



Board of Governors' Meeting

October 27, 2022

1:30 P.M.

Blum Student Union Rm 220



AGENDA

MISSOURI WESTERN STATE UNIVERSITY
BOARD OF GOVERNORS

October 27, 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, October 27, 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/BOG102722.

I. PUBLIC SESSION

- A. Approval of August 18, 2022 Board Meeting Minutes (Board Book Section A)
Ratification of October 3, 2022 Board Poll (Board Book Section B)
- B. Board of Governors' Committee Report
 - 1. Personnel, Finance & Operations
- C. Division Reports (Board Book Section C)
 - 1. Finance & Administration (Darrell Morrison)
 - 2. Academic Affairs (Laura Reynolds)
 - 3. Student Affairs & Enrollment Management (Melissa Mace)
 - 4. University Advancement & MWSU Foundation (Marc Archambault)
 - 5. Intercollegiate Athletics (Andrew Carter)
 - 6. Marketing & Communication (Becky Dunn)
- D. Report of the President (Board Book Section D)
- E. Other Business (Board Book Section E)
 - 1. Pathways to Excellence Strategic Plan Update and Recommendation
- 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

III. PUBLIC SESSION

Adjournment

Section

A

MINUTES, BOARD OF GOVERNORS
MISSOURI WESTERN STATE UNIVERSITY
August 18, 2022

The meeting was called to order at 1:36 p.m. by Chair Rick Ebersold in Room 214 of Spratt Hall.

UNIVERSITY REPRESENTATIVES

Board Members Present

Rick Ebersold – Chair
Kayla Schoonover – Vice Chair
Lisa Norton
Lee Tieman
Bob Wollenman

Faculty and Staff Members Present

Bryan Adkins, Director of Physical Plant
Marc Archambault, Vice President of Advancement/Executive Director of the MWSU Foundation
Brett Bruner, Assistant Vice President & Dean of Students
Andy Carter, Director of Athletics
Aubry Carpenter, Marketing Coordinator
Michele Chambers, Assistant Director and Financial Officer
Kelli Douglas, General Counsel
Becky Dunn, Chief Communication Officer
Sara Freemyer, Human Resources Director
Kathy Gammon, Budget Director
Dana Gertner, Senior Finance & Administration Associate
Amber Halsteadt, Staff Association President
Crystal Harris, Dean, College of Science and Health
Elise Hepworth, Vice Provost
Kent Heier, Assistant Director of Marketing and Communication
Elizabeth Kennedy, President
Melissa Mace, Vice President for Student Affairs & Enrollment Management
Kevin McQuirter, Instructional Designer, Video
Darrell Morrison, Vice President of Finance & Administration
Kimberly Sherwood, Assistant Vice President & Controller, Finance
Ed Taylor, Faculty Senate President
Jill Voltmer, Police Chief
Kim Weddle, Executive Director of Advancement & Alumni
Betsy Wright, Associate to the President & Secretary to the Board

Others Present

Marcus Clem, Newspress Now
Nathan Scott, President, Student Government Association

APPROVAL OF MINUTES

Board of Governor Chair Rick Ebersold asked for a motion to approve the June 13, 2022 Special Board meeting minutes and the June 23, 2022 Board meeting minutes. Governor Schoonover

made a motion to approve the minutes; Governor Norton seconded the motion. By voice vote, motion passed 5-0.

COMMITTEE REPORT

Policy and Bylaws

- The Committee brought forth to the Board of Governors a recommendation to align Article 1, Section 1 to reflect the Missouri State Statute in terms of Board composition. [see addendum for further details] In alignment with Article VII, Section 1 of the Bylaws, a phone poll will be conducted at least 30 days after the Board meeting to adopt the change to the bylaw.
- The University's Sexual Harassment Policy and Grievance Resolution Procedures require the Title IX coordinator to annually review and update the Title IX policy as needed. The Coordinator has identified areas that need revision which include changes to position and committee titles. The Title IX Coordinator has been reviewing the current policy to ensure it aligns with the most recent policy issued by the Office for Civil Rights.
- The Committee produced a draft Emeritus Policy that was shared with the Board and recommendation for a motion to be brought forth to the Board.
- Committee Chair Tieman recommended a motion on the Emeritus Policy to Chair Ebersold. Chair Ebersold asked for a motion to approve the Emeritus Policy as presented. Governor Norton made a motion to approve the policy; Governor Wollenman seconded the motion. By voice vote, motion passed 5-0.

DIVISION REPORTS

Laura Reynolds, Provost & Vice President for Academic Affairs

- New Faculty Orientation
 - Twenty-three full-time faculty will attend an intensive two-day orientation on August 18 and 19.
- Plan Week
 - Begins on August 22 with a welcome from President Kennedy and culminates with New Student Convocation on August 22.
- Griffon Office of Applied Learning (GOAL)
 - Applied learning mission of the University.
- Further development of academic endeavors and updates will be provided to the Board on targeted academic work.

Darrell Morrison, Vice President of Finance & Administration

- Human Resources onboarding new employees.
- Financial aid preparing for the start of the fall semester.
- Physical Plant tearing down KC Chiefs training camp, students move-in next week, RT lab ready for students on the first day of classes.

VP Darrell Morrison briefed the Board on the finances of the University as of June 30, 2022. VP Morrison gave an overview on all funds including operating revenues and operating expenses. VP Morrison updated the Board on non-operating revenues and expenses and state appropriations. VP Morrison advised the Board that the University, as of June 30, 2022, in an unaudited financial report, has an increase in net position of

approximately \$2 million. VP Morrison stated to the Board that the University will end the year in a strong financial position.

VP Morrison briefed the Board on total cash position comparing the last two years and while the University is slightly down in cash position as compared to the same time in 2021, there is an increase of over \$2 million than compared to the same time in 2020. VP Morrison stated to the Board that overall the University has a good cash position.

VP Morrison brought forth to the Board a recommendation for proposal RFP23-009 Custom Football Lockers. Chair Ebersold asked for a motion to approve the proposal as presented. Governor Tieman made a motion to approve RFP23-009; Governor Norton seconded the motion. Motion passed by voice vote, 5-0.

Chair Ebersold asked for a motion to approve the June 30, 2022 financial report as presented. Governor Norton made a motion to approve the financial report; Governor Tieman seconded the motion. Motion passed by voice vote, 5-0.

Melissa Mace, Vice President for Student Affairs and Enrollment Management

- Enrollment Management
 - Updates were given in terms of the fall 2022 freshmen class with increases in submitted applications and admission of first-time freshmen. It is anticipated that the increase in the freshmen class will be 3-5% on the first day of classes.
 - Updates were provided to the Board in terms of admitted freshmen in Missouri territories, Buchanan County schools, and Griffon rate states.
 - Fall 2022 new transfer students are slightly down by 5% from 2021.
 - New student housing is currently up by 12%. There's a decline in returning students, therefore overall housing occupancy is down by 7%.
 - New furniture has been ordered for some of the residence halls and Vaselakos is coming off-line this fall for a refresh.
 - Currently, undergraduate persistence for undergraduate students is at 80% and graduate students are at 86%.
 - Full slate of activities will begin next week, such as, Griffon Edge, that includes New Student Convocation, tree planting, Griff Up Downtown, movie night and Griffon Launch Party.
 - MaxEngage is launching this academic year which is a student involvement platform that will provide students with information on everything happening on campus and how to get involved in those activities.

Marc Archambault, Vice President of Advancement/Executive Director of the MWSU Foundation

- Advancement
 - \$500,000 pledge has been received from Mosaic Life Care for the Interprofessional Lab. \$250,000 was received from Mosaic Life Care and \$250,000 was received from the Mosaic Life Care Foundation.
 - Over \$30,000 was received in memory of Bob Norton, with the majority of those funds going to support Athletics.
 - The next Golden Opportunities Planned Giving newsletter will feature a story about Wayne and Betty Nold's recent estate gift of \$100,000 that will be used to help fund a new sound system for Looney arena.

- The Ambassadors awarded over \$14,000 in scholarships to non-traditional students. They will host a fundraiser at Texas Roadhouse on Tuesday, August 23.
- Oral History Project, Griffon Stories, is underway.
- The R. Dan Boulware Convocation on Critical Issues will be held on Tuesday, September 27, 2022. The keynote is Jonathan Turley, professional, legal analyst and columnist.
- Alumni
 - Update given on new Alumni Board members.
- Foundation
 - The MWSU Foundation's Governance Committee has begun identifying nominees for the Board of Director positions which will be approved at the November meeting.

Andy Carter, Director of Athletics

- Department Updates
 - Athletics staff will receive training in Banner and Argos to gain a better understanding of expenses and revenues.
 - Partnership with Mosaic Life Care which will provide additional certified athletic trainers is moving in the right direction.
 - Fall sport, student-athletes reported to campus around August 8.
 - September 1 is the first home football game.
- Personnel Updates
 - Update given on filled staff searches.

Becky Dunn, Chief Communications Officer

- Department Updates
 - Update given on a successful Missouri Western Night at the St. Joseph Mustangs.
 - Department piloted a digital screen "takeover" during Griffon Orientation. The pilot project was successful and digital screen takeovers will be utilized with other special events in the future.
 - New project management tool, Asana, is going well and is used to manage project requests.
 - Update given on staff searches.
 - During FY22 the Marketing & Communications department processed 2,121 project requests.
 - Update given on social media engagement.
 - Update given on custom viewbook analytics.

PRESIDENT'S REPORT

Dr. Kennedy briefed the Board in terms of fall 2022 enrollment and that we anticipate a stronger incoming freshmen class as compared to last year.

Plan week is next week and there are a host of activities planned, such as, Griffon Edge, New Student Convocation, and Griff Up Downtown. Many businesses will be engaged in the event and Mayor Josendale will read a proclamation.

Dr. Kennedy briefed the Board on the search for the next Dean of the College Business and Professional Studies. The profile position can be found online. It is anticipated that candidates will be on-campus for interviews in mid-October, while will result in a hire by November.

The RT lab will be ready for students by the start of the fall semester and we anticipate a fall ribbon cutting ceremony.

Dr. Kennedy updated the Board in terms of the \$10 million CTAC project. On June 30, 2022, Governor Parson signed the state's FY23 budget, which included \$460.1 million in capital improvements projects to two-year and four-year public higher education institutions. The state has granted \$5 million toward the CTAC project. Additionally, the University has submitted an ARPA funding request to Buchanan County in the amount of \$1 million. This partnership with NCMC President Lenny Klaver is moving forward and is coordinated with the Saint Joseph School District Hillyard expansion.

Dr. Kennedy updated the Board on the Law Enforcement Academy simulation lab and the strong enrollment this fall.

Dr. Kennedy briefed the Board on her on-going efforts in terms of community engagement and relations. MWSU hosted Missouri Department of Transportation Commission on August 2 and August 3. Dr. Kennedy attended the Saint Joseph Chamber of Commerce Board retreat and was invited as the keynote speaker at their New Executives Welcome event on August 17. Dr. Kennedy has also been asked to co-chair the MIAA Task Force on Constitutional Compliance.

REPORT OF THE CHAIR

Chair Ebersold asked for a motion to renew and resubmit a Board Ethics Resolution that complies with the Missouri Ethics Commission Conflict of Interest Ordinance. Governor Tieman made a motion to approve the Board Ethics Resolution; Governor Schoonover seconded the motion. Motion passes by voice vote, 5-0.

Chair Ebersold provided the date of the next Board meeting, Thursday, October 27, 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 Norton moved to meet in executive session; Governor Wollenman seconded the motion. By voice vote, motion passed 5-0.

EXECUTIVE SESSION – CLOSED

REGULAR SESSION RE-CONVENED

Chair Ebersold asked for a motion to approve the personnel recommendations and other legal matters as discussed in closed session. Governor Norton made a motion to approve the personnel recommendations and other legal matters as discussed in closed session. Governor Schoonover seconded the motion. By voice vote, motion passed 5-0.

In recognition of the Mosaic Life Care donation, the Board of Governors approve the naming of the interprofessional lab the "Mosaic Life Care Interprofessional Lab."

Faculty Retirement:

Dr. Murray Nabors, Professor
Evan Noynaert, Assistant Professor

Department of Biology (eff. 5/31/22)
Department of Computer Science, Mathematics &
Physics (eff. 5/31/22)

Faculty Resignation:

Dr. Regan Dodd, Associate Professor
Dr. Jones Mutua, Assistant Professor

Department of Health Professions (eff. 6/13/22)
Department of Computer Science, Mathematics &
Physics (eff. 6/29/22)

Dr. Jacklyn Gentry, Assistant Professor
Dr. Jordan Atkinson, Associate Professor
Dr. Nitin Singh

Department of Nursing (eff. 6/30/22)
Department of Communication (eff. 8/5/22)
Craig School of Business (eff. 8/30/22)

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
Missouri Western State University
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St. Joseph, MO 64507

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Board of Governors' Poll

1. October 3, 2022
 - a. Amendment to Board of Governors Bylaws



Section C

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

Poppewell 217

St. Joseph, MO 64507

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October 19, 2022

To: Missouri Western State University Board of Governors

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

Subject: Financial Information – Board Meeting, October 27, 2022

Please find the following financial documents for the period ending September 30, 2022 pertaining to fiscal year 2023 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 2023 and a comparison of actual items to the current year revised budget.
- Attachment #2 – “Statement of Cash Position”
- Attachment #3 – “Schedule of Funds Invested”
- Attachment #4 -- Request for Lease Approval:
 - Baker Fitness Center Exercise Equipment

Additionally, we will be discussing the Fiscal Year 2022 audit report and will have representatives from our audit firm, Forvis, in attendance. The audit report is included in your packet under a separate cover.

