



Board of Governors' Meeting

November 6, 2025

Blum Student Union Room 220



Meeting Book - Board of Governors' Meeting

Table of Contents

I. Call to Order & Approval of Agenda and Minutes

Chair Lee Tieman

A. Board Meeting Agenda for November 6, 2025

B. Board Meeting Minutes August 28, 2025

II. Board of Governors' Committee Report

A. Personnel, Finance & Operations Committee

Chair Tieman

1. Financial Report & Information

III. Division Reports

Vice Presidents & Directors

A. Academic Affairs

Jay Johnson

1. Academic Affairs Board Report

B. Administration

Daniel Holt

1. Administration Board Report

C. University Advancement & MWSU Foundation

Marc Archambault

1. University Advancement & MWSU Foundation Board Report

D. Enrollment Management & Marketing

Andy Otto

1. Enrollment Management Board Report

E. Athletics

Andy Carter

1. Athletics Board Report

IV. Student-Governor Report

Student-Governor Garrett Jackson

A. Student-Governor Report

V. University President's Report

President Elizabeth Kennedy

A. University President's Report

VI. Report of the Chair

Chair Tieman

VII. Old Business

Chair Tieman

- A. Ratification of the September 29, 2025 vote approving RFP26-007 Boiler Replacement

VIII. New Business

Chair Tieman

IX. Closed Session Meeting [Missouri Statutes 610.021 (1), (2), (3) and (13)]

- A. 610.021 (3) Personnel

X. Adjourn

Chair Tieman

XI. Next Meeting

Personnel, Finance & Operations Committee Meeting, 11:00 a.m.,
February 26, 2026
Board of Governors' Meeting, 1:30 p.m., February 26, 2026



AGENDA
MISSOURI WESTERN STATE UNIVERSITY
BOARD OF GOVERNORS
NOVEMBER 6, 2025 - 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, November 6, 2025. 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/BOGNOV6.

I. PUBLIC SESSION

- A. Motion to Approve Agenda
- B. Motion to Approve Minutes
 - 1. August 28, 2025 Board Meeting Minutes
- C. Board of Governors' Committee Report
 - 1. Personnel, Finance & Operations
 - a. FY25 Audit Report
 - b. FY26 Financial Report
- D. Division Reports
 - 1. Academic Affairs (Jay Johnson)
 - 2. Administration (Daniel Holt)
 - 3. University Advancