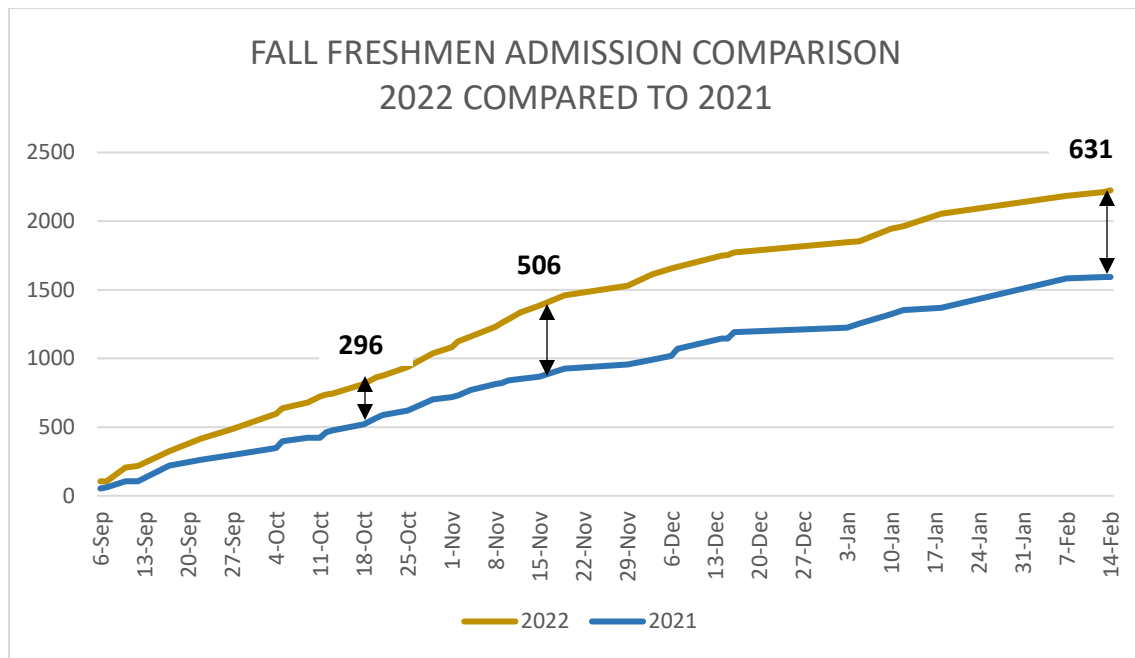


Chart 1 demonstrates continued year-over-year growth. As of the October Board of Governors report, there were 296 more admitted freshmen than the same time last year. The year-over-year growth continued as demonstrated with the November Board of Governors written report. Finally, as of this report, Chart 1 demonstrates a current year-over-year growth of 631 admitted freshmen.

Chart 2

Fall transfer admission comparison: 2022 compared to 2021

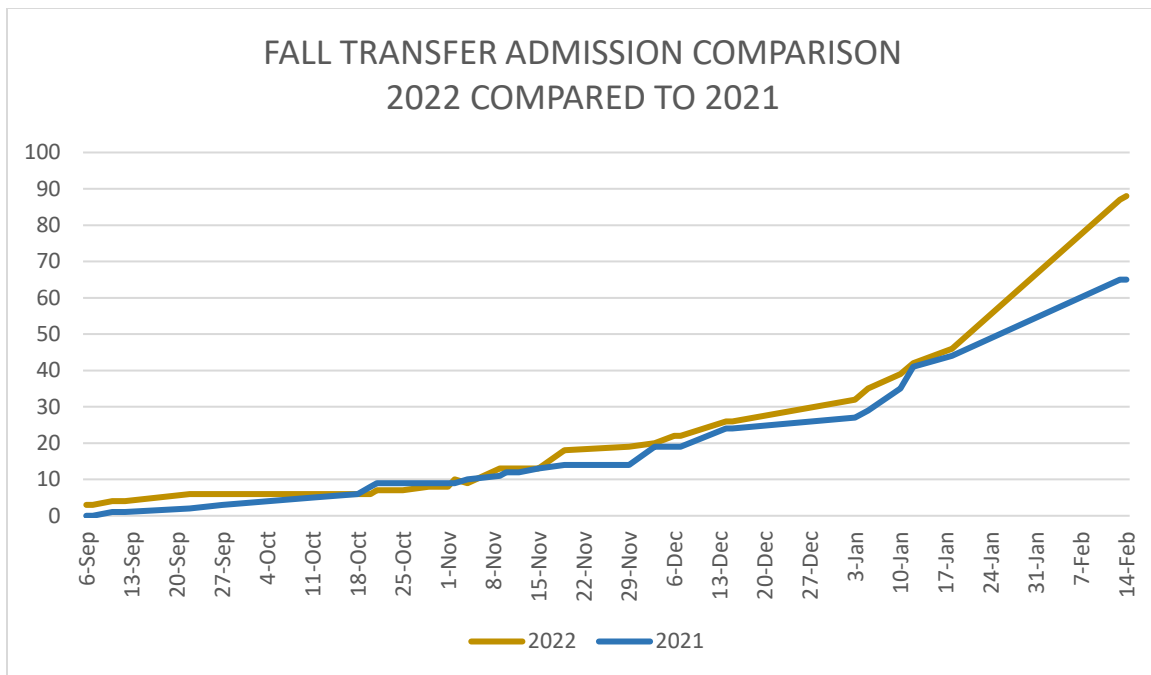


Chart 2 demonstrates that it was not until recently, end of January 2022, that the year-over-year trend lines began to separate and show growth as compared to the same time last year. This trend is typical with transfer recruitment and admissions.

Table 3

Top 10 intended majors of admitted freshmen

Rank	Major	2022 Admits to Date	2021 Admits to Date	% Growth Year Over Year
1	Nursing (BSN)	331	240	37.9%
2	Psychology	146	84	73.8%
3	Undecided (Business & Entrepreneurship Focus Area)	129	146	-11%
4	Undecided (Health Sciences & Careers)	96	63	50.8%
5	Elementary Education	91	47	93.6%
6	Criminal Justice (BS)	84	43	95.3%
7	Undecided (Education Focus Area)	67	68	-1.5%
8	Management – Entrepreneurship (BSBA)	60	2	290%
9	Pre-Medicine	58	53	9.4%
10	Physical Education – Health & Exercise Science Concentration	53	32	65.6%

Table 4

Griffon Rate States in order of admitted first-time freshmen

Rank	Griffon Rate State	2022 Admits to Date	2021 Admits to Date	% Growth Year Over Year
1	Kansas	182	126	44.4%
2	Illinois	155	80	93.8%
3	Nebraska	110	59	86.4%
4	Iowa	55	26	111%
5	Texas	20	23	-13%
6	Colorado	11	15	-26%
7	Oklahoma	9	7	28.6%
8	Arkansas	9	39	-76%
9	Tennessee	3	11	-72%
10	South Dakota	2	3	-33%
11	Kentucky	2	7	71%
12	Wyoming	1	0	-
13	New Mexico	1	1	0%