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, 2023
(As of September 30, 2022)

Attachment #1

Educational & General (Undesignated)					
	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	\$ 32,754,644	\$ (613,375)	\$ 32,141,269	\$ 15,645,525	48.7%
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	175,400	(31,000)	144,400	17,104	11.8%
Auxiliary enterprises:					
Athletics					
Less: Scholarship allowances					
Housing					
Less: Scholarship allowances					
Food service					
Less: Scholarship allowances					
Bookstore					
Less: Scholarship allowances					
Other auxiliary enterprises					
Less: Scholarship allowances					
Other operating revenues	14,165	11,070	25,235	8,499	33.7%
TOTAL OPERATING REVENUES	32,969,209	(633,305)	32,335,904	15,696,128	48.5%
OPERATING EXPENSES					
Salaries and compensation	24,805,043	(762,082)	24,042,961	4,693,531	19.5%
Fringe benefits	8,910,106	(345,265)	8,564,841	1,769,730	20.7%
Supplies and services	5,209,096	511,750	5,720,846	2,822,532	49.3%
Travel	299,500	15,384	314,884	58,666	18.6%
Utilities	1,688,661	(1,968)	1,686,693	268,430	15.9%
Insurance	330,118	110	330,228	311,880	94.4%
Scholarships	9,699,281	(937,993)	8,761,288	4,899,599	55.9%
Depreciation					
TOTAL OPERATING EXPENSES	50,941,805	(1,520,064)	49,421,741	14,824,368	30.0%
OPERATING GAIN / (LOSS)	(17,972,596)	886,759	(17,085,837)	871,760	-5.1%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	21,263,692	-	21,263,692	5,315,922	25.0%
State appropriations - lottery	2,322,497	-	2,322,497	580,623	25.0%
State appropriations - capital	-	541,623	541,623	40,072	7.4%
Grants					
Gifts	1,242,558	59,704	1,302,262	325,489	25.0%
Investment income	40,000	160,000	200,000	53,977	27.0%
Interest on capital related debt					
Capital	(339,535)	(44,500)	(384,035)	(36,935)	9.6%
Other					
NET NON-OPERATING REVENUES	24,529,212	716,827	25,246,039	6,279,148	24.9%
INCOME (LOSS) BEFORE TRANSFERS	6,556,616	1,603,586	8,160,202	7,150,908	87.6%
TRANSFERS IN (OUT)					
Debt service	(499,977)	-	(499,977)	(122,446)	24.5%
Other	1,927,551	(518,146)	1,409,405	347,792	24.7%
Transfer to Aux from E&G	(6,000,000)	-	(6,000,000)		0.0%
TOTAL TRANSFERS IN (OUT)	(4,572,426)	(518,146)	(5,090,572)	225,346	-4.4%
INCREASE (DECREASE) IN NET POSITI	1,984,190	1,085,440	3,069,630	7,376,254	240.3%
OTHER					
Prior year funds	\$ 1,984,190	\$ 1,085,440	\$ 3,069,630	\$ 7,376,254	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2023
(As of September 30, 2022)

Attachment #1

	Educational & General (Designated)					
	Adjustments			Revised Budget	Actual	Percentage of Total
	Original Budget	Adjustments	Funds			
OPERATING REVENUE						
Student Tuition and Fees	\$ 1,732,433	\$ 3,000	\$ -	\$ 1,735,433	\$ 1,018,504	58.7%
Less: Institutional scholarships						
Less: Other scholarship allowances						
Federal grants and contracts						
State grants and contracts						
Non-governmental grants and contracts	56,600	-	-	56,600	-	0.0%
Sales and service of educational departments	155,885	-	-	155,885	54,623	35.0%
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	195,339	(79,400)	-	115,939	35,261	30.4%
TOTAL OPERATING REVENUES	2,140,257	(76,400)	-	2,063,857	1,108,388	53.7%
OPERATING EXPENSES						
Salaries and compensation	720,940	21,968	71,000	813,908	190,347	23.4%
Fringe benefits	184,662	6,150	100	190,912	64,374	33.7%
Supplies and services	1,752,562	(325,934)	97,912	1,524,540	471,133	30.9%
Travel	134,425	(17,471)	21,650	138,604	21,747	15.7%
Utilities	7,474	540	-	8,014	1,402	17.5%
Insurance	4,794	-	-	4,794	3,660	76.3%
Scholarships	50,000	-	-	50,000	21,300	42.6%
Depreciation						
TOTAL OPERATING EXPENSES	2,854,857	(314,747)	190,662	2,730,772	773,963	28.3%
OPERATING GAIN / (LOSS)	(714,600)	238,347	(190,662)	(666,915)	334,425	-50.1%
NON-OPERATING REVENUES (EXPENSES)						
State appropriations					-	
State appropriations - capital						
Grants						
Gifts	809,756	(127,100)	-	682,656	50,041	7.3%
Investment income						
Interest on capital related debt						
Capital	(80,712)	(9,358)	-	(90,070)	(358)	0.4%
Other						
NET NON-OPERATING REVENUES	729,044	(136,458)	-	592,586	49,683	8.4%
INCOME (LOSS) BEFORE TRANSFERS	14,444	101,889	(190,662)	(74,329)	384,108	-516.8%
TRANSFERS IN (OUT)						
Debt service						
Other	(14,444)	(101,889)	-	(116,333)	(101,890)	87.6%
Transfer to Aux from E&G						
TOTAL TRANSFERS IN (OUT)	(14,444)	(101,889)	-	(116,333)	(101,890)	87.6%
INCREASE (DECREASE) IN NET POSI	-	-	(190,662)	(190,662)	282,218	-148%
OTHER						
Prior year funds	-	-	190,662	190,662	-	
\$ - \$ - \$ - \$ - \$ 282,218						

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2023
(As of September 30, 2022)

Attachment #1

	Auxiliary				Percentage of
	Original Budget	Adjustments	Revised Budget	Actual	Total
OPERATING REVENUE					
Student Tuition and Fees					
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts					
Sales and service of educational departments					
Auxiliary enterprises:					
Athletics	\$ 1,639,226	\$ 42,780	\$ 1,682,006	\$ 212,690	12.6%
Less: Scholarship allowances					
Housing	5,487,923	(780,814)	4,707,109	2,497,732	53.1%
Less: Scholarship allowances					
Food service	3,102,712	(40,000)	3,062,712	1,736,671	56.7%
Less: Scholarship allowances					
Bookstore	158,900	-	158,900	349	0.2%
Less: Scholarship allowances					
Other auxiliary enterprises	102,247	(12,000)	90,247	18,169	20.1%
Less: Scholarship allowances					
Other operating revenues					
TOTAL OPERATING REVENUES	10,491,008	(790,034)	9,700,974	4,465,611	46.0%
OPERATING EXPENSES					
Salaries and compensation	2,995,119	52,551	3,047,670	720,298	23.6%
Fringe benefits	1,002,631	26,689	1,029,320	320,935	31.2%
Supplies and services	4,384,050	449,005	4,833,055	1,053,799	21.8%
Travel	459,600	(1,100)	458,500	169,888	37.1%
Utilities	1,187,353	108,546	1,295,899	177,831	13.7%
Insurance	526,028	-	526,028	402,863	76.6%
Scholarships	4,090,514	(452,269)	3,638,245	1,765,919	48.5%
Depreciation					
TOTAL OPERATING EXPENSES	14,645,295	183,422	14,828,717	4,611,533	31.1%
OPERATING GAIN / (LOSS)	(4,154,287)	(973,456)	(5,127,743)	(145,922)	2.8%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations					
State appropriations - capital					
Grants					
Gifts	29,500	(29,500)	-	-	
Investment income	237,500	-	237,500	16,940	7.1%
Interest on capital related debt					
Capital	(1,000)	(94,126)	(95,126)	(37,999)	39.9%
Other					
NET NON-OPERATING REVENUES	266,000	(123,626)	142,374	(21,059)	-14.8%
INCOME (LOSS) BEFORE TRANSFERS	(3,888,287)	(1,097,082)	(4,985,369)	(166,981)	3.3%
TRANSFERS IN (OUT)					
Debt service	(4,012,404)	-	(4,012,404)	(2,820,452)	70.3%
Other	(1,839,493)	78,412	(1,761,081)	(359,814)	20.4%
Transfer to Aux from E&G	6,000,000	-	6,000,000	-	0.0%
TOTAL TRANSFERS IN (OUT)	148,103	78,412	226,515	(3,180,266)	-1404.0%
INCREASE (DECREASE) IN NET POSITION	(3,740,184)	(1,018,670)	(4,758,854)	(3,347,247)	70.3%
OTHER					
Prior year funds					
	\$ (3,740,184)	\$ (1,018,670)	\$ (4,758,854)	\$ (3,347,247)	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2023
(As of September 30, 2022)

Attachment #1

	Restricted						
	Original	Adjustments				Percentage of	
	Budget	Adjustments	for Prior Year	Funds	Revised Budget	Actual	Total
OPERATING REVENUE							
Student Tuition and Fees							
Less: Institutional scholarships							
Less: Other scholarship allowances							
Federal grants and contracts	\$ 88,100	\$ 244,291	\$ -	\$ 332,391	\$ -		0.0%
State grants and contracts	43,738	110,620	-	154,358	30,585		19.8%
Non-governmental grants and contracts	500,695	14,303	-	514,998	107,194		20.8%
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	632,533	369,214	-	1,001,747	137,779		13.8%
OPERATING EXPENSES							
Salaries and compensation	15,455	77,665	-	93,120	29,313		31.5%
Fringe benefits	5,951	12,309	-	18,260	6,764		37.0%
Supplies and services	204,392	67,484	-	271,876	37,934		14.0%
Travel	495	122,786	-	123,281	2,421		2.0%
Utilities	540	(540)	-	-	-		
Insurance							
Scholarships	7,157,771	16,800	-	7,174,571	2,972,150		41.4%
Depreciation							
TOTAL OPERATING EXPENSES	7,384,604	296,504	-	7,681,108	3,048,582		39.7%
OPERATING GAIN / (LOSS)	(6,752,071)	72,710	-	(6,679,361)	(2,910,803)		43.6%
NON-OPERATING REVENUES (EXPENSES)							
State appropriations							
State appropriations - capital							
Grants	7,390,685	-	-	7,390,685	3,004,920		40.7%
Gifts							
Investment income							
Interest on capital related debt							
Capital	(265,000)	(72,710)	\$ -	(337,710)	(2,517)		0.7%
Other							
NET NON-OPERATING REVENUES	7,125,685	(72,710)	-	7,052,975	3,002,403		42.6%
INCOME (LOSS) BEFORE TRANSFERS	373,614	-	-	373,614	91,600		24.5%
TRANSFERS IN (OUT)							
Debt service							
Other	(373,614)	-	-	(373,614)	-		0.0%
Transfer to Aux from E&G							
TOTAL TRANSFERS IN (OUT)	(373,614)	-	-	(373,614)	-		0.0%
INCREASE (DECREASE) IN NET POSITI	-	-	-	-	91,600		
OTHER							
Prior year funds							
	\$ -	\$ -	\$ -	\$ -	\$ 91,600		

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2023
(As of September 30, 2022)

Attachment #1

	Plant					
	Original Budget	Adjustments	Adjustments for Prior Year Funds	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE						
Student Tuition and Fees						
Less: Institutional scholarships						
Less: Other scholarship allowances						
Federal grants and contracts						
State grants and contracts						
Non-governmental grants and contracts						
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	-	-	-	-	-	-
OPERATING EXPENSES						
Salaries and compensation						
Fringe benefits						
Supplies and services	\$ 4,800	\$ 98,640		\$ 103,440	\$ 108,254	104.7%
Travel						
Utilities						-
Insurance						
Scholarships						
Depreciation	1,395,505			1,395,505	-	0.0%
TOTAL OPERATING EXPENSES	1,400,305	98,640	-	1,498,945	108,254	7.2%
OPERATING GAIN / (LOSS)	(1,400,305)	(98,640)	-	(1,498,945)	(108,254)	7.2%
NON-OPERATING REVENUES (EXPENSES)						
State appropriations						
State appropriations - capital						
Grants						
Gifts	250,000	355,636		605,636		0.0%
Investment income						
Interest on capital related debt	(1,647,847)			(1,647,847)	(424,509)	25.8%
Capital	(250,000)	(872,459)		(1,122,459)	(766,586)	68.3%
Other						-
NET NON-OPERATING REVENUES	(1,647,847)	(516,823)	-	(2,164,670)	(1,191,095)	55.0%
INCOME (LOSS) BEFORE TRANSFERS	(3,048,152)	(615,463)	-	(3,663,615)	(1,299,349)	35.5%
TRANSFERS IN (OUT)						
Debt service	4,512,381			4,512,381	2,942,898	65.2%
Other	300,000	541,623		841,623	113,912	13.5%
Transfer to Aux from E&G						
TOTAL TRANSFERS IN (OUT)	4,812,381	541,623	-	5,354,004	3,056,810	57.1%
INCREASE (DECREASE) IN NET POSI	1,764,229	(73,840)	-	1,690,389	1,757,461	104.0%
OTHER						
Prior year funds		-				
	\$ 1,764,229	\$ (73,840)	\$ -	\$ 1,690,389	\$ 1,757,461	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2023
(As of September 30, 2022)