Table 5

Missouri territories in order of number of admitted freshmen

Rank	Territory	2022 Admits to Date	2021 Admits to Date	% Growth Year Over Year
1	Kansas City/Central Missouri	469	263	78.3%
2	Buchanan County	302	272	11%
3	North Missouri	277	190	45.8%
4	East Missouri	227	185	22.7%
5	North KC	219	166	31.9%
6	South Missouri	85	60	41.7%
	TOTAL MISSOURI	1579	1136	39%

Table 6

Top six counties in order of number of admitted freshmen

Rank	Missouri County	2022 Admits to Date	2021 Admits to Date	% Growth Year Over Year
1	Jackson County	309	164	88.4%
2	Buchanan County	302	272	11%
3	Clay County	147	100	47%
4	St. Louis County	117	68	72.1%
5	Platte County	72	66	9.1%
6	Andrew County	50	35	42.9%

Table 7

Buchanan County High Schools in order of number of admitted freshmen

Rank	Buchanan County High School	2022 Admits to Date	2021 Admits to Date	% Growth Year Over Year
1	Central	152	121	25.62%
2	Benton	52	42	23.81%
3	Lafayette	47	53	-11.32%
4	East Buchanan	13	6	116.67%
5	Mid Buchanan	9	14	-35.71%
6	St. Joseph Christian	7	11	-36.36%
7	Bishop LeBlond	5	5	0%
8	DeKalb	3	2	50%

The Admissions office is not functioning without challenges, however. In terms of staffing, the office is currently without an admissions counselor and the office has been functioning with the Vice President of Student Affairs and Enrollment Management also serving as the director of admissions.

Academic Advising – Student Success Center

The Student Success Center provides academic advising to all incoming freshmen with the exception of Nursing and Business students through their first year of academic study. In addition, the Center advises all BGS and BST students. Since the last Board of Governors report, the Center has seen over 724 students with 109 visits occurring during the first five days (add/drop) of the spring semester.

In addition to supporting students through advising appointments, the Center manages the Early Intervention process for those students identified by faculty as falling behind and/or at risk of failure in a course. For the fall 2021 semester, a total of 1,108 early interventions were reported. Table 9 demonstrates the breakdown by academic level.

Table 8

Fall 2021 early intervention reports by academic level

Academic Level	Percent of Early Interventions Reported
Freshmen	47%
Sophomores	16%
Juniors	14%
Seniors	21%
Graduate Students	2%

Results from early interventions include 18.77% receiving a D or better in the course; 12.64% receiving a C or better in the course; 24.55% demonstrated grade improvement from mid-term to final grade; 12.73% withdrew from course reported.

EdSights is another tool in the Student Success Center toolkit to better understand our student population. Through EdSights, polls are taken throughout the course of the semester to gauge students on a variety of topics. On November 11, 2021, students a text was sent (N=2,713) to students asking the following, “Do you plan on enrolling here at MO West next term?” Table 9 demonstrates the results.

Table 9

Persistence check-in

Response Option	Number of Responses (n=796)
Yes	640

Unsure	45
No	32
Graduating	77

On November 23, 2021, Missouri Western conducted a wellness check-in through the EdSights tool. A text was sent to (N=2,707) students asking the following, “How would you rate your overall health and wellbeing?” Of those surveyed, the response was n=572. Table 10 demonstrates the survey results.

Table 10

Wellness check-in

Response Option	Number of Responses (n=572)
Good	292
“1.5”	1
Okay	220
Poor	59

Respondents who answered “Poor” were asked to share which areas they were struggling with the most: 1) Physical Health, 2) Mental Health, 3) Lifestyle. Students who responded “Physical Health” (n=11) were encouraged to contact the Esry Health Center. Students who responded “Mental Health” (n=26) or “Lifestyle” (n=7) were provided with the email, phone, and URL to the Counseling Center. Of the 59 students who responded “Poor” to survey, 15 students did not answer the follow-up question.

A second wellness check-in was conducted during the winter break on December 17, 2021 asking students (N=2,705) the following, “How would you rate your overall health and well-being?” Of those students surveyed, 570 responses were received. Table 11 demonstrates the results of the survey.

Table 11

Winter wellness check-in

Response Option	Number of Responses (n=570)
Good	296
Okay	190
Poor	84

Respondents who answered “Okay” (n=190) or “Poor” (n=84) were asked to share which areas they needed the most support/support for: 1) Social Connections/Fun” (n=26); “Stress/Mental Health” (n=110); “Overall Wellness” (n=53). Students received tips depending on their response. For example, students who responded “Social Connections/Fun” were given tips on staying connected [to friends] over the break.

Additional texts from Max the Griffon (EdSights) were sent as the spring 2022 semester started.

Academic Advising – Student Success also provides trainings for faculty/advisors. The following highlights faculty advising trainings completed:

- 1 faculty member completed training that should have expired in the fall 2021 semester
- 26 of the 39 advisors completed advisor training that were set to expire by the end of the spring 2022 semester
- 10 of the 44 advisors completed advisor training that were set to expire by the end of the fall 2022 semester
- 1 new faculty member went through all training to obtain “advisor” status and be assigned advisees

Each year the Academic Advising – Student Success Center evaluates the advising experiences of students through surveys. This survey is conducted for the fall semester each year. Summaries have been sent to Chairs, Deans, Provost, and the Vice President of Student Affairs and Enrollment Management. Results of this survey will be shared in the April Board of Governors report.

Academic Support

The Center for Academic Support (CAS) has been awarded certification as Level 1, 2, and 3 certified tutor training programs by the internationally recognized College Reading and Learning Association (CRLA). CAS has worked diligently to develop a tutor training program that meets CRLA's rigorous standards and has successfully completed the International Tutor Training Program Certification (ITTPC) peer reviewed process. Achieving certification means that CAS met CRLA's high standards for tutor selection, training, direct service, and evaluation as an integral part of their overall tutoring program.

In April, the Heartland CRLA regional conference will be held at Missouri Western. CAS director, Susan Garrison, serves as the president-elect for the organization. This is an opportunity to showcase MWSU to faculty and professional staff from other two- and four-year institutions.

During the fall 2021 semester, 435 students utilized CAS services for 2,345 visits totaling 2,284 hours. Of these, 186 direct tutoring hours were provided in an online format. Table 13 demonstrates the students served by general area.

Table 13

Types of tutoring provided to students during the fall 2021 semester

Tutoring Area	Number of Students	Number of Visits	Number of Hours
Math	152	703	885
Writing	115	257	159
Content	140	441	493
Supplemental Instruction	30	121	126

Math tutoring spanned nine courses and six math courses; writing tutoring spanned 39 courses overall and three English courses; tutoring for content areas spanned 42 courses tutored and 66 courses offered.