Attachment #1

TOTAL - ALL FUNDS						
	Original Budget	Adjustments for Prior Year		Revised Budget	Actual	Percentage of Total
		Adjustments	Funds			
OPERATING REVENUE						
Student Tuition and Fees	\$ 34,487,077	\$ (610,375)	\$ -	\$ 33,876,702	\$ 16,664,029	49.2%
Less: Institutional scholarships						
Less: Other scholarship allowances						
Federal grants and contracts	88,100	244,291	-	332,391	-	0.0%
State grants and contracts	43,738	110,620	-	154,358	30,585	19.8%
Non-governmental grants and contracts	582,295	14,303	-	596,598	132,194	22.2%
Sales and service of educational departments	331,285	(31,000)	-	300,285	71,727	23.9%
Auxiliary enterprises:						
Athletics	1,639,226	42,780	-	1,682,006	212,690	12.6%
Less: Scholarship allowances						
Housing	5,487,923	(780,814)	-	4,707,109	2,497,732	53.1%
Less: Scholarship allowances						
Food service	3,102,712	(40,000)	-	3,062,712	1,736,671	56.7%
Less: Scholarship allowances						
Bookstore	158,900	-	-	158,900	349	0.2%
Less: Scholarship allowances						
Other auxiliary enterprises	102,247	(12,000)	-	90,247	18,169	20.1%
Less: Scholarship allowances						
Other operating revenues	209,504	(68,330)	-	141,174	43,760	31.0%
TOTAL OPERATING REVENUES	46,233,007	(1,130,525)	-	45,102,482	21,407,906	47.5%
OPERATING EXPENSES						
Salaries and compensation	28,536,557	(538,898)	71,000	27,997,659	5,633,489	20.1%
Fringe benefits	10,103,350	(300,017)	100	9,803,333	2,161,803	22.1%
Supplies and services	11,554,900	800,945	97,912	12,453,757	4,493,652	36.1%
Travel	894,020	119,599	21,650	1,035,269	252,722	24.4%
Utilities	2,884,028	106,578	-	2,990,606	447,663	15.0%
Insurance	860,940	110	-	861,050	718,403	83.4%
Scholarships	20,997,566	(1,373,462)	-	19,624,104	9,658,968	49.2%
Depreciation	1,395,505	-	-	1,395,505	-	0.0%
TOTAL OPERATING EXPENSES	77,226,866	(1,185,145)	190,662	76,161,283	23,366,700	30.7%
OPERATING GAIN / (LOSS)	(30,993,859)	54,620	(190,662)	(31,058,801)	(1,958,794)	6.3%
NON-OPERATING REVENUES (EXPENSES)						
State appropriations	21,263,692	-	-	21,263,692	5,315,922	25.0%
State appropriations - lottery	2,322,497	-	-	2,322,497	580,623	25.0%
State appropriations - capital	-	541,623	-	541,623	40,072	7.4%
Grants	7,390,685	-	-	7,390,685	3,004,920	40.7%
Gifts	2,331,814	258,740	-	2,590,554	375,530	14.5%
Investment income	277,500	160,000	-	437,500	70,917	16.2%
Interest on capital related debt	(1,647,847)	-	-	(1,647,847)	(424,509)	25.8%
Capital	(936,247)	(1,093,153)	-	(2,029,400)	(844,395)	41.6%
Other	-	-	-	-	-	0.0%
NET NON-OPERATING REVENUES	31,002,094	(132,790)	-	30,869,304	8,119,080	26.3%
INCOME (LOSS) BEFORE TRANSFERS	8,235	(78,170)	(190,662)	(189,497)	6,160,286	
TRANSFERS IN (OUT)						
Debt service	-	-	-	-	-	
Other	-	-	-	-	-	
Transfer to Aux from E&G	-	-	-	-	-	
TOTAL TRANSFERS IN (OUT)	-	-	-	-	-	
INCREASE (DECREASE) IN NET POSITI	8,235	(7,070)	(190,662)	(189,497)	6,160,286	
OTHER						
Prior year funds	-	-	190,662	190,662	-	
\$ 8,235 \$ (7,070) \$ - \$ 1,165 \$ 6,160,286						

**Missouri Western State University
Statement of Cash Position
September 30, 2022**

Fund	09/30/2022 Available Balance	09/30/2021 Available Balance	09/30/2020 Available Balance
Operating, Auxiliary, Agency, Payroll & Petty Cash	\$ 13,796,764	\$ 12,471,837	\$ 13,589,901
Auxiliary System Revenue Bond Funds	300,000	300,000	300,000
Loan Funds	82,483	82,483	82,483
TOTAL FUNDS INVESTED	\$ 14,179,247	\$ 12,854,320	\$ 13,972,384

Statement of Cash Position

Missouri Western State University
Schedule of Funds Invested
9/30/2022

OPERATING FUND	YIELD	AMOUNT	BANK
Checking Account-Operating	2.66%	250,512	Citizens Bank
Checking Account-Other	2.63%	13,541,452	Citizens Bank
Checking Account-Other	0.00%	-	Citizens Bank
Miscellaneous Petty Cash/Change Funds	0.00%	4,800	Campus Locations
<i>TOTAL OPERATING, AUXILIARY & AGENCY FUNDS</i>		<u>13,796,764</u>	
 AUXILIARY SYSTEM REVENUE BONDS			
Repair & Replacement Reserve	2.63%	300,000	Citizens Bank
<i>TOTAL AUXILIARY SYSTEM REVENUE BOND FUNDS</i>		<u>300,000</u>	
 INSTITUTIONAL LOAN FUND			
Checking Account	2.63%	82,483	Citizens Bank
<i>TOTAL LOAN FUNDS</i>		<u>82,483</u>	
 TOTAL FUNDS INVESTED		<u>\$ 14,179,247</u>	

Average Interest Rate

September 2022 - 2.66%

September 2021 - 0.05%

**BAKER FITNESS CENTER EXERCISE EQUIPMENT-
Lease Proposal**

The university is proposing to enter into a lease agreement with NCL Government Capital for various pieces of exercise equipment for use in the Baker Fitness Center. The equipment proposed to be leased is as follows:

- 1) Life Fitness Integrity Series S SL Treadmills (8 units),
- 2) Life Fitness Integrity Series S SL Integrity Cross-Trainers (4 units),
- 3) Life Fitness Integrity Series S SL Recumbent Bicycles (2 units),
- 4) Life Fitness Integrity Series S SL Upright Bicycles (2 units),
- 5) Life Fitness Power Mills (2 units),
- 6) Life Fitness Heat Performance Rows (2 units), and
- 7) Life Fitness Jacobs Ladder X.

The total cost of the lease will be \$117,530.28 over a three-year period of time and will be paid in 36 monthly payments of \$3,264.73. The agreement includes the equipment and standard maintenance.

Request a motion to approve.

Division of Finance and Administration

Darrell R. Morrison, Vice President of Finance and Administration

October 18, 2022

The budget office is focused on monitoring budgets and assisting departments in regards to financial accountability. Campus budget training has been implemented and continues in order to keep staff, faculty and administrators up to date on all processes. Accountability and following procedures are an integral part of the training with one on one training is being offered to anyone who desires a more personal mode of training.

The financial services team has completed the university's annual audit with Forvis, formerly BKD. Financial statements were prepared and audited with an unmodified report and no material misstatements or issues. We will be discussing this report in more detail during our Personnel, Finance and Operations committee meeting on October 27, 2022.

The financial services team also prepared various mandatory reports for the fiscal year ending June 30, 2022, including the Athletic Equity in Athletics report, State Tax Exempt Bond questionnaire, Bond Financed Asset Compliance Questionnaire, Missouri Non-Appropriated Funds report, Missouri Annual Comprehensive Financial Report (ACFR) and the Bond Indebtedness Survey.

Student aid refunds for the Fall 2022 semester were processed and distributed in mid-September. Students with unpaid account balances receive statements the 20th of each month for the semester. The business office sent out statements to the Early College Academy (high school) students. Planning for the Spring 2023 semester has begun in preparation for distributing valuable date reminders to students when payment arrangements are due.

The Central Association of College and University Business Officers (CACUBO) annual conference in St. Louis, Missouri was recently held in late September and was attended by members of the finance team. The conference brought together event sponsors and gave attendees access to industry-leading resources and business partners. Sessions included updates on current policies, requirements and challenges facing higher education today.

Purchasing continues working with the campus community on procurement items. In particular, the group is working with the university facilities group for various bids and requests for proposals due to the capital projects that are occurring at this time.

The State of Missouri Office of Administration has requested our annual capital improvement project listing. The finance team is working with President Kennedy and other senior administration to develop a capital request plan for fiscal year 2024. As of today, the priority list

includes repairs and renovations to classrooms, exterior renovations to buildings, life safety and electrical improvements, roof replacements and mechanical and control upgrades. State guidelines prohibit capital requests for auxiliary areas.

Physical Plant has completed the parking lot sealing as well as many other campus beautification projects. Upgrades to university heating and cooling systems continues. State re-appropriated funds from HB19 in FY22 are continuing to be spent on classroom refurbishing and furniture. We are also working on plans for a new cross-country facility as well as the Convergent Technology Alliance Center (CTAC).

Risk Management has begun safety training for employees. Monthly meetings are being held in conjunction with the Physical Plant employees. These topics range from fire safety to discussions on hazardous materials used in our labs and proper disposal and handling of these materials. Regular integrated pest management continues to be a priority for campus. Beginning in October all campus buildings began receiving regularly scheduled treatments for pests.

Human resources welcomed a total of thirty-seven new employees (23 faculty and 14 staff) for the new academic year while off boarding eleven employees. These numbers do not include part time or student employees. Student employees currently total in excess of two hundred. Finding qualified staff and faculty continues to be an issue as the university currently has over fifty employment opportunities posted.

We recently completed our benefit renewal analysis. Insurance premiums for calendar year 2023 will be increasing slightly under 5%. The university anticipates funding all of the increase and not increasing the amounts paid by employees. Open enrollment for all coverages is scheduled for October 24th through November 4th.

The university welcomed our new Assistant Vice President and CIO, Lonnie Nagel, on September 6, 2022. The technology services area continues to support the campus community by ensuring technology items are functioning properly and offering support to students, faculty and staff. Work has begun on a long-range technology plan and will continue over the next several months.

The Office of Financial Aid together with the Missouri Association of Student Financial Aid Personnel (MASFAP) hosted a High School Counselor Workshop on October 7, 2022. The event highlighted upcoming FAFSA changes for 2023-24 and provided information about the verification process, special circumstances and dependency overrides.

In addition, the Director of College Access and Career Readiness from the Missouri College and Career Attainment Network (MOCAN) presented information about current efforts to transform lives by creating a more equitable, statewide postsecondary education system. Dr. Brett Bruner, Assistant Vice President and Dean of Students also took part by sharing information and resources to better serve first-generation college students.

The Office of Financial Aid will participate in four FAFSA Frenzy events at area high schools during the month of October. These events are intended to provide students and families with one-on-one assistance in completing the FAFSA.

Overall, the finance and administration areas continue to move forward despite being without several key staff members due to retirement and resignation.

Academic Affairs

Dr. Laura Reynolds, Provost

October 17, 2022

HIGHLIGHTS

Spring Courses and Efficiencies

The Office of Academic Affairs is undergoing an in-depth evaluation of course offerings, enrollments in courses, and faculty resources for the spring 2023 semester. This detailed approach involves considering course enrollment size in relation to predetermined course capacities, best practices in pedagogy, and current faculty resources. Deans will work with chairs and faculty to make these determinations prior to the start of the academic year.

Strategic Faculty Hiring Process

The Office of Academic Affairs has initiated the strategic hiring planning process for 2023-2024. The need for additional staffing will be evaluated through the consideration of department/program need, service to Missouri Western's Applied Learning mission, and the need presented in our region and surrounding communities for the development of specific workforce resources.

Joint Chairs Meeting

The second Joint Chairs Meeting of the 2022-2023 academic year was held on Friday, October 14, and included all department chairs, deans, Provost Office staff, and was led by Provost Reynolds. Topics included best practices in faculty development and evaluation, Applied Learning, developing standard operating procedures to create continuity and efficiencies in department functions and processes, data driven decision-making, and common challenges faced by department leadership.

Master Academic Plan Annual Evaluation Executive Summary

The office of Academic Affairs conducted an annual evaluation of the Master Academic Plan (the strategic plan for Academic Affairs), and the accompanying Master Operational Plan (the operationalization of the Master Academic Plan). The plan guides and aligns institutional strategy, use of resources, and innovation in response to the quickly evolving landscape of higher education. These initiatives and their applications (Applied Learning, Essential Skills Acquisition, Innovative Curriculum, and Community and a Sense of Belonging) were measured during the 2021-2022 academic year, and assessed on efficaciousness, impact, and relevancy. Following is a brief summary of those efforts.

Applied Learning (AL):

Missouri Western collectively launched several initiatives to define, track, brand, and market its designation as the state's Applied Learning institution. These include efforts by Marketing and Communications to incorporate Applied Learning into its marketing strategy plan, develop materials with applied learning content and themes, capturing video and photo content for social media and website redesign. The Griffon Office of Applied Learning, in collaboration with Student Affairs,

launched a program (Presence) to transcript applied and service-learning activities and to communicate applied learning through the use of a student designed informational dashboard. The institution additionally developed definitions, criteria, and assessments for applied learning activities, and will use these tools to evaluate impact on student recruitment, retention, and persistence. A national conference and journal was revitalized and reestablished, with resources redirected to elevate Missouri Western as a regionally and nationally recognized leader in the efforts of Applied Learning. Applied Learning goals are appropriate and will be continually tracked and assessed for efficacy and impact.

Essential Skills Acquisition (ESA):

In response to national trends and a regional demand for a workforce possessing essential skills (also referred to as soft skills), Academic Affairs and partnering units determined definitions, criteria, and assessments for critical thinking, ethical decision making, teamwork, communication skills, problem solving skills, work ethic, flexibility and adaptability and interpersonal skills transferable to career readiness. A working group was established to determine a method of collection for baseline data from credit and non-credit bearing experiences. These data will influence structure and design/adjustment of general studies courses, majors level courses, and capstone/culminating experiences. A plan for training and onboarding staff and faculty (first line supervisors in student employment) will be authored with the intent to reinforce that Every Employee is an Educator, and professional development/continuing education will be written so that Essential Skills Acquisition will live consistently in all units across campus. Essential Skills Acquisition goals are appropriate and will be continually tracked and assessed for efficacy and impact.