Center for Global Engagement

The Center for Global Engagement is currently operating without any staff. Dr. Melissa Mace and Jamie Seiger are currently sharing responsibilities while the search for the director is conducted. Two new student employees have been hired to help support international students through programming and answering emails from prospective students. The first Tea and Talk for the spring semester will be held in early March.

Office of the Registrar

The Office of Registrar maintains the academic calendar for the University. The summer and fall schedules were posted online Monday, February 7, 2022, with advising opening on February 23 and priority registration beginning on March 7. Students preparing to graduate in spring or summer must apply to graduate through the Registrar. To date, 359 undergraduates and 39 graduate students have applied to graduate. Of those students, 352 have indicated they will be walking in the May 7, 2022 graduation ceremony.

The Registrar is on the final leg of an implementation of curriculum management software. This software will allow for curriculum proposals to be submitted online from course and program information that is pulled from Banner and the

catalog. Software features include a workflow that connects to affected departments and will be pipelined to chairs, deans, the provost, and UGCC for approvals. One highlight is that once the proposals are approved, some of the information will automatically feed into the catalog and Banner with the updates. Anticipated academic department training is targeting late spring but is dependent on progress over the next few months. The system will be usable by August 1, 2022, which is the first day new proposals may be entered.

The Registrar is also preparing for the launch of a new online graduation application that will use a workflow within the office and also allow for the graduation fee to go directly onto the student account instead of a separate payment made for graduation, allowing students to use financial aid to cover the graduation costs. The goal is to have this new application live and ready for use by March 1, 2022.

The Office of the Registrar is also responsible for athletic certification. Certification for spring is wrapping up and typically involves all sports with the exception of football, unless there is a spring game.

Another responsibility of the Registrar is the submission of new courses for CORE42 general studies. Paperwork was gathered and submitted for purposes of proposing six new courses. These courses were approved by the state and will become effective for the fall 2022 semester and worked into the programming of student degree audits within GPS. Table 14 demonstrates the courses submitted and approved.

Table 14

New courses submitted for CORE42 general studies

MWSU Course	Name of Course	MOTR Course
COM205	Introduction to Mass Media	SBSC100
ENG211	American Literature	LITR101
ENG212	British Literature	LITR102
ENG213	World Literature	LITR200
JOU104	Digital Photography	PERF105GA
REL150	Religions of the World	RELG100

The Office of the Registrar currently has one vacancy, an administrative assistant, and is actively conducting a search for the position.

STUDENT AFFAIRS

Career Development Center

Since the first day of the 2021-2022 academic year, the Career Development Center has engaged in experiences that support students along the career development lifecycle (first-year to graduating senior) (see Tables 15 and 16).

Table 15

Career development lifecycle programming

Career Development Center Program	Reach
In-office and virtual student appointments (resume reviews, cover letter assistance, internship/job search preparation, etc.)	101 students
Presentations to academic classes, student leaders, new student orientation programs, etc.	31 presentations to 1,265 students and 109 faculty/staff

Table 16

Career development center job fairs

Career Development Center Program in December/January	Reach
Liberty Hospital On-Site Interviews (December)	10 students
Virtual Nursing Career Fair (January)	23 employers 29 students

The Career Development Center hosted GradFest on December 1, 2022 for the December commencement and is already planning the GradFest event for May commencement. The Career Development Center is also planning a Teacher Recruitment Fair on February 25, 2022.

The Center is currently without a director; however, a search is underway and final candidates for the position have been identified.

Counseling Center

As mental health issues in college-going students continues to be a concern across the country and at Missouri Western, the Counseling Center offers counseling for free to all Missouri Western students. The Center currently employs a director, Katie Jeffers, a full-time clinician, and four interns. In addition, a full-time crisis clinician from the Family Guidance Center began working in the Center on January 17. The Center is still in need of one additional full-time clinician and plans to launch a search in the new fiscal year.

Because many students who visit the Counseling Center or the Student Success Center often have needs outside the scope of our expertise, including housing and food security issues, Drs. Melissa Mace and Brett Bruner are currently working with the Missouri Department of Higher Education and Workforce Development and the Missouri Division Social Services to provide a DSS social worker who would be on campus one day a week to help students locate and apply for benefits that may mitigate the stress of insecurity related issues.

One of the challenges faced by the Counseling Center was the number of “no-shows” for scheduled appointments with a clinician. To reduce the number of missed appointments, the Center has deployed an opt-in text messaging system through their scheduling technology platform to send text reminders to students regarding their upcoming counseling appointments.

Center Director, Katie Jeffers, has completed training to be able to provide treatment for students with tobacco dependence, expanding the Counseling Center’s service to students by providing nicotine replacement products and cessation counseling to students interested in becoming tobacco/nicotine-free.

Finally, the Counseling Center, Dean of Students Office, and Student Government Association (SGA) will be hosting Mental Health First Aid training through Mental Health First Aid Missouri on February 18. A total of 30 students, faculty, and staff members will take part in this day-long certification course.

Dean of Students Office

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 2021-2022, the Dean of Students Office and the CARE Team have managed 189 students referred to CARE Team for assistance (see Table 17).

Table 17

Care team referrals

Referral Type	Number of Students	Percentage of Total CARE Team Referrals (n = 189)
Mental Health Concern	80	42.3%
Student Wellbeing (beyond mental health)	68	40%
Social/Adjustment Issues	24	12.7%
Academic Concern	17	9%

The Dean of Students Office continues to manage the Disrupted Attendance Notification Request process, assisting students in navigating campus resources if they are going to be unable to attend class due to bereavement, military service, pregnancy, parenting, illness, injury, accident, natural disaster, or other similar situations. Since the beginning of the current academic year, the Disrupted Attendance Notification process has been provided to 301 students experiencing such disruptions.

Center for Diversity & Inclusion

The Center for Diversity & Inclusion celebrated Dr. Martin Luther King, Jr. Day with MLK Week activities including the annual Dr. Martin Luther King, Jr. Drum Major for Justice Awards Banquet, a showing of the movie “Selma,” and an MLK Day of Service in partnership with the Center for Service at the St. Joseph Community Mission and Second Harvest Community Food Bank.

The Campus Cupboard was selected as one of 17 national recipients of a micro-grant submitted by Dr. Brett Bruner and awarded by Swipe Out Hunger’s Network to fund a student manager position in the Campus Cupboard to expand services. The need for this expansion is evidenced by the number of students who utilize the Campus Cupboard. Since September 2021, the Campus Cupboard has distributed 1,228 pounds of perishable and nonperishable food items to 134 Missouri Western State University students.

The Student Government Association, in partnership with the Dean of Students Office and the Campus Cupboard, challenged Northwest Missouri State University’s Student Senate to the inaugural “Scratching Out Hunger” competition to see which campus could collect the most pounds of food. Over 3,700 pounds of food was collected for the two campus food pantries, with Missouri Western students, faculty, staff, and community members donating 2,386 pounds of food for the Campus Cupboard and winning the challenge.