Innovative Curriculum (IC):

In response to a rapidly changing economy and its demand for an educated workforce, Academic Affairs developed procedures to guide an evaluation of the health of current programs, identify new programs, and strategic use of resources to be responsive, nimble, and necessary to our region. These include the launching of programs with community partners (CTAC, microcredentials/certificates, masters degrees, dual credit), streamlining internal processes for the stewardship of resources (Academic Program Review, Strategic Hiring, curriculum management system, course enrollment monitoring, alternative scheduling, and the adoption of Institutional Student Learning Outcomes), and engaging in meaningful conversations with faculty leadership to improve student learning (course delivery, course protocol, faculty professional development, and best practices in assessment and evaluation). Innovative Curriculum goals are appropriate and will be continually tracked and assessed for efficacy and impact.

Belongingness and a Sense of Community (BSC):

In an effort to address retention, persistence, and completion at an open access institution, Academic Affairs continues to partner with Student Affairs to fully integrate students into the university community. This includes a community effort to track student progress, identifying students at risk, providing student support services, developing faculty and staff in current best practices for responding to students in distress, and collaborating across units to holistically address student needs. An institutional calendar of student events to track academic and non-academic activities is underway (Max Engage), the use of a chat bot to connect with students (EdSights) and identify those who need in-time support, and increased efforts in reinforcing existing support units (Advising, Center for Academic

Support, Counseling, Campus Cupboard) is ongoing. Belongingness and a Sense of Community goals are appropriate and will be continually tracked and assessed for efficacy and impact.

Summary:

The Master Academic Plan continues to unfold, and considerable efforts are underway to ensure successful completion of goals and objectives established and articulated in the Master Operational Plan. Year one of a five year cycle has been completed, and it is determined that the efforts launched are meaningful and carry a positive impact on Missouri Western. The full report can be found [here](#).

Colleges and Schools

	Student Applied Learning Experiences				Faculty Scholarly Activities		Student/Alumni Other Accomplishments		Faculty/Staff Other Accomplishments	
	June/July 2022				June/July 2022		June/July 2022		June/July 2022	
	Events	YTD	Students	YTD	Current	YTD	Current	YTD	Current	YTD
Bus. & Prof Studies	3	24	3	174	2	16		2	1	2
Liberal Arts	5	33	94	151	20	31			1	2
Science & Health	21	34	417	472	21	25		7		4
Total	29	91	517	797	43	72		9	2	8

Library

Sally Gibson, Director

	Fall 2022	Fall 2021
Average Weekly Gate Count	2639	3110
Reference Questions	332	436
Reference Consultations	23	45
Physical Circulation	777	851
Course Reviews	83	82
Ebook Downloads	65	86
Article Downloads	1189	4095
Large Group Study Room Reservations	189	215

College of Business and Professional Studies

Dr. Marc Manganaro, Interim Dean

Griffons Work

Students

The Center of Workforce Development's fall class began. It is in person and virtual. Staff were offered a 50% discount to take any online mindedge course.

The Center for Workforce Development received a \$2,500 grant from Enterprise Holdings for program support.

Alex Brehe and Sydney Hosman graduated from Advance Camp (cadet training) in Fort Knox

Alex Brehe earned an internship with USAE (US Army Corps of Engineers) in the Galveston District.

Staff

Annette Weeks attended a conference at the Federal Reserve Bank of Kansas City. The topic of the event was Connecting Entrepreneurship Communities - Adapting to the Shift in Entrepreneur Support.

Griffons Serve

Faculty

(Article) Thorne Wallington, Elizabeth, Johnson, Adrienne. Systematic Approaches for Professional Development on Diverse Learners in Rural Communities. *Educational Considerations*.

(Article) Adams, Benedict. Teacher candidates and their transformed understanding of diversity and social justice in a teacher education program. *Journal of Critical Questions in Education*.

College of Liberal Arts

Dr. Joel Hyer, Dean

Griffons Serve

Faculty

James M. Okapal has been made a member of the Popular Culture Association-American Culture Association Ethics Committee.

Evan Elizabeth Hart was interviewed for an episode of the podcast "Podtextualizing the Past" out of the University of Texas at El Paso

Evan Elizabeth Hart was interviewed by KCUR for "What a Midwestern 'Ghost Story' Reveals About the Last Time Abortions Were Banned"

Evan Elizabeth Hart was interviewed by the Kansas City Star for "Inside Missouri's Anti-Abortion History Before *Roe v. Wade*"

Jim Okapal is Co-Area Chair of the Philosophy and Culture Area for the Pop Culture Association National Conference.

David McMahan was named a Director of the Academic Board of the Global Listening Center.

Griffons Discover

Students

Thirty four Graphic Design, Studio Art, and Animation Seniors displayed their senior work in the Annual MWSU Senior Art Exhibition in Potter Gallery.

Teresa Harris presented 8 posters of student graphic design artwork at the Griffon Applied Learning Showcase during the 14th Annual Conference of Applied Learning in Higher Education.

Faculty

(Article) Henry, Kelly. Managing Burnout and Compassion Fatigue: Leveraging Social Thermodynamics. *Missouri Western Center for Service Nonprofit Summit.*

Matt Hepworth attended the 1-hour Modern K.C. Web Developers Organization virtual forum, “State of Web Components.

(Article) Okapal, Jim. Fantastic Beasts and How to Categorize Them. *Prindle Post.*

(Article) Hart, Evan Elizabeth. Just a Pinch: Pain, IUDs, and Consciousness-Raising. *Nursing Clio.*

(Article) Hart, Evan Elizabeth. Medical Exemptions in Abortion Bans Won’t Protect Women’s Health. *The Washington Post.*

Evan Elizabeth Hart presented original research as part of an invited lecture series “Reproductive Justice, Rights, and Liberties: Conversations Post-Roe v. Wade at West Chester University, West Chester, PA.

(Article) Martens, Susan, Sassi, Kelly and Dawkins, Julie. (September 2022). A Thousand Teens Writing across America: A Virtual Writing Marathon. *English Journal.*

(Article) Carviou, James. Cowboys will cowboy: An analysis of hegemonic masculinity in Yellowstone. *Organization for the Study of Communication, Language and Gender conference.*

(Article) Jackson, Jennifer. Gaslighting, Toxicity and Control: The Rhetoric of “Not All Men”. *Organization for the Study of Communication, Language and Gender conference.*

Staff

(Article) Treat, Deb. (2022). Notes from Nigeria: Meditations of a Missionary. *Self Published.*

Griffons Lead

Students

Chris Marple and the MWSU Choral Program hosted the Missouri Music Educators Association (MMEA) Northwest All-District Honor Choir auditions at Potter Hall. Over 300

high school students auditioned on a vocal solo and sight-reading component while on campus. Student volunteers were members of the Choral Program and the National Association for Music Education-Collegiate Chapter (NAfME-C). The student volunteers were: **Abbie Giles, Bee Lohr, Isabel Schroeder, Mal Harris, Dein Gentry, Zach Oliver, Samantha Downs, Kate Koetting, Hanna Owen, Katie Koepke, Becca Herz, and Maddie Dryer.**

Several Prairie Lands Writing Project Teacher Consultants presented workshops at the Saint Joseph School District's Engage Summit, held at MWSU. They include MWSU alumni Hanna Piatt (Central High School), Robin Pettegrew (SJSD Process Consultant), PLWP Co-Director Elisabeth Alkier (Bode Middle School), and PLWP Director **Susan Martens** (MWSU). SJSD Director of Curriculum, Stacia Studer, is also a PLWP Teacher Consultant.

Griffons Create Students

Chris Marple and several members of the Concert Chorale performed the Alma Mater at the Alumni Banquet in the Fulkerson Center. The students involved were **Isabel Schroeder, Garrett Wasson, Cam Tate, Dein Gentry, Katie Koepke, Becca Herz, Sara Poet, Bee Lohr, and Ruta Dobson.**

Faculty

Teresa Harris had a three-piece, mixed-media assemblage, *Embrace the Void*, displayed in the invitational exhibition entitled, "Found Objects" at the Albrecht-Kemper Museum of Art.

Teresa Harris had two mixed-media works, *Birdman3* and *Attributes*, accepted into the national juried exhibition entitled "Connectivity" at the Attleboro Arts Museum in Attleboro, Massachusetts. *Birdman3* was selected to be used as promotional marketing for the exhibition on the main Attleboro Arts Museum website as well as their Facebook page.

Teresa Harris had a mixed-media assemblage, *Nectar2*, accepted into the national juried exhibition entitled "CCAN 2022" at Center for Contemporary Arts in Abilene, Texas. She received a first-place award of \$500.00 for her work.

Matt Hepworth: Submitted "Garden Solace II," mixed media collage, to the national juried exhibit, "Schwa Show 2022" at the Emerge Gallery & Art Center in Greenville, NC.

Matt Hepworth launched the Department of Art Virtual Senior Art Exhibition for 31 Graphic Design, Digital Animation, and remaining Studio Art students. The month-long project involved collecting 93 project images and 31 individual bio statements, optimizing video files for the web, correctly resizing or reformatting images, and creating individual pages per student.

College of Science and Health

Dr. Crystal Harris, Dean

Griffons Work Students

Two Medical Laboratory Science students at the Mosaic Life Care clinical site participated in the Professionalism Ceremony where they received their white coats.

The Department of Chemistry hosted its annual Medical Laboratory Science Night. Students were able to interact with practicing scientists from 10 regional employers (including all of our hospital clinical partners) including Mosaic Life Care, St. Luke's Hospital, North Kansas City Hospital, Overland Park Regional Medical Center, University Health, Liberty Hospital, Advent Health, Quest Diagnostics, and LabCorp. A total of 32 students attended this event.

The MWSU Career Development Center hosted a Nursing and Health professions career fair in Fulkerson where 25 recruiters and 50 nursing students attended.

Nursing leaders from Mosaic participated in mock interviews with 44 senior nursing students.

Faculty

(Article) Russell, William, Symonds, M.L., & Tapps, T.N. (2022) An Exploratory Study of Resilience, Life Satisfaction, Perceived Social Support, and Experience on Burnout in Sports Officials. *Journal of Contemporary Athletics*.

Griffons Serve

Students

Cary Chevalier and the 10 students of the MWSU Student Chapter of TWS staffed the MO Dept of Conservation Dove Wing Collection at Pony Express Conservation Area. Also present were the Area Manager and 3 Wildlife Technicians, all 4 of which are MWSU Wildlife Major Alumni.

Biology Faculty **Cary Chevalier** and **Carissa Ganong** and 11 students began a collaborative project with the Smithsonian Institute named SnapshotUSA.. Eight trail cameras were deployed across the wooded areas of campus to inventory wildlife. The survey time is September through October.

Cary Chevalier and 15 students of the MWSU Student Chapter of The Wildlife Society organized and coordinated the First Annual Monarch Butterfly Tagging Event on the MWSU John Rushin Teaching and Research Prairie. Three faculty and 12 students from the Biology department's three student organizations and BIO 101 General Biology for Non-majors sections attended.

Cary Chevalier and 14 students of the MWSU Student Chapter of TWS organized and conducted furbearer track surveys for MO Dept. of Conservation. The Student Chapter is relied upon to track surveys for all Andrew County.

Student Nursing Association, advised by **Stephanie Stewart**, hosted a BBQ attended by 86 nursing students, 8 of which are pre-nursing.

The Organization of Student Social Workers cleaned up their portion of the highway.. A total of 22 students participated and **Jana Frye** led the event.

Faculty

Mike Ducey is serving on the Strategic Partnerships Committee for the Society for Experiential Education.

Griffons Discover

Students

Twenty students along with 14 faculty presented posters at the Summer PORTAL Showcase.

Twenty two students and faculty members, **Mark Mills, Carissa Ganong, Todd Eckdahl** and **Julie Jedlicka** took a field trip to Mingo National Wildlife Refuge as a part of the Aquatic Ecology and Invertebrate Ecology fall classes. The students trapped and studied turtles, snakes and many other insects.

Ten MWSU Student Chapter of TWS students and 2 BIO 101 students participated in the annual Monarch Butterfly Tagging at Loess Bluffs National Wildlife Refuge. Our students caught over 50% of the butterflies caught.

Biology undergraduate research student **Alyka Zahnd**, presented, together with her research mentor, Faculty member **Csengele Barta** her work, entitled “Plants’ arsenal for waging chemical warfare on their unsuspecting neighbors. Does the synthesis and release of secondary negative allelopathic metabolites into the environment provide a competitive advantage to invasive plant species in Missouri habitats?” at the international 2022 Plant Biology Conference in Portland, OR. Alyka is the 2021 winner of the highly competitive Summer Undergraduate Research Fellowship of the American Society of Plant Biologists.

The Biology Department hosted its fall Research Open House and welcome picnic. Research Open House connects students interested in engaging in research with faculty members and projects in the Department. A total of 20 students participated in these events.

Ten Chemistry students met with the Immediate Past President of the American Chemical Society during a pizza lunch.

Chemistry students and faculty conducted the annual grape harvest in the vineyard managed by the Department. The vineyard, located in Faucett, MO, is used as an outdoor laboratory in which students learn the application of chemistry in a variety of courses. Faculty, 2 students, and friends of the department participated in this event. The following posters were presented:

Woodford, Jeff and Henning, Weston. Analysis of strontium content in grape leaves via atomic absorption spectroscopy. *PORTAL Symposium*.

Svojanovsky, Stan, Kammerer, Kyle and Law, Tyler. Comparison of Neural Network Methods to Predict Active SRp40 ESE Motif Candidates. *PORTAL Symposium*.