Housing & Residential Life

Housing & Residential Life is undergoing a major staffing transformation. Over the course of the fall semester and early in the spring semester, the majority of staff members have moved on to other positions. While this transition has been extremely difficult, with Dr. Brett Bruner filling many of the staffing gaps while hiring new team members. The new Assistant Director for Residence Education and the new Assistant Director for Housing Operations & Services will begin in March. The search for a new Director of Housing is in its final stages with on-campus interviews currently being conducted. Finally, the open Residence Life Coordinator position will be posted and filled in the new fiscal year completing the full-time staffing needs of the department.

Although there were many challenges, spring residence hall move-in occurred on January 15-17, welcoming returning students back to the halls and welcoming 47 students moving into the residence halls for the first time. Housing applications for current students will open in late February and housing applications for new students starting in the fall 2022 semester opened on November 1, 2021. To date, 139 freshmen and 3 transfer student housing deposits have been paid.

Center for Student Involvement

The Center for Student Involvement has been busy this spring semester. The Center implemented new programming, “What Do You Want Wednesdays” to assist students in finding interests and connections with other students. Western Activities Council (WAC) held 17 student events since the last Board of Governors meeting, with 20 events scheduled for the spring semester.

The Center for Student Involvement has selected a team of five students to attend the Washburn University Leadership Challenge Event in March. This event is an intercollegiate leadership competition providing that provides students with an opportunity to participate in an organized competition that simulates real-life leadership challenges.

The Center has selected five students to participate in Breakers, an alternative spring break experience where students will build houses through the Habitat for Humanity of Starkville, Mississippi.

Also noteworthy, the Missouri Western SGA recently represented the University at Great Northwest Days in Jefferson City.

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, Joshua Clary, Susan Garrison, George Hudson, Katie Jeffers, Peggy Payne, Melissa Stallbaumer, and Jamie Sweiger.

MEMORANDUM

To: Missouri Western State University Board of Governors

From: Marc Archambault, Vice President for University Advancement and Executive Director of the MWSU Foundation

Date: February 24, 2022 (as of February 14, 2022)

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

Advancement

- Griffs Giving Day was held on November 30th
 - 100% of the Board of Governors participated (THANK YOU!)
 - Raised a total of \$47,742 for seven initiatives from 105 donors
 - Top three initiatives were Greatest Need (\$14,041), College of Business and Professional Studies (\$8,631) and Graduate School (\$8,155).
- On February 7, Phonathon student callers began calling alumni and friends to update their records, share information about activities and achievements at the university and ask for donations for our greatest needs.
- Griffons Overcome - The spring campaign for the Annual Fund will launch in March. It will include a direct mail letter, email and social media posts featuring a compelling student story.
- New Scholarship:
 - The Judy and Gene Skoch Education Scholarship was established with a generous donation from the Skoch family.
- The next planned giving Golden Opportunities newsletter will feature Tom Payn, a donor who is originally from Savannah, Missouri. Tom is active with the Craig School of Business. He serves as one of the judges of the Franchise Program competition.

Alumni Relations

- Nominations are being accepted for this year's Alumni Awards with a deadline of April 1. See the Alumni website for criteria and nomination forms.

Foundation

- The MWSU Foundation welcomed five new Board of Directors at their February meeting; Ron Barbosa '80, Maria Burnham '95, Kurt Jordan '84, Nicholas Robb and Mark Woodbury.

MEMORANDUM

To: MWSU Board of Governors
From: Theresa Grosbach, Interim VP of Intercollegiate Athletics
Date: February 15, 2022
Re: BOG Report (Athletics, Recreation Services and Esports)

NCAA Updates

- **NCAA National Convention** – Membership in Divisions I, II, and III came together in a historic all-division vote to address the recent proposed updates to the constitution. This was only the fourth association wide vote since the last constitutional revision in 1997. The revisions for the constitution passed with 801 votes in favor. The new constitution provides significant authority to the three divisions to reorganize and restructure. It also provides assurance that student-athlete voting representation will be on each division's presidential body. The Board of Governors will reduce from 21 members to nine. The new legislation embraces name, image, likeness. It maintains existing revenue allocations and championship opportunities for each division, and gives division oversight of its budget, expenditures and financial distribution to its members. The constitution also underscores the importance of both physical and mental health and emphasizes diversity, inclusion and gender equity. In the coming months each division will address additional changes in legislation to align with the new constitution.
- The **MIAA Men's and Women's Basketball Championship** will be held at Municipal Auditorium in Kansas City, MO from Wednesday, March 2nd – Sunday, March 6th.

Department News

- **Academic Success:** The Fall 2021 semester GPA for our student-athletes was 3.143. The overall cum GPA after the Fall 2021 semester was 3.217, the second highest in Griffon Athletics history. It also marks a record eighth straight semester with a department cumulative GPA of 3.0 or higher. More than 380 student-athletes earned academic honors over the past calendar year, including 116 Griffons achieving a perfect 4.0 status. The Fall 2021 semester saw Griffon Women's Tennis post a 3.94 team GPA – the highest single semester team GPA in department history.
- **Director of Athletics Search:** Nine individuals – Chief of Staff Chris Dunn (chair), Dean of the College of Liberal Arts Dr. Joel Hyer, Faculty Athletics Representative/Chair of Health Professions Dr. Regan Dodd, Director of the Center for Service/Goldcoat Board Member Kim Sigrist, MWSU Foundation Board Member Matt Thrasher, Director of the Office of Diversity and Inclusion George Hudson, Head Football Coach Matt Williamson, Men's Basketball Student-athlete Zach Anderson, and Volleyball Student-athlete Emilee McGowan – have been named to serve on the recently rebooted Director of Athletics search. Collegiate Consulting will assist in the search, with the goal to bring candidates to campus for interviews in March, with an anticipated start date in May.
- **Griffon Football** inked 24 future Griffons on National Signing Day. These high school recruits span multiple positions. Nine hail from the state of Missouri, and overall the hometowns cover nine separate states. Amongst the class are three local recruits from Lafayette High School – WR Carlos Cortez, OL Quentin Garrett, and QB Jaron Saunders.

- **Sam Webb**, former Griffon cornerback and Excelsior Springs, MO native, was one of just a small handful of NCAA II student-athletes that earned an invitation to the prestigious East-West Shrine Bowl. Webb is the first Griffon to play in the Shrine Bowl since Mike Jordan in 2016, and one of four in the last decade. David Bass (2013) and Greg Zuerlein (2012) also earned invites to the game. All three other Griffons went on to play in the NFL.
- The **Kansas City Chiefs** worked out former Griffon defensive back Brandon Dandridge, who has been playing for the CFL Ottawa Redblacks. During his time with the Redblacks, Dandridge tied for the second-most interceptions in the CFL with four, including three interceptions in consecutive games. Dandridge could also earn time for the Chiefs as a punt returner, after earning first team All-MIAA in 2018 when he returned 19 punts for 240 yards and a touchdown.