Mikita, Natalie and Dorris, Jennifer. Gene Knockout of a Heat Shock Serine Protease in Escherichia Coli. *PORTAL Symposium*.

Pam Clary led a field trip with SWK 365 Death & Dying students to Meirhoffer’s Funeral Home & Crematory Home, 18 students participated.

The Department of Chemistry, in partnership with the Kansas City Section of the American Chemical Society, hosted the annual Spencer Award in Agriculture and Food Chemistry. The event included an award dinner and presentation by this year’s awardee, H.N.Cheng. This prestigious national honor is awarded annually by the Kansas City section for lifetime contributions to agriculture and food chemistry. 12 students also attended this event.

Faculty

(Article) Barta, Csengele. (2022) Plant growth promoting rhizobacteria – biological tools to improve cereal yields. *Hungarian Journal of Industry and Chemistry*.

Csengele Barta presented research titled “The John Rushin Teaching and Research Prairie at Missouri Western State University, as a model ecosystem for plant eco-physiology and conservation research: the first year vegetation and native-invasive competition survey” at the international Plant Biology. This work was co-authored by 6 MWSU undergraduate student members of Csengele Barta’s research laboratory: Alyka Zahnd, Jessica Poush, Colleen Menne, Jacobo Barriga, Teri Larison and Lauren Tinoco.

Mike Ducey attended the National Society for Experiential Education National Meeting in Salt Lake City, UT.

Heather Kendall, Alyson Hill, MacKenzie Evans, and Elissa Zorn attended the ATI Nurse Educator Essentials conference at the Westin Crown Center in Kansas City.

Stephanie Stewart attended the Parkinson’s Foundation Interdisciplinary Care of Cognition Issues conference as well as NurseTim Nuts & Bolts Preconference.

Rice, Glenn, Parker, Andrew, Staab, Peter. WeBWorK Development Update. *EAMS (E-Assessment in Mathematical Sciences) conference*.

McCune, Lori. (2022) Does the Choice of Preferential Voting Method Matter? An Empirical Study Using Ranked Choice Elections in the United States. *MAA MathFest*.

Pam Clary, West, Jean. (2022) Understanding N.E.A.R: Building Self-Healing Communities. *St. Joseph School District Summit*.

Griffons Lead

Students

Alchemist Club President **Jude Stapf** and faculty members **Steve Lorimor** and **Jeff Woodford** organized a club meeting during which attendees participated in a variety of chemistry demonstrations. Eight students attended the meeting.

The Organization of Social Workers held its Annual Change for Change Event. The event raised \$1482.16, which will go towards The Walk for the Homeless. A total of 8 volunteers (students, student’s family members and faculty). **Jana Frye and Pam Clary** participated.

Faculty

Glenn Rice helped lead the "WeBWorK 3 Development Workshop" with Dr. Peter Staab and Dr. Andrew Parker.

The Nursing Simulation Lab has been approved as a CNA testing center. **Alyson Hill** is the lab director.

Griffons Create

Faculty

Brian Bucklein hosted a public Planetarium showing of “Forces of Nature.”

Griffon Office of Applied Learning (GOAL)

Dr. Michael Ducey, Director

Griffons Serve

Faculty

Mike Ducey attended the Society of Experiential Education Annual Meeting. Mike was selected to serve on the Strategic Partnerships Committee for the Society of Experiential Education.

The call for abstracts to the 2023 Conference on Applied Learning in Higher Education (CALHE) was made on October 3rd. CALHE will be held on the MWSU campus March 9-11, 2023.

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: October 19, 2022

RE: Division of Student Affairs & Enrollment Management Board of Governors Report

The Division of Student Affairs & Enrollment Management (SAEM) is comprised of several major areas: Academic Support; Admissions; Camps, Conferences, & Events; Career Development; Counseling; Dean of Students; Diversity & Inclusion; Global Engagement; Housing & Residential Life; Registrar; Student Development; and Student Success & Academic Advising. To that end, Student Affairs & Enrollment Management focuses on how we serve both prospective and current students to and through a successful collegiate career.

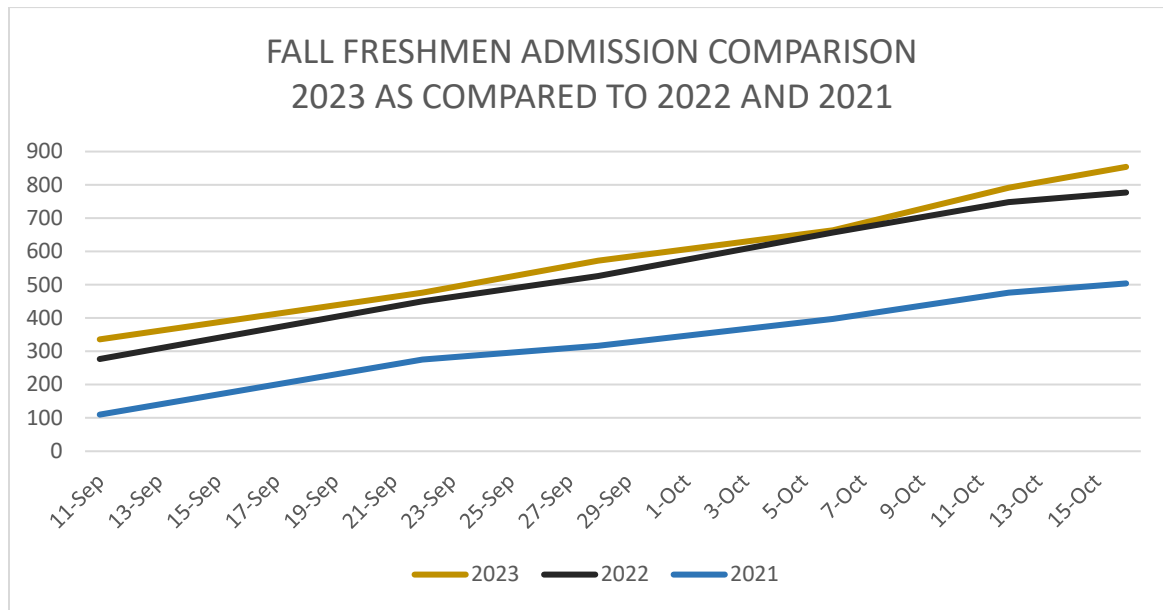
Admissions – Territory Management & Recruitment

Recruitment is well underway for the fall 2023 freshman class, as well as the spring 2023 freshman and transfer classes. To date, 128 college fairs have been scheduled for the fall semester in the states of Missouri, Nebraska, Iowa, Kansas, and Illinois with 73 attended to date. In addition, we have visited 66 high schools in September and the first weeks October, and 45 community college visits have been scheduled for the fall.

Graph 1 (below) depicts a 10% increase in freshmen admits over the same point in time last year. In addition to tracking ahead of last year in fall freshmen admits, we are also currently experiencing an increase in the spring 2023 freshmen admits and commitments as well as the spring 2023 transfer commitments.

Graph 1

Fall Freshmen Admission Comparison: 2023, 2022 and 2021



Regarding popular majors for fall 2023 freshmen, nursing continues to attract the most applicants followed by psychology, education, and business administration. Our largest number of applications for fall 2023 freshmen come from the Buchanan County territory followed closely by the Kansas City/Central Missouri territory.

Admissions - Communications

While admissions counselors continue meeting with, text, and email prospective students to move them through the recruitment funnel, the more complex communication (print/surface mail, email, text) also continues.

Table 1

Communications Campaign

Message	Print/Email/Text	Audience	Quantity Sent	Send Date	Drip
Campaign - Application Generation					
App Opens Email	Email	HS Seniors	52,649	8/2	no
An affordable education is possible at Missouri Western	Email	HS Seniors	59,080	8/15/22	yes
Be ready to apply (what you need to know to apply)	Email	HS Seniors	51,139	8/29/22	yes
Apply	Print (Postcard)	HS Seniors	52,677	Beginning 9/1/22	yes (weekly)
It's time to apply for Missouri Western (no need to wait - apply today)	Email	HS Seniors	49,489	9/12/22	yes
Join the Griffon Family	Email	HS Seniors	49,106	9/26/22	yes
Campaign - Value Proposition					
Primary Market Self-Mailer	Print (Postcard)	SJSD 23' Grad	1,200	8/1/22	no
Picture your future at MW/SU - Schedule a Visit today!	Email	HS Seniors	59,099	8/22/22	yes
Visit	Print (Postcard)	HS Seniors	63,083	Beginning 8/15/22	yes (weekly)
Discover what Missouri Western has to offer (Viewbook)	Email	HS Seniors	58,283	8/22/22	yes
Viewbook	Print (Postcard)	HS Seniors	4,448	Beginning 8/22/22	yes (weekly)
Get to know about Missouri Western in 10 seconds or less (fast facts)	Email	HS Seniors	50,670	9/5/22	yes
Griffon Guarantee— a scholarship that renews and grows! (GGS)	Email	HS Seniors	49,622	9/15/22	yes
Griffon Guarantee— a scholarship that renews and grows! (GGS)	Print (Postcard)	HS Seniors	4,054	Beginning 9/19/22	yes (weekly)
Explore Missouri Western's in-demand degree programs	Email	HS Seniors	49,084	10/3/22	yes
Explore Missouri Western's in-demand degree programs (Majors)	Print (Postcard)	HS Seniors	3,957	Beginning 10/3/22	yes (weekly)
Campaign - Griffon Experience					
Fall Griffon Experience intro	Print (Postcard)	HS Seniors and HS Juniors/Transfer	5,803	9/2/22	no
Join us! Fall Griffon Experience —Saturday, Oct. 1	Email	HS Seniors and HS Juniors/Transfer	60,790	9/7/22	no
Register Now! Fall Griffon Experience —October 1	Email	Juniors/Transfer	60,124	9/21/22	no
Last chance to register! Griffon Experience — October 1	Email	HS Seniors and HS Juniors/Transfer	24,100	9/28/22	no
Counting down to the Fall Griffon Experience! (72 hours before event)	Email	Registrants	67	9/28/22	no
event)	Email	Registrants	73	9/30/22	no
We're sorry we missed you at Griffon Experience (48 hrs after event)	Email	No-shows	41	10/3/22	no
Thank you for attending Griffon Experience!	Email	Attendees	33	10/3/22	no
Campaign - Go Griffs Zoom					
GGZ Virtual Series intro	Print (Postcard)	HS Seniors and HS Juniors/Transfer	5,926	8/19/22	no
Admissions & Financial Aid reminder	Email	HS Seniors and HS Juniors/Transfer	53,214	9/11/22	no
Go Griffs Zoom fall overview	Email	HS Seniors and HS Juniors/Transfer	52,948	9/13/22	no
Financial Aid reminder for unregistered students	SMS	HS Seniors and HS Juniors/Transfer	3,283	9/14/22	no
Financial Aid reminder for registered students	SMS	Registered for Fin Aid Zoom	16	9/14/22	no
Join us for Go Griffs Zoom Series — College of Science and Health!	Email	HS Seniors and HS Juniors/Transfer	59,894	10/2/22	no
College of Health and Science for unregistered students	SMS	HS Seniors and HS Juniors/Transfer	3,930	10/5/22	no
College of Health and Science for registered students	SMS	Health Science Zoom	18	10/5/22	no
Campaign- Continuing students					
Schedule your advising appointment	Email	Enrolled students with Holds or Pins	2,559	10/4/22	no
Schedule your advising appointment	SMS	Enrolled students with Holds or Pins	1,288	10/4/22	no
Campaign - Junior Communications					
Design your future at Missouri Western (viewbook)	Email	HS Juniors	1,995	9/19/22	yes
Campaign - Deadlines					
FAFSA opens Oct 1	Print (Postcard)	HS Seniors	5,924	10/1/22	no
Fill out your FAFSA for Fall 2023 (FAFSA app is open)	Email	HS Seniors	57,015	2022/10/4	no

Admissions – Campus Visits

Campus visits are comprised of four areas: individual visits, group visits, the Go Griffs Zoom series, and the Griffon Experience. Nearly 80 prospective students have taken individual tours, we have scheduled 16 group visits for October and November, and hosted two Go Griffs

Zoominars with two additional scheduled for the fall. The Griffon Experience event held on October 1 yielded less than expected participants, however, positive feedback was reported in post-event survey, including this response from one parent, *“I was SUPER impressed with the professors in the Digital Animation & Graphic Design dept. The time they took with my daughter and the 2 other students also interested in those majors was quite impressive. If she ends up choosing MWSU it will be because of that personalized attention. It’s a front runner right now...”*

Academic Advising – Student Success Center

The Student Success Center provides academic advising to all incoming freshmen, with the exception of some of the nursing and business students, through their first year of academic study. Academic advising is underway in the Center as freshmen prepare for spring 2023 class registration which opens October 17th and continues throughout the fall semester.

The Student Success Center also manages the Early Intervention (EI) process. Early Intervention is the process by which faculty identify students who are demonstrating academic struggles. The goal of EI is to reach struggling students as early in the academic semester as possible and connect them with the resources needed to get back on track. To date, 632 Early Interventions have been submitted for the fall 2022 semester. The breakdown by academic level is as follows: freshmen at 66%, sophomores at 11%, juniors at 12%, seniors at 10%, and graduate students at 2%.

The Student Success Center also coordinates the EdSights campaign. Thus far this fall, we have run two campaigns. On September 21st, Max the Griffon chatbot checked in with students to see how they were feeling about the fall semester and identify any early concerns. Of the students contacted, 661 responded with 504 indicating one or more of the following concerns: academics, finances, social engagement, or wellness. Students who share concerns with Max the Griffon receive an email with a link to a variety of services including the Center for Academic Support, the Counseling Center, and the Center for Student Involvement. In addition, information is sent to relevant offices on campus to alert them that there may be a student in distress. The appropriate staff members reach out to students to offer support.