Winter/Spring Sports Updates

- **Griffon Women's Basketball** continues to impress this season, sitting at 18-5 overall and 12-5 in the MIAA. The Griffons are currently ranked #21 in the latest Women's Basketball Coaches Association (WBCA) poll. Right now the Griffons are in the top four in the MIAA standings, vying for a top-seed at the upcoming MIAA Championships in Municipal Auditorium in Kansas City from March 2nd – 6th.
- **Griffon Men's Basketball** has won three of the last four games, defeating #13 ranked University of Central Oklahoma (71-68), Pittsburg State University (75-53) and Newman (73-67). All three victories were on the road in a grueling stretch of four games in seven days. The Griffons are currently sitting in seventh place in the MIAA standings with five regular season games remaining.
- The **Men's and Women's Track & Field** teams are coming off arguably their best showing in program history after competing in the talent-laden (60 teams and 1,350 student-athletes from NAIA – NCAA DI) Gorilla Classic last weekend. Across both teams the Griffons hit five NCAA provisional marks, set seven school records, and collected two event wins. The NCAA provisional marks were set by: Madison Nash (Women's 5,000m), Alexis Adams (Women's 600yd race), Hanna Williams (Women's 400m), Jordan Garr (Men's shot put), and Riley Gorham (Men's 1 mile). In total this season the Griffons have amassed 10 event winners, and 11 NCAA provisional marks.
- **Griffon Softball** has two full weekend tournaments under their belt so far, including an 8-5 victory over preseason ranked Minnesota State University-Mankato for the first win in Coach Joe Yegge's tenure as head coach for Griffon Softball. The Griffons will open the MIAA season on Friday, March 11th at the University of Nebraska-Kearney.
- **Griffon Baseball** has faced five opponents so far this spring 2022 season, with three of those being ranked in the Top 20 in the country. The Griffons first win of the year came in a blistering outing against St. Cloud State University, 18-1. The Griffons open the MIAA season on Friday, February 25th at home against the University of Central Oklahoma.
- **Griffon Women's Lacrosse** began their 2022 campaign with a convincing 22-10 victory in an exhibition against perennial NAIA power Benedictine College in Spratt Stadium on Monday, February 14th. The Ravens were national runners-up in the 2019 NAIA Women's Lacrosse Invitational. The Griffons take on Ottawa University on Wednesday, February 16th in their last exhibition tune-up before the regular season begins on Friday, March 25th at Concordia St. Paul.

- **Griffon Women's Tennis** was picked #4 in the MIAA preseason poll for the spring 2022 season. This would be the highest projected finish for the team in the league in 25 years. The women's team begins its season on Friday, February 25th against fellow NCAA DII institution William Jewell College in St. Joseph at the Genesis Health Club.
- The **Griffon Men's and Women's Golf teams** begin their season in March. The women's team will compete in Litchfield Park, AZ in the SMSU Spring Invitational from March 4th – March 8th. The men's team will open at the Warrior Invitational in Las Vegas, NV from March 5th – 8th.

Personnel Updates

- **Jessica Fey** was named the ninth head coach for Griffon volleyball. Jessica has been the head coach at NCAA DII Western Colorado University in the Rocky Mountain Athletic Conference (RMAC) for the last four seasons. Over her time at the helm, Jessica has rebuilt a program that she inherited with two wins into back-to-back conference tournament appearances. Prior to her time at Western Colorado, Jessica was an assistant coach at Washburn University for four seasons. During this time, Washburn was 98-33 overall with two NCAA tournament appearances. Jessica was a former four-year volleyball student-athlete for the Ichabods. During her time as a student-athlete, the Ichabods won two MIAA Championships and made four-straight NCAA tournament appearances. During her senior year, Jessica was named MIAA and Central Region Player of the Year, and a Daktronics first-team All-American.
- **Alejandro de la Torre** was named the next head coach of Griffon tennis. Alejandro comes to MWSU after spending time as an Assistant Tennis Coach at St. Mary's University in Texas. During Alejandro's tenure at St. Mary's, the men's team qualified for the NCAA South Central finals and earned a top 25 spot in the ITA rankings. The women's team qualified for the NCAA Elite Eight and a top 15 spot in the ITA rankings. Alejandro was a NCAA DII tennis student-athlete at North Greenville University, and earned his undergraduate degree in International Business. He also has a Master's in Business Administration and Data Analytics from St. Mary's.
- **Moses Harper** was hired as the newest addition to the Griffon football staff as the tight ends coach. Prior to MWSU, Moses was the offensive line/academic achievement coach at fellow NCAA DII member William Jewell College. Moses also has experience coaching at Coahoma Community College, Fort Scott Community College, and Highland Community College. Moses was a two-sport standout for Central Methodist University in football and basketball.
- Former Head Volleyball Coach **Marian Carbin** has joined the athletic administrative team in a part-time role as Manager of External Relations and Gameday Operations through May to assist with duties from the fall departure of Senior Associate Athletics Director Brett Esely. Marian will be the primary liaison for our Goldcoat Club, manage gameday operations for Lacrosse, and help lead preparations for the annual department golf fundraiser.
- **Derek Zimmerman-Guyer** will join us as the new Director of Athletics Communications for Griffon Athletics, replacing Dave Riggert. Derek is a Griffon graduate with a diverse background in communications, with experience spanning print, radio, and TV. During his time as a Griffon, Derek was a member of Griffon Media and worked as a sports reporter/clerk for News-Press NOW and a student director/content creator for Griffon Athletics broadcasts. Derek is currently finishing his contract as the Video Production Coordinator/Content Director at R&J Broadcasting in Ada, MN for the month of February and will join us full-time starting March 1st.

- **Luke Theis** was named the full-time Director of Esports on Friday, February 4th after serving as the interim head coach since September. Under Luke's leadership this fall, several esports titles experienced success highlighted by the Overwatch team's appearance in the semifinals of the Peachbelt Conference. League of Legends won the ECAC Pink Division Championship with a 3-1 victory over Bloomfield College, and the Fornite team reached the ECAC semifinals.

Recreation Services

- All facilities have been very busy with the start of the new year, likely related to "New Year's Resolution Season".
- Fitness classes were added back into the schedule for the first time since the start of the pandemic.
 - Yoga with Jeremy (Eaton).
 - Offered four (4) times per week.
 - Free to anyone with fitness access.
 - Incredibly well received by faculty, staff and students.
- Spring intramural season kicked off with 5v5 basketball.
 - Sand Volleyball, Softball, Dodgeball on the competition schedule for the semester.
 - Already seeing student registrations for later seasons.
- MSHSAA 1/2A State Quarterfinals will be hosted on campus on March 5th.
- Swim lessons continue to be in high demand.
 - Lessons are offered at the Thomas Eagleton Indoor Pool through our partnership with St. Joseph Parks & Recreation.
 - Lessons offered in four rotations over the course of 4 weeks.
 - Anywhere from 5-10 students per rotation (based on level/age).
 - Ages 6 months to 3 years; 4 & 5 years old; 6 years & up.
 - The current course is completely sold out and upcoming blocks are going fast.
- High school swim season will wrap up on campus on Friday, February 18th.
 - All teams had great seasons with multiple state qualifiers.
 - We have received positive feedback from the teams, with the intent for them to return next season.

Griffon Esports

- The varsity program roster has grown from 24 students in the fall to 29 students in the spring.
- The season is starting for all four teams. Both Rocket League and Overwatch started week one with a win. Rocket League beat the University of Central Missouri 3-1, and Overwatch beat James Madison University 3-0.
- Coach Faust has joined the staff as a coach for our League of Legends team. He was a nine-time collegiate champion coach, two-time amateur champion coach, and an ESPN League of Legends Top 25 contributor. Coach Faust will provide a strong backbone to our varsity program with tools and knowledge to train and prepare our student-athletes for the next level of competition.
- Coach Musser has been with our Overwatch team since fall 2020. He is a top 500 Overwatch player with a wealth of experience and passion for helping our students reach their full potential.

- As of February 14th, the arena has seen 270 total check-ins to the arena with a monthly average of 330 check-ins a month in January and December.
- On average students spend two hours and forty minutes in the arena.
- In January the arena had 24 Saturday visits, and the number has already grown to 47 visits for Saturday for the month of February.
- Ten clubs will be starting up this semester. They are all social clubs that will create events in the arena and recruit students to join their gaming club.
- Josh Pohl is continuing as our social media coordinator. We have also added four more students to help build the Griffon Esports brand and provide content continuously for us.
 - Twitter
 - 371 total followers. (339 followers in November)
 - 53 retweets.
 - 207 likes this month, up from the 239 likes last month.
 - 5 comments.
 - Facebook
 - 173 likes.
 - 27 shares.
 - 2 comments.
 - Instagram
 - 191 total followers. (170 followers in November)
 - 171 likes
 - 114 accounts reached.
 - 17 shares.
- We have created a new brand of graphics for game days, events, and results. We have seen positive feedback and hope to receive more as we continue.
- We are beginning to create and produce video content about our program and our students.
- Director Theis met with the Savannah Chambers of Commerce and St. Joseph Chamber of Commerce Diplomat's on February 9th and 10th to share news about Griffon Esports.
- Griffon Esports will be hosting a Rocket League Rumble that will be open to all corporations in the St. Joseph area. It will be \$25 per participant and each corporation will need three employees to complete a Rocket League team.
 - Each participant will earn a t-shirt and the winning team will receive a trophy and bragging rights as the best esports business in St. Joseph.
 - We are in talks with an event sponsor to cover the costs of the event so all proceeds will go towards our scholarship fund for the esports program.
 - This event will be a great opportunity to bring in local businesses to experience what our program has to offer the future students of Missouri Western and opportunities for local businesses to support our efforts.
- The Griffon Esports Experience will occur on Friday, March 4th, 2022 - the one-year anniversary of the Griffon Esports arena opening.
- The purpose of this event is to bring prospective students to our campus to see what Missouri Western has to offer.
- The event will include a tour of campus, lunch in the cafeteria, and time in the esports arena.
- Prospective esports students will have a chance to talk to current students in the esports program and meet with professors from a variety of related academic programs.

Upcoming Home Events

- **Women's Basketball v. Washburn University** – Thursday, February 17th @ 5:30pm (Looney Complex) – Pink Night
- **Men's Basketball v. Washburn University** – Thursday, February 17th @ 7:30pm (Looney Complex) – Pink Night
- **Women's Basketball v. Emporia State University** – Saturday, February 19th @ 5:00pm (Looney Complex) – Senior Night
- **Men's Basketball v. Washburn University** – Saturday, February 19th @ 7:00pm (Looney Complex) – Senior Night
- **Men's Basketball v. Missouri Southern State University** – Monday, February 21st @ 5pm (Looney Complex) – Final Regular Season Home Basketball Game

MEMORANDUM

To: Missouri Western State University Board of Governors
From: Becky Dunn, Chief Communications Officer
Date: February 24, 2022 (as of February 14, 2022)
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.

Current Initiatives:

- Alumni Billboard Campaign
- Campus Events Steering Committee
- Website navigation and accessibility
- Internal communications

Project Request Forms Processed

November 1, 2021 to January 31, 2022

Excluding Admissions projects and projects requested via email

DESIGN	PRINT	WEBSITE EDITS	TOTAL
117	147	132	396

Earned Media Efforts

Media Mentions




November 1, 2021 to January 31, 2022

2020	2021-22	DIFFERENCE
237	374	+57.8%

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

Social Media Analytics

November 1, 2021 to January 31, 2022

PLATFORM	ENGAGEMENT	IMPRESSIONS	AUDIENCE	BRAND AWARENESS
Facebook 	36,234 Interactions	1,439,969 Page Views	14,415 Fans	485 Mentions and Shares
Instagram 	3,627 Interactions	81,014 Content Views	4,808 Followers	623 Mentions, Story Mentions, #GoGriffs, #MWSU
Twitter 	1,107 Interactions	N/A	8,891 Followers	169 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

November 1, 2021 to January 31, 2022

2019 455,978 Unique Pageviews	2020 409,646 Unique Pageviews	2021-22 438,784 Unique Pageviews
<ol style="list-style-type: none"> Homepage A-Z Sitemap Academics Admissions Academic Calendar Library Scholarships Financial Aid Apply for Admissions Tuition 	<ol style="list-style-type: none"> Homepage A-Z Sitemap Academics Admissions Apply for Admissions Academic Calendar Library Apply Scholarships COVID-19 	<ol style="list-style-type: none"> Homepage A-Z Sitemap Academics Admissions Apply Academic Calendar Apply for Admissions Application Status Login Scholarships Application Status

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 E

Report of the Student Governor, Hannah Berry
24 February 2022

It is hard to believe we are already a third of the way through the spring 2022 semester. Students continue to enjoy a lively campus atmosphere and engaging academics as we gear up for midterm examinations in the coming weeks.

Student Government Association continues to serve our student population well. On Tuesday February 8th from 12pm-2pm, SGA hosted their annual Heart Your Union event in Blum Student Union. Heart Your Union is one of the largest events that SGA hosts and students anticipate this program each year. Thank you to Lauren Bloodgood and her team for their work on this event, as well as the student organizations who participated.

The application to become the next Student Governor is live at the following website: <https://www.missouriwestern.edu/saem/application-for-student-governor/#>. Applications are due no later than February 27th at 4:00pm. I would like to invite students interested in the position to join an informational Zoom Meeting on Friday, February 25th beginning at 7pm. Information regarding this virtual meeting can be found in the Griffon Post and through the SGA website. Anyone who may have questions about the position is welcome to reach out to me through email.