The second campaign was employed on October 5th with homesickness as the focus. Of those contacted, 237 responded with 56 students indicating they sometimes or often feel homesick. Students who indicated a feeling of homesickness received an email with campus resources. In addition, the Residence Life staff and Counseling Center staff received notifications and reached out to the students.

Academic Support

The Center for Academic Support continues to provide tutoring services through training peer tutors in math, writing, and other courses; this includes during the summer months. For the first six weeks of classes in the academic semester, a total of 260 students have worked with peer tutors and/or utilized services in the Center for Academic Support. Table 2 shows the total activity by service area as of October 7, 2022.

Table 2

Total Activity by Academic Support Service Area

	Content Tutoring	Independent Study	Math Tutoring	Supplemental Instruction	Writing Tutoring	TOTAL
Visits	97	199	146	47	62	551
Hours	119	165	159	49	30	523
Students	52	89	55	22	42	260

Camps, Conferences, & Events

Internal and external entities continue to host meetings on the Missouri Western campus. Table 3 demonstrates the number of events held on campus per month during the current 2023 fiscal year.

Table 3

Event Reservations

Month	External events/meetings	Internal events/meetings	Tablings
July 2022	12	123	0
August 2022	10	145	6
September 2022	13	274	53
October 1-9, 2022	4	61	7
TOTAL	39	603	66

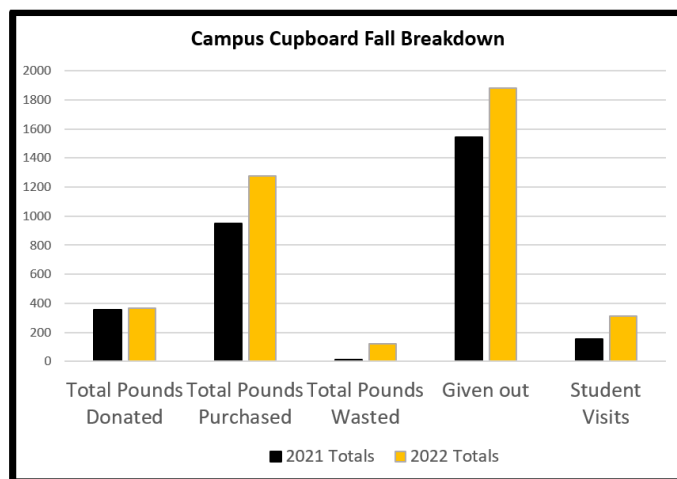
Examples of the external entities and that have held meetings and events on campus thus far this academic year include, but are not limited to, the Northwest Missouri Regional Professional Development Center, Missouri Department of Transportation, St. Joseph School District, and Western Reception, Diagnostic, and Correctional Center.

Campus Cupboard

The Campus Cupboard continues to provide service to food-insecure students at Missouri Western at higher rates than last year. Depicted in Graph 2 (below) is the Campus Cupboard utilization for August 29 – October 1, 2022 as compared to the same timeframe last year. A few plausible reasons for this increase include expanded hours of operation and increased marketing efforts to students which appear to have addressed a real need for this service among our students.

Graph 2

Campus Cupboard Utilization



Career Development Center

The Career Development Center has hosted three career fairs to-date this fall semester; attendance at all three fairs indicate an increase in student participation of 268 students as compared to attendance at the same events last academic year. Table 4 (below) provides an overview of these increases.

Table 4

Career Fair Attendance

Event	2022		2021	
	Employers	Students	Employers	Students
Western Warm-Up, featuring Part-Time Job Fair	38	283	35	70
Nursing and Healthcare Career Fair	24	74	23	29
Criminal Justice, Legal Studies, Psychology, & Government Career Fair	43	64	50	54
TOTAL	105	421	108	153

Businesses, government agencies, and organizations that were represented at the fairs this fall include, but are not limited to, Atchison County sheriff's Office, Buchanan County, Centurion, City Year, Federal Bureau of Prisons, Legal Aid of Western Missouri, Missouri Department of Corrections, Missouri Department of Social Services, Northwest Missouri Psychiatric, MU School of Social Work, St. Joseph Police Department, DaVita, Inc., HCA Healthcare, Kansas City VA Medical Center, Liberty Hospital, Mosaic Life Care, North Kansas City Hospital, Northwest Missouri Psychiatric Rehabilitation Center, Prime Healthcare, Seastnan Medical, and University Health.

The Career Development Center has offered new services to students to support their four-year career development journey. These include the Griffon Interview Suite in which students are able to have access to a quiet and professional area with a stable landline and internet for phone and Zoom interviews, expansion of the Career Closet to include a garment steamer for student to have access to wrinkle-free clothing for interviews, and access to the Strong Interest Survey and the Clifton Strengths Assessment to allow students to further career exploration.

Counseling Center

The Counseling Center continues to serve both our residential and commuter students. As can be seen in Table 5 (below), the Counseling Team has seen approximately 45% more students this academic year as compared to the same period during the last academic year. The number of students seen by the Counseling Center team for both timeframes are reported below.

Table 5

Counseling Center Appointments

ACADEMIC YEAR	TOTAL APPOINTMENTS (AS OF OCT. 1)
2022-2023	275
2021-2022	190

Through a partnership with the Missouri Department of Higher Education & Workforce Development and the Missouri Department of Social Services (DSS) - Family Support Division, Missouri Western State University launched the DSS On-Campus program this fall. Each Tuesday, a DSS Benefit Program Specialist staff member works in the Counseling Center to provide DSS assistance free-of-charge to any MWSU student, faculty, or staff member.

The Counseling Center and the Dean of Students' office deployed the Missouri Partners in Prevention Coalition Year One College Behavior Profile (Y1CBP), a pre-matriculation survey portal to gather data regarding alcohol and marijuana/cannabis use among first-year students.

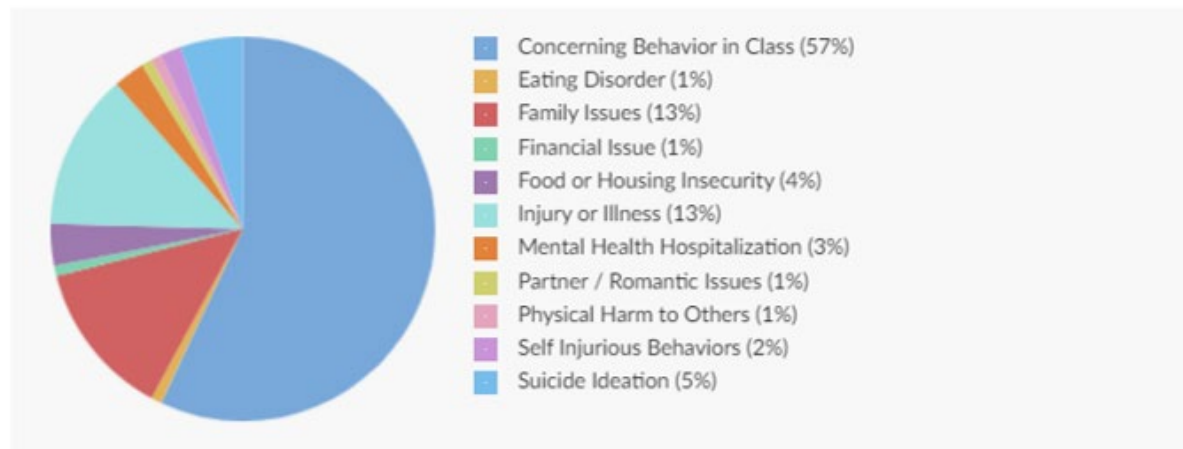
The Counseling Center coordinated activities for National Suicide Prevention Awareness Month in September, which included Mental Health First Aid training provided by Mental Health First Aid Missouri on Friday, September 9, and the inaugural Stress Less Fest, co-coordinated by the Dean of Student' office, on Wednesday, September 28.

Dean of Students

The Dean of Students' office continues to manage support for students in crisis through the University's CARE Team and by providing disrupted attendance notifications. In the first six weeks of the fall academic semester, CARE Team referrals for students of concern are up by 23 referrals or 29% as compared to the 2021-2022 academic year during which the CARE Team received 79 referrals. Of the 102 CARE team referrals made since the start of the academic year, Chart 1 (below) identifies the distribution by type of referral.

Chart 1

Care Team referrals



Concerning Behavior in Class remains the primary referral for students to the CARE Team. Concerning behaviors may include, but are not limited to, disruptive classroom behavior, non-attendance in class, personal issues which impede students' academic success, etc. Family issues and injury/illness constitute the second most common reasons for referral to the CARE Team. Injury/illness is typically reported when a student is hospitalized for non-mental health reasons, while family issues are those reported by students when they are dealing with bereavement, family emergencies and crises, etc.

The Dean of Students' office continues to manage the Disrupted Attendance Notification Request process, assisting students in navigating campus resources if they are unable to attend class due to bereavement, military service, pregnancy, parenting, illness, injury, accident, natural disaster, or other similar situations. In the first six weeks of the academic year, the Dean of Students' office has experienced an increase of 63 notifications compared to the same point in time last year for a total of 146 Disrupted Attendance Notifications. In contrast, there were 83 Disrupted Attendance Notifications in the first six weeks of fall 2021.

The Dean of Students' office managed the University's reimagined Family Day on Saturday, September 24. More than 300 students and family members attended a robust schedule of 15 events co-hosted by a variety of key campus partners. Table 6 includes the 2022 Family Day schedule of events.

Table 6

Family Day

FAMILY DAY EVENT	COLLABORATING OFFICE(S)
Donuts & Coffee	
Griffon 360 Family Walk	Recreation Services Career Development Center Center for Academic Support Financial Aid Admissions Library Aramark Dining Services Center for Military & Veterans Services Center for Diversity & Inclusion Center for Service Esry Student Health Center Griffon Esports Housing & Residence Life Registrar's Office Student Success & Academic Advising Center Early College Academy Accessibility Resource Center Exercise is Medicine on Campus Counseling Center Center for Student Involvement Craig School of Business Department of Nursing Department of Biology Department of Criminal Justice & Legal Studies Law Enforcement Academy Foundation Honors Program School of Fine Arts
Student/Family Tricycle Races	Recreation Services Athletics
Family Esports Scorecard Challenge	Griffon Esports
Alumni Family Legacy Coffee Social	Alumni Association
First-Generation Student Family Reception	Center for Student Involvement Center for Diversity & Inclusion
Family Brunch	Aramark Dining Services
Family Day Drop-In Service Project	Center for Service
Open House & Students with Children Story Hour	Library Center for Diversity & Inclusion
Griffon Volleyball Game	Athletics
Name That <u>Tune</u> ! Family Game Show	Griffon Activity Programming
Residence Hall Open Houses	Housing & Residence Life
Family Cornhole Competition	Center for Student Involvement
Student/Family Tailgate	Division of Student Affairs & Enrollment Management
Griffon Football Game	Athletics

Center for Diversity & Inclusion

The Center for Diversity & Inclusion hosted multiple events for Hispanic Heritage Month (Sept. 15-Oct. 15) with 150 total students, faculty, staff, and community members participating across all activities.

The Center for Diversity & Inclusion has expanded programming in the Commuter & Contemporary Student Center in Blum Union 243 for the 2022-2023 academic year with the addition of Contemporary Student Networks. These networks will provide scheduled gathering opportunities for commuter and/or non-traditional students with various identities to connect with others with similar experiences on a regular basis in relatively informal situations. Four networks will be launched initially this fall, including the Students with Children Network (for students who are parenting and/or pregnant), the Returning Student Network (for students who took three or more years off from college), the Off-Campus Network (for students who are 25 and over and live-off-campus, either in St. Joseph or elsewhere), and the Former Foster Care Network (for students who were previously in the foster care system).

Center for Global Engagement

The Center for Global Engagement's new Director, Tina Washburn, began her duties on August 16th and immediately began work to orient new international students arriving the following week. The Center has hosted three Tea & Talk events this fall, with more than 50 students and faculty in attendance. Finally, the Center for Global Engagement supported the International Student Club, and the 15 students who participated in the 2022 Homecoming Parade.

Housing & Residence Life

As of October 7, 736 beds are occupied across the five residence halls open for the 2022-2023 academic year. Programming for the halls continues throughout the semester. The majority of programming is slated for Scanlon Hall, where the greatest number of first-year residential students live. There are currently three Living Communities around the themes of Leadership, First-Gen, and Career Path. Additional themed Living Communities are planned for the 2023-2024 academic year, which will include esports and Community Service Living Communities. Living Communities are an important to our retention efforts as they create a sense of community, belongingness, and engagement for our students living in our residence halls.

The fall 2023 housing application for new students will open on November 1st, and plans are in place to open the continuing student housing application in early January 2023, a full month earlier than in previous years. Plans are also underway to establish "showrooms" which showcase the amenities and benefits of residence hall life to prospective students and help to better promote the significant advantages of living on campus as a Griffon.

Registrar's Office

Training for the new Curriculum Information Management system (CIM) launched to increase the efficiency and management of our academic course and program proposals. Staff and faculty have begun training efforts, which are anticipated to be completed by December 2022.

Course registration for spring 2023 officially launched on October 17th for graduate students, seniors, and other identified groups such as military veterans. Juniors began registering for classes on October 20th; sophomore registration on October 24th, and freshmen registration on October 26th. Transfer and returning students who sat out one or more semesters may begin registering for classes on November 7th. Finally, non-degree and self-enrichment registration opens November 14th.