Section

F



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

Report to the Board of Governors

February 24, 2022

Introduction

Spring 2022 is off to a solid start; as of the February Board meeting, we will have completed the first third of the semester. Planning is well underway for several of our major spring events, such as Commencement and our MWSU Employee Retiree and Awards Reception, as we look forward to the return of warmer weather and related outdoor activities.

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

COVID-19 Update

MWSU's COVID-19 Response Team continues to diligently monitor the COVID-19 situation in our area and to sift through scientific reports and data as each pertains to our campus. My participation continues in the Saint Joseph Community COVID-19 teleconference roundtable discussions as well as in the Missouri Department of Higher Education and Workforce Development's weekly COVID-19 conference calls.

At this writing, the campus is currently requiring face coverings to be worn in all indoor public spaces. While we are all very encouraged that the Omicron variant of COVID-19 appears to be diminishing in our community, the factors upon which the decision to rescind that requirement have not yet reached low enough levels to make that change prudent at this time (e.g., community and campus cases, hospitalizations, and positivity rates in our county). That said, I am cautiously optimistic that, should the downward trends continue, MW will be able to return to a "encouraged but not required" masking status in the very near future, if not by the time of next Board meeting.

To that end, MW once again partnered with the non-profit organization Heart to Heart International to host additional community vaccination events. The first clinic was held on February 17th; the second is scheduled for March 17th. All types of vaccines for any stage of an individual's vaccination regimen will be available to students, staff, faculty, and members of our greater community. Registration details may be found at [H2H COVID Vaccination Clinics](#).

Additionally, the University has contracted with Agile Government Services, Inc. to assist us in contacting and providing COVID-19 educational information (e.g., guidelines for isolation and quarantine, where to find resources on- and off-campus, etc.) to students, faculty, and staff who have tested positive for COVID-19. This will permit the University to engage in a more strategic approach of outbreak investigations and targeted case investigations. Given the extremely contagious nature of the Omicron variant, Agile will not only remove the burden of performing these tasks from our employees who are struggling to keep up with this work but will also help our mitigation efforts immensely. Note, importantly, that funding for this contract will be provided for through our CARES II/HEERF funds.

Information regarding COVID-19 and the campus' response may be found on our [COVID-19 Webpage](#). Please also see these websites for information regarding Missouri's [COVID-19 Vaccine Data Dashboard](#) and [COVID-19 Data Dashboard](#).

Athletic Director Search

The search for the next Athletic Director is underway. I have asked Chris Dunn, Chief of Staff, to serve as Chair of the search committee. Chris will be joined by Dr. Regan Dodd, Faculty Athletics Representative and Chair of Health, Sport and Exercise Science, Mr. George Hudson, Director of the Office of Diversity and Inclusion, Dr. Joel Hyer, Dean of the College of Liberal Arts, Mrs. Kim Sigrist, Director of the Center for Service and Gold Coat Board member, Mr. Matt Thrasher, Treasurer, Missouri Western Foundation Board of Directors, Mr. Matt Williamson, Head Football Coach, Mr. Zack Workman, President, Gold Coat Club, Emilee McGowan, a student athlete in our Volleyball program and a graduate assistant in our Health Professions department, and Zack Anderson, a student athlete in our Men's Basketball program and a member of our SAAC Leadership Panel. The committee is working with Mr. Russell Wright of [Collegiate Consulting LLC](#) to identify and evaluate potential candidates to lead Griffon Athletics forward. Mr. Wright and staff visited with the committee, athletics administration, staff, and coaches on February 16 in order to establish specific deliverables related to the search process, along with final timelines for execution. The overarching objective is to bring top candidates to campus for interviews in March with a hire completed by April. Details about the search and interview processes will be shared as the process unfolds.

Spring 2022 Enrollment

Enrollment data for the spring 2022 indicate that efforts deployed to enhance retention of current students are bearing fruit. For example, the overall undergraduate persistence (i.e., fall-to-spring semester retention) came in at approximately 88%; persistence among our graduate students came in at 90%. Clearly, intentionality in student retention has a significant impact on our enrollment. That said, however, enrollment comparisons of spring 2022 against spring 2021 are not positive. Overall, the University is down approximately 10.17% in Head Count (HC) and 13.75% in Student Credit Hours (SCH). Current sophomore and junior classes have the largest enrollment declines; however, this “gift that keeps on giving” reflects the progressive deficit in students ranks which was first caused by the pandemic-induced 2020 enrollment drop, especially so at the freshmen level. Again, with this in mind, the effectiveness of MWSU’s persistence and retention efforts for our currently enrolled students is paramount.

Fall 2022 Recruitment

Since the last Board of Governors’ report, the number of prospective first-time full-time students admitted to MW this year compared to the number admitted at the same point last year has increased by approximately 600 students. Further, the student recruitment cycle entered the Commit Phase (i.e., when students make their official commitment to attend in fall 2022) on February 1; as of February 7, nearly 350 had already made that pledge. Again, there are days to go before actual enrollment occurs, however, signs are looking positive. Student interest in MW is headed in the right direction, which is a very important data point to recognize, particularly as the initial negative impact of our program eliminations does not seem to be lasting. Clearly, student demand for our existing and newly launched programs is strong.

New Members of Our Griffon Family

I am pleased to report that Mr. Marc Archambault has arrived on campus and begun his work as the Vice President of Advancement / Executive Director of the MWSU Foundation. Several of you had the opportunity to meet Marc and his wife, Amy, at the reception held in mid-January. While the Archambault's have secured housing in Saint Joseph, Amy remains in Daytona Beach, FL, to finalize relocation details. We anticipate that Marc and Amy will officially join our community in the upcoming weeks.

I am also pleased to report that a director has been hired for the Center for Military and Veterans Services. Chelsey Clark, herself a captain in the Army Guard, began on February 16th. Captain Clark comes to MW with solid experience in recruiting new military-connected students and in promoting their success once in college. We look forward to her work and the relationships with our important partners in these areas.

Jessica Fey was named the ninth head coach for Griffon volleyball. Jessica has been the head coach at NCAA DII Western Colorado University in the Rocky Mountain Athletic Conference (RMAC) for the last four seasons. Over her time at the helm, Jessica has rebuilt a program that she inherited with two wins into back-to-back conference tournament appearances. Prior to her time at Western Colorado, Jessica was an assistant coach at Washburn University for four seasons. During this time, Washburn was 98-33 overall with two NCAA tournament appearances. Jessica was a former four-year volleyball student-athlete for the Ichabods. During her time as a student-athlete, the Ichabods won two MIAA Championships and made four-straight NCAA tournament appearances. During her senior year, Jessica was named MIAA and Central Region Player of the Year, and a Daktronics first-team All-American.

Moses Harper was hired as the newest addition to the Griffon football staff as the tight ends coach. Prior to MWSU, Moses was the offensive line/academic achievement coach at fellow NCAA DII member William Jewell College. Moses also has experience coaching at Coahoma Community College, Fort Scott Community College, and Highland Community College. Moses

University Initiatives

Gold Fridays

For those not familiar with its history, the Gold Fridays initiative was brought to MWSU in fall 2019 as an innovative way to recruit students, create more space in the calendar for applied learning which defines the University's mission, and enhance student retention by increasing engagement between students, faculty, and staff. Preparations were made to launch the initiative during the 2020-21 academic year. Unfortunately, the arrival of COVID-19 made implementation of Gold Fridays on campus at that time nearly impossible. However, as conditions surrounding the pandemic began to improve during the spring 2021 semester (and of course prior to Omicron's appearance), the campus community began planning a revitalized launch of Gold Fridays during the 2021-22 academic year.

Given the relative novelty of Gold Fridays, assessment of its impact for the University has been a priority. Therefore, near the end of the fall 2021 semester and after the majority of Gold Friday

events and activities had been completed, surveys were sent to obtain feedback from students, faculty, and staff. In essence, surveys inquired from respondents their perceptions of (e.g., positive, negative, neutral), attitudes toward continuation of (e.g., remain on the four-day-per-week schedules or go back to former scheduling patterns), and participation in (e.g., attendance, type of activities) the initiative. In total, 938 students and 293 faculty and staff responded, an overall survey response rate of 25%, which is generally considered reasonable for this type of online assessment.

Overall results provided strong support of Gold Fridays in each group; 95% of students, 68% of faculty, and 58% of staff indicated that MW should maintain Gold Fridays and its related scheduling patterns. With an intentional goal of maximizing applied learning, the fall 2021 Gold Fridays programming was effective. Opportunities to participate varied, ranging from department-focused events to course-specific activities to university-wide initiatives. As such, engagement in the initiative by students, faculty, and staff reflected that variety and indicated that a majority of campus was engaged with the initiative. For example, 60% of students reported they participated in between one to eight or more Gold Friday events, with nearly 15% of those indicating that they had been involved in eight or more activities associated with the initiative. Among the faculty and staff, 61% reported having attending between one to eight or more Gold Friday events; 15% reported that they had attended eight or more Gold Friday events.

The Gold Fridays initiative is MWSU's reimagination of what the "typical" college experience at a four-year, open-access, regional university might be - for students, faculty, and staff. Gold Fridays represents MW's most intensive focus on providing our Griffons an abundance of applied learning experiences, which are intentionally created to promote and enhance student success across a variety of disciplines and programs, and on embracing ways to address other factors important to student achievement, such as developing a sense of community among one's peers.

Based upon the survey results as reported, there is clear support for continuing the Gold Fridays / four-day-per-week scheduling. An overwhelming number of students, faculty, and staff support the initiative: reasons for doing so are also compelling and affirm the objectives of this initiative. Along with this support comes opportunities for greater enhancement and expansion of Gold Fridays as a university-wide applied learning initiative and as an effective new student recruitment tool.

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. As the financial position of the University continues to improve, it is an important imperative that plans be in place in order to provide compensation increases as soon as is feasible. Budget considerations and fiscal situations will be a key driver of implementation; however, the intent and commitment are to initiate compensation increases as soon as financially possible.

Work with CBIZ Talent and Compensation Solutions, a nationally recognized expert in higher education, is progressing in designing a formal market-competitive compensation plan for the university's faculty and staff. Both internal data (job analysis questionnaires, policies, job

descriptions, etc.) and external labor market analysis are being relied upon to benchmark total compensation at MWSU against current market realities.

The ad hoc Employee Compensation committee, led by VP Morrison has resumed meeting for the spring semester and is reviewing the first drafts of the compensation plan prepared by CBIZ; their next task centers on developing a set of recommendations regarding compensation increases (i.e., levels and timelines) for all university employees. It is anticipated that the work of the ad hoc Employee Compensation committee will require at very least the entire spring 2022 semester if not longer. Additional details will be shared as they become available.

Center for Service

Director Kim Sigrist's efforts to promote the Center to our students and to engage them with our community are a strong sign that this initiative is important to MWSU and to our Saint Joseph region as a whole. For example, students using only our VOMO app (i.e., the Center's iPhone/android service hour tracking app) logged nearly 1,500 volunteer hours between August 30, 2021 and February 9, 2022, generating an estimated economic impact to our community of nearly \$41K. Additionally, the Center hosted a "Day of Service" in celebration of Martin Luther King, Jr. Day. Sixteen students participated in volunteer work, sharing food for Second Harvest Food Bank or preparing and serving a meal at the Community Mission. Altogether, thirty-nine hours of work was completed with an economic value of more than \$1000. Finally, the Center awarded 14 credits of UNV 201 credit to seven students during the fall semester. These students cumulatively served 560 hours. Five of these students were able to complete their degree requirements by participating in service to the community. Currently, ten students are actively working toward earning credit hours; many others are in the pipeline to begin their service hours in the near future.

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.

Missouri Western and the region made a strong showing at Maryville on January 27th, where Governor Parson touted at an event his FY23 budget recommendations for higher education. Those include a recommendation of a 5.4% core appropriation increase for MWSU, as well as a commitment to seek \$5 million in state ARPA funds for the Convergent Alliance Technology Center (CTAC). I invited Natalie Redmond, the newly installed President of the St. Joseph Chamber of Commerce, and Buchanan County Commissioner Scott Burnham to join us for the event, which went very well.

On February 1, I traveled to Jefferson City to participate in the Great Northwest Days (GNWD). In addition to networking with local and regional business, industry, and chamber leaders, I also had the opportunity to engage with our state elected officials. I was very proud of the Student Government Association (SGA) contingent which also attended. Our fabulous students were able to meet with Senators Luetkemeyer and Hegeman and Representatives Eggleston, Van Schoiack, Shields, and Faulkner. MW's Annette Weeks, Executive Director of the Center for Entrepreneurship, led this successful GNWD event.

Financial Situation

As mentioned in my December Board report, revenue projections were not as strong as had been anticipated, thus efforts deployed to regain a balance budget as we round out the current fiscal year have been completed. Additionally, I am working with VP Morrison and other Cabinet members in an assessment of our financial status. As our financial health improves, efforts are locked on the ultimate goal of providing to the Board a recommendation to lift the University's current state of financial emergency. The progress which has been made in getting the University's finances to that point is substantial and, I am hopeful, cause for cautious optimism at this point in time.

Summary

MWSU is once again vibrant and alive with the spring 2022's activities. While there are still challenges facing us, I am confident that we are moving forward with clear direction and sure purpose. I am as grateful for the hard work demonstrated by all members of our campus community as I am humbled by their unwavering dedication to the success of our students. Additionally, the support the University routinely receives from both internal constituencies and external stakeholders is incredibly inspiring; based upon this alone, I am confident that the University will continue its positive momentum. I am thrilled to be a member of the Griffon Family.