Center for Student Involvement

The Center for Student Involvement began the 2022-2023 academic year by hosting Welcome Week August 29th through September 2nd. Western Warm-Up, featuring the Part-Time Job Fair, kicked off the week with numerous campus and community partners participating to welcome new and returning students to their organizations and businesses. Examples of community entities participating in Western Warm-Up included Country Cookie, Mokaska Coffee Company, Belt Entertainment, and the Bluffwoods Renaissance Festival. Table 7 (below) provides an overview of the activities held and the number of students who participated.

Table 7

Welcome Week

EVENT	STUDENT ATTENDEES PER EVENT
Western Warm-Up, featuring Part-Time Job Fair	283
Back-to-School Bingo	215
Make a Splash with Fraternity & Sorority Life and Griffon Activity Programming	164
Griffon Grub Crawl	60
Welcome Week Movie Night	110
Football Student Tailgate, featuring SungBeats	175
TOTAL STUDENT PARTICIPATION	1007

Sorority Recruitment was held September 12th through the 17th. The Missouri Western State University Panhellenic Council, which govern the three National Panhellenic Conference sorority chapters, planned and implemented the week's recruitment programming for prospective members. Table 8 (below) outlines the recruitment week experiences.

Table 8

Sorority Recruitment

SORORITY RECRUITMENT	STUDENT PARTICIPANTS
Total students registered for sorority recruitment	35
Total students completing sorority recruitment	24
Total students receiving a bid to join a sorority chapter	21

“Blast from the Past” was the theme of the 2022 Missouri Western State University Homecoming, which took place October 3rd through October 8th. Throughout the week, students had the opportunity to participate in nine MWSU Homecoming events. Table 9 provides a list of the events and the number of students who participated in each event. As can be seen, slightly over 1,300 students participated in our Homecoming Events during the weeklong festivities. It was a wonderful week to be a Griffon!

Table 9

Homecoming Events

EVENT	STUDENT ATTENDEES PER EVENT
Homecoming Movie Night	57
80s Rock Band Bingo Night	250
MWSU's Got Talent	150
Students vs. Faculty & Staff Esports Night	159
Campus Beautification Day	46
The Great DuBois	85
Homecoming Royalty Voting	262
Pep Rally & Fireworks Show	75
Football Student Tailgate	250
TOTAL STUDENT PARTICIPATION	1,334

The MWSU Homecoming Parade took place on Saturday, October 8th in downtown St. Joseph. The parade embodied all things Griffon and Griffon spirit, with 43 campus and community entries participating. These included the 2022 MWSU Homecoming Royalty winners and eight high school marching bands from Benton High School, Central High School, Dekalb High School, Fairfax High School, North Platte High School, South Nodaway High School, Princeton High School, and Stewartsville High School.

MaxEngage, the University's exciting new campus involvement platform, has recorded 63 different events with a total of 3,396 attendees since August 22nd.

Staffing Updates

The Division has three open positions in various stages of the search process. These include two Recruitment Coordinators and a Director for Diversity & Inclusion (following the resignation of the previous Director). Given the recently announced retirement of our Recruitment Manager, and to better focus our recruitment and enrollment efforts, we are also launching the search for a Director of Admissions. Updates on these searches will be provided as they become available.

October 2022 - Board of Governors Report

Division of Advancement and the MWSU Foundation:

Marc Archambault, Vice President for Advancement and Executive Director, MWSU Foundation:

October 10, 2022:

ADVANCEMENT

The Advancement and Foundation staff assisted with the inaugural CTAC Industrial Partners Advisory Council luncheon on September 20, 2022. This group consisted of workforce areas in the fields of Ag/Biotechnology, heavy construction, industrial maintenance and production manufacturing. The luncheon was to inform and engage these industries and share how the CTAC project can benefit them and the importance of their industry being a part of the project. An Executive Group will now be formed to provide ongoing advice on the planning of CTAC and its programs. Fundraising for the CTAC is poised to begin.

A local trust administered by US Bank anonymously donated an unrestricted gift of \$65,000 in August.

The Ambassadors held a membership luncheon on Sept. 22. Marc Archambault was the featured speaker. Marc spoke about the linkage between the MWSU Foundation, Advancement and the Ambassadors. The luncheon was sponsored by Deluxe Truck Stop, Scott Gann Construction, Commerce Bank, and Nor-Am Cold Storage. Sponsorships and members of the Scholarship Champion Giving Society are being recruited to raise funds for scholarships. Our next quarterly fundraiser will be at Chipotle on Oct. 25 from 5 - 9 p.m. where we will receive 33% of event sales that evening. Don't miss this opportunity to support our mission of providing scholarships to Missouri Western's Contemporary Students!

The Phone-a-thon continues throughout this semester. To date we have received pledges and donations totaling \$6,315 from 20 donors. One donor, who gives \$1,000 each year, increased his giving by \$4,000 in response to outreach from our one student caller. He not only gave his usual \$1,000 but also gave an additional gift of \$2,000 to the soccer program (our student caller is a soccer player) and \$2,000 to the baseball program (he was a former baseball player). Using new stewardship technology acquired this year, the student caller made and quickly sent a thank-you video that included a shout-out from the soccer team and coach. It was very well received by the donor.

The Fall Direct Mail campaign has recently been sent and to date has raised \$2,685 from 42 donors for an average gift of \$64.00.

The next Direct Mail piece will feature the inspiring story of Engoma Fataki '20, the recipient of this year's Griffon of the Last Decade (GOLD) Award. Giving Day will also feature Engoma and his inspiring story of not just surviving but thriving! Giving Day is Tuesday, Nov. 29. An anonymous donor has agreed to match donations up to \$10,000 for Giving Day.

ALUMNI

Griffon Stories, our alumni Oral History Project is well underway. To date, 1,420 alumni (about 5% of our alumni base) have responded with 1,046 stories collected (70% of participants!). We have also received 53 donations totaling \$1,325.00, a high percentage of those from first-time donors. The project has also validated, updated, or acquired new contact information for alumni and donors, capturing hundreds of mailing addresses, phone numbers, and emails that support future communications and fundraising. More information about this project can be found on the MWSU Alumni website at missouriwestern.edu/alumni/griffon-stories. We have already begun practicing with the story review portal and a comprehensive review of contributed stories by Marc Archambault and others will begin November 1.

The Alumni Awards Banquet was held on Friday, Oct. 7 in the Fulkerson Center. President Kennedy hosted a reception for award recipients before the banquet. The Distinguished, GOLD and Iffert Award winners rode in classic cars in the parade, and were invited to the President's suite in Spratt Memorial Stadium for the game. All winners were recognized on Craig Field before the game. Over 100 alumni stopped by the Alumni tent at the tailgate, updated their information, and received a free t-shirt and alumni swag.

Gold Missouri Western Alumni pins were handed out to all St. Joseph School District teachers who are alumni during their professional development day on campus Sept. 23. It was great seeing so many proud alumni!

The Alumni Board held their retreat on Aug. 27 where they completed a SWOT analysis and set goals for the year. Dr. Laura Reynolds was the guest speaker.

The Alumni Office held an Alumni Welcome Reception on Family Day for parents who are alumni. Several groups enjoyed looking through yearbooks, reminiscing, and scoring some alumni branded swag!

The Alumni Association will host a reception for awardees and their immediate families before the Athletics Hall of Fame Banquet on Oct. 28.

GradFest will be held on Nov. 30 from 10 a.m. - 4 p.m. in Spratt Atrium. Graduating students will pick up their cap and gown, provide updated information, get some Alumni swag, and ring the bell!

FOUNDATION

The R. Dan Boulware Convocation on Critical Issues was held on Monday, September 26 and Tuesday, September 27, 2022. Professor and legal analyst, Jonathan Turley was the special guest speaker for several events over the two-day period. Events included a private reception for sponsors and special guests, breakfast with student leaders, presentation to students, faculty, staff and community members followed by conducting a question and answer period during the luncheon with over 350 guests. Over \$40,000 was raised in sponsorships from generous organizations towards the R. Dan Boulware Convocation on Critical Issues events.

The Foundation's annual Financial Statement audit concluded in September. CliftonLarsonAllen, the Foundation's accounting firm, confirmed the Foundation's financial statements were presented fairly and the financial position for FY22 operations and cash flow comply with accounting standards. There were no material findings. The audit report was approved by the Foundation's Audit Committee and Foundation Board before being provided to the university on September 15, 2022.

The Foundation Board of Directors Investment Committee met to review key Foundation information and current investment challenges. Recent endowment management data from NACUBO (The National Association of College and University Business Officers) and AGB (Association of Governing Boards) was evaluated. The committee has begun the discussion to identify solutions to further minimize exposure to expected market volatility. Per policy, it is also time for the Committee to issue an RFP for fund managers.

The Foundation's annual Missouri Registration Report was completed and filed in August. The Foundation team has begun compiling the information needed to complete the annual 990 Federal and State tax forms in coordination with CliftonLarsonAllen.

In November, Foundation and Advancement staff will conduct cross-training in tasks, strategies, and techniques for effectively using, maintaining, and generating reports from the Foundation's alumni and donor database. We will also cross-train Advancement staff on how to process gifts and manage event/ mailing rosters.

During the Griffon 360 Walk held in conjunction with Family Day, the Foundation staffed a table sharing scholarship opportunity information with students and their families and promoting applying for scholarships.

Division or Office Name: Athletics

Name and Title of Person Submitting: Andy Carter; Director of Athletics

Date: October 17, 2022

The reception and banquet for the 2022 Rogers Pharmacy Missouri Western State University Hall of Fame will be held Friday, October 28th. The reception starts at 5pm and the banquet at 7pm. This 2022 Hall of Fame class includes six former standout student-athletes, two conference championship teams and a meritorious service inductee. On Saturday, Oct. 29, all inductees will be recognized during halftime of the Griffon Football game where they are hosting Missouri Southern State University on Craig Field at Spratt Memorial Stadium. The halftime ceremony will feature the individual inductees receiving their rings. According to those who know, this will be the most attended Hall of Fame banquet since its inception.

We have completed the negotiation to extend our exclusive supplier agreement with BSN Sports and NIKE. The process allowed us to review several other opportunities, while at the same time allowed us to build a deeper relationship with representatives from both BSN and NIKE. In the end, those relationship, as well as their commitment to additional resources for Griffon Athletics, made them to the best choice to continue to serve our interests. This 5-year extension begins July 1, 2023.

Our partnership with Mosaic is continuing to grow. With the hiring of our Head Athletic Trainer (will start in Late November) that brings our total full-time, certified athletic trainers to six. We will wait until the summer to hire the final member of that team. At the end of June, our last full-time position (AT) will be eliminated and the position will be filled through Mosaic. This is a vital aspect of our vision and important to deliver on our responsibility to our students. We are building a standard of care for our student-athletes that will be enviable to our competition.

The Athletics Department is entering into Phase II budget training. The Accounting and Purchasing Offices will be covering the following topics in our next session:

- Purchase card usage
- Procurement thresholds for quotes, bids, and/or RFPs
- Entering requisitions
- Account coding

Work with VP Morrison regarding a sustainable budget structure for the athletics department is on-going. We are making progress as we must re-imagine and re-deploy our resources to reach our full potential. We will need additional resources from our external efforts, however, we must get the most of what we already have and set a standard of out-earning our investment.

Work with VP Archambault regarding external resources is on-going. We are in a review process to ensure high-level donor engagement and maximum resource alignment with strategic initiatives.

The culmination of our on-going, full scope assessment of the Athletic Department will be a new strategic direction for Griffon Athletics. This strategic plan will incorporate a vision for future success and will detail a facilities master plan to support our efforts. The pillars of our strategic plan are:

- Student-athlete experience
- Student-athlete welfare
- Equitable experiences for all student-athletes.

It is a very exciting time to be part of MWSU and a great time to be a Griffon!

Division or Office Name: Marketing & Communications

Name and Title of Person Submitting: Becky Dunn, Chief Communications Officer

Date: October 27, 2022 (as of October 17, 2022)

Overall Summary

Our team provided promotional and photography support for several campus events over the last few weeks including the St. Joseph School District professional development day, Family Day, R. Dan Boulware Convocation on Critical Issues, Nonprofit Summit, Griffon Experience, and Homecoming.

This month we're beginning to hold regular collaboration meetings with key departments around campus to aid in discussion about upcoming projects, foster collaboration, and encourage creativity and innovation.

We're continuing to develop one-pagers to promote academic programs and working to build an updated inventory of photos and videos for marketing the University.

Strategic Plan

We assisted in completing a series of four strategic plan focus groups over the summer and concluded our feedback collection with an open forum in September. Fifty-two faculty and staff participated in a strategic plan focus group and 14 faculty and staff attended the open forum. These sessions were designed to engage faculty and staff in discussions about the Pathways to Excellence strategic plan set to expire this year. A summary was presented to Cabinet in October in preparation for this meeting.

New Projects

We launched a new photo sharing site called SmugMug at Family Day where photos taken by our team are available for download. Each time we take a photo, we give the subject a business card with a QR code directing them to our SmugMug site. We've already had 147 scans of the QR code and over 24,800 views in the first month of its use. Visit <https://marketingandcommunications.smugmug.com/>.

We're partnering with the Department of Nursing on a marketing campaign that retargets visitors to the Missouri Nurses Association website with display ads. At the same time, we've launched our own set of nursing Google display ads and will compare the results when the campaign ends.

Marketing & Communications Data

The following information is a summary of data from our team's core functions of creative services, internal and external communications, website content management, social media, media relations, and marketing.

All data is from the August 1, 2022 to September 30, 2022 time period.

Project Request Forms

Our team processed 575 project request forms during this time period in three categories: 132 design projects, 252 print projects, and 191 website edits. These numbers exclude Admissions projects and projects requested via email.

Earned Media Efforts

Media mentions are the number of times keywords appear on webpages, news articles, blogs, etc., via Google Alerts. During this time period in 2021, we had 469 media mentions. This year, our total is 572 which is an increase of 21.9%.

Social Media Analytics

Our social media reach continues to improve across the four major platforms: Facebook (181 new followers), Instagram (326 new followers), Twitter (80 new followers), and LinkedIn (471 new followers). Not only are we seeing increases in followers, but also in several engagement metrics. We're seeing a big increase in impressions on Instagram as evidenced by content views. During this time period, we had 130,692 content views which is 44,517 more views than in the previous two months. There is also an increase in mentions and hashtag use on Instagram and Twitter. Finally, one of our TikTok videos went viral. We used a trending audio package featuring a current student at our campus Starbucks. This video had 251.1K views, 34.2K likes, 53 comments, 144 shares, 1,348 saves, and resulted in 357 new followers.

Custom Viewbook Analytics

This is a customizable digital viewbook for prospective students that allows them to select the majors, student services and campus life items they would like to learn more about through an interactive, mobile-friendly program. Fifty-five new leads were collected during this time period. Admissions recruitment efforts (texts and emails with direct links to the Custom Viewbook) are still generating the most leads, however, most students are using the website link to access the Custom Viewbook. Nursing is still the top major and freshman housing, clubs and organizations, and sports are the top three topics for student life.

Website Analytics

Google is in the process of transitioning from Universal Google Analytics to Google Analytics 4 (GA4). This change makes an impact on our ability to track web traffic data and make comparisons year-over-year. Rather than measuring performance using data from unique pageviews, the new system looks at new users per page. The top ten web pages based on new users includes the following: 1.) Homepage, 2.) Library, 3.) Academic Calendar, 4.) Tuition & Fees, 5.) Early College Academy, 6.) UG-GR Application Management, 7.) Human Resources, 8.) Financial Aid, 9.) Graduate School, and 10.) Family Day.

Section D



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

Report to the Board of Governors

October 27, 2022

Introduction

As of the October Board of Governors' meeting, the Fall 2022 semester will be more than half-way completed. Among our community, both on- and off-campus, there is a prevailing sense that COVID-19 can finally be described as an endemic versus pandemic experience. Simply put, folks returning to "normal" life. As a result, this semester has seen a return to the vibrancy and engagement that characterized MWSU prior to spring 2020. We have had many events and activities for our students, faculty, and staff and have hosted several community entities on our campus. All of this has contributed to the sense that MWSU is back and, as one student mentioned to me during our discussion of the many fall activities held, "ready to rock and roll." What an exciting (and accurate) observation of where we are now as compared to two years ago!

With this as a backdrop, 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 this Board Book.

Spring 2023 Enrollment

Spring 2023 enrollment efforts are underway. Advising for current students opened on October 5th, and priority registration began for seniors and our military-connected students on October 17th. Other class ranks' registration periods will follow in the coming days. Recruitment efforts for new students for the spring semester are also ongoing. Dr. Mace and her team report solid increases in the number of new students who have committed to attending and are registered for one of our Griffon Orientation (GO) sessions for the spring semester.

Fall 2023 Recruitment

The Fall 2023 Recruitment Cycle is full-steam ahead. Admission recruiters have already attended 73 college fairs to-date, with another 55 on the calendar. Additionally, our admission recruiters have visited 66 high schools in September – October alone; 45 visits to community colleges are scheduled for this fall semester.

I have also tasked our Student Affairs and Enrollment Management Division with extending their presence in our local/county region from which we draw the most students. For example, through the connections I have forged with the Saint Joseph School District, our admission recruiters are scheduled to be at several upcoming local high school events. Just last Friday, MWSU had a great presence at the football game between the Benton Cardinals and the Cameron Dragons at Benton High School. Increasing our engagement with our local/regional community is anticipated to positively effect our recruitment and enrollment numbers.

Status of the Search for the Dean of the College of Business and Professional Studies

Dr. Richtmyer of Academic Search indicates that the search process for the next dean of CBPS is moving forward as projected. The search committee conducted first interviews via zoom with 16 applicants last week and is meeting early this week to determine which applicants will be invited to campus as candidates for the position. On-campus visits will include opportunities for campus stakeholders and key constituency groups to participate and provide input. I have had multiple

conversations with Mr. Steve Craig about all aspects of the search. He has been incredibly gracious with his time and willingness to assist. More details will be provided as they become available.

Missouri State Board of Nursing Grant Award

On September 21, Governor Mike Parson announced that nearly \$3 million in grant funding has been approved for 11 Missouri colleges and universities to help enhance nursing education programs and develop solutions to help alleviate staffing shortages felt nationwide (see [Gov Parson's Nursing Grant Funding Announcement](#)). I am proud to report that MWSU applied for and has been awarded slightly more than \$230K to create a pilot collaboration with our clinical partners, Mosaic Life Care and Liberty Hospital. This program will increase access for LPNs to gain educational advancement and clinical experiences at their worksites – allowing them to “earn while they learn,” while also fulfilling important workforce needs. LPNs will be supported in their educational advancement by this grant-funded scholarship, while also receiving financial support for salary and professional development funding that may be available from the employer. Through clinical partnerships, 1:1 precepted clinical experiences will be arranged at their place of employment. MWSU will work with an Advancement Advisory Group to identify preceptors, who will participate in training that will enhance an environment of support and coaching for all students, current employees, and new hires with efforts to increase student persistence and help reduce employee turnover.

The scope of this proposal includes two phases of implementation. Phase I includes the formation of a new Professional Advancement Advisory Group (AAG) that will meet quarterly, revision of the BSN curriculum for remote format, expansion of two academic practice partnerships to include identification and training for additional preceptors, and development of a recruitment/marketing plan for LPNs to a Pilot remote LPN-BSN track. Phase II will include the program implementation of the Pilot, Student advisement, admissions, awarding of scholarships and funding, advisement and career counseling, and evaluation. I applaud Dean Crystal Harris for her leadership in developing this project and congratulate her, the faculty, and her collaborators at Mosaic and Liberty hospitals for successfully securing the funding necessary to help address our nursing workforce shortages.

Update on the Convergent Technology Alliance Center (CTAC)

The inaugural CTAC Advisory Council luncheon was held on September 20, 2022. This group represented workforce areas in the fields of Ag/Biotechnology, heavy construction, industrial maintenance and production manufacturing. The luncheon was to inform and engage these industries, share how the CTAC project can benefit them, and highlight the importance of their industry being a part of the project. A CTAC Executive Group has been formed in order to provide ongoing advice during the planning of the CTAC. A smaller subset of the Executive Group, the Tech Group has also been assembled. Tech Group members have extensive technical expertise and professional experience; they will collaborate with MWSU and NCMC and the project architects as they contribute their expert insights into the building design and the identification of the types of equipment to be placed in it. Fundraising to augment the ARPA-funding contributions from the state (i.e., \$5M) and Buchanan County (i.e., \$1M) is poised to begin. The partnership with NCMC remains as solid as ever, and my work with Dr. Klaver, President of NCMC in moving the CTAC forward has been very productive. More details will be provided as they become available.

University Initiatives

Center for Service

On September 9th, the Center for Service directed the University's *Day of Service* event. More than one hundred students and staff volunteered to pick up trash and debris along King Hill Avenue ahead of the Southside Fall Festival and parade. This clean-up effort prompted many positive comments from community members who enjoyed seeing students in their neighborhood as well as from our participating students who appreciated the opportunity to volunteer in this part of town.

On October 6th, the Center hosted more than a dozen students and staff who spent part of their afternoon on campus beautification efforts. This team of workers helped clean-up flower beds and did some minor landscaping. We all appreciated their efforts to keep our campus beautiful.

Center for Military and Veterans Services

The Center for Military and Veterans Services recently received two designations which are an indication of the university's support for veterans, military members, and dependents of military members. The University has received a "Best for Vets" designation from the well-known publication *The Military Times*, as well as a "Military Friendly School" designation from MilitaryFriendly.com. Director Chelsey Clark initiated the process by completing surveys that examined the University's programming, space use, and additional support which is unique for the military-connected community on our campus. This is the first year MWSU has received the "Best for Vets" tag.

On October 14th, Angie Osborn from the Center was able to participate in the first ever 139th Civic Academy hosted by the St. Joseph Chamber of Commerce and the 139th Airlift Wing. Angie spent the day learning about the mission of the base and the challenges our local airmen face in the months ahead. The purpose of the academy is to educate community members to expand the base of advocates for the men and women serving in the 139th and to advocate for upgrades to the C-130 planes that represent the core of the mission at the base.

Community Engagement and Relations

As is typical in my reports, my efforts to infuse MWSU into our community; to engage, re-engage, repair, build, seek out opportunities to connect with a host of individuals – our community and regional, business and industry leaders as well as our elected officials – so as to promote the University in every way possible are ongoing.

I am continuing my work on the Saint Joseph School District's (SJSD) Hillyard Technical Center Expansion - Advisory Council and on the Executive Board of that group. This project continues to move forward in a positive direction, and I am thrilled with the deep level of connection between the Hillyard Technical Center and our CTAC project. I will keep you posted as more information about the Hillyard expansion project unfolds.

My work as the co-chair of the MIAA Task Force on Constitutional Compliance is nearing completion. I am continuing to work with President John Mosely of Lincoln University, who previously served as that institution's athletic director. MIAA Commissioner Mike Racy has been exceptionally good to work with. Our task force is charged with providing

recommendations to the MIAA CEO Council by January of 2023, and I am confident that we will meet that deadline.

October has been a very busy month as I have had many opportunities to share the excitement and good works of MWSU in several venues. For example, I was the invited keynote speaker for the Downtown Rotary Club on Tuesday, October 4, the United Way Leadership St Joseph on October 13, and the Kiwanis Club on October 20; I will address the Community Alliance Board on October 28. I had a return appearance on the Barry Birr KFEQ Hotline Program (680 AM at 9:30 a.m.) on October 12 and participated in the Missouri Department of Higher Education and Workforce Development (MDHEWD) Commissioner's Advisory Council on October 18 – 19.

Summary

This semester has brought much excitement to our campus. As I reflect upon my past two-plus years here, I can attest with full confidence that the University has indeed emerged from the COVID-19 pandemic and regained its with full vitality and vibrancy. MWSU is back and, as I always affirm, we are moving forward with clear direction and sure purpose. This is a great time to be a Griffon!

Section E

Update on the

MWSU Strategic Plan:

Pathways to Excellence

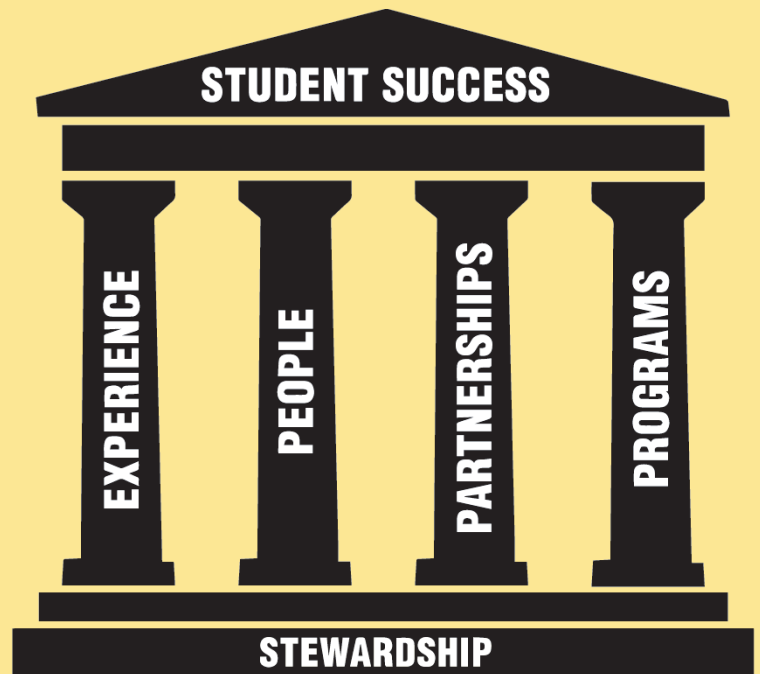
1. Review
2. Assessment
3. Possible Extension
4. Align with Imagine St. Joseph 2040 Plan

See current plan at [Strategic-Plan.pdf \(missouriwestern.edu\)](https://missouriwestern.edu/Strategic-Plan.pdf)

Pathways to Excellence

2018–2022

A Strategic Vision for
Missouri Western State University



President Kennedy's Charge

Review the current
strategic plan

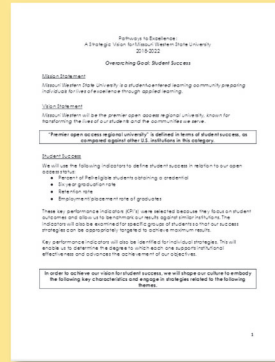
Conduct an
assessment

Consider extending the
strategic plan two
years

Align the strategic plan
with the Imagine St.
Joseph 2040 plan

Aligning with the Imagine St. Joseph 2040 Plan

- Invest in People
- Create a Better Place
- Grow Prosperity



- People
- Partnerships
- Programs
- Stewardship
- Student Experience



Focus Group Sessions



Key Takeaways

Focus Group and Open Forum Feedback

There's support for extending the strategic plan

The five planning themes still resonate with people

There's a desire for more communication (overall)

There's a desire to participate in future planning

Prioritized Strategies

Student Experience

Employ real-time data analytics to support student success

People

Advance professional development opportunities

Stewardship

Create a strategic enrollment management plan

Prioritized Strategies

Partnerships

Be the “partner of choice” for business, health care, industry, government, and education

Stewardship

Create a strategic technology plan

Student Experience

Increase affordability by creating additional need-based scholarships, a comprehensive campus student employment program, and reducing out-of-pocket costs

Proposed Strategic Plan Timeline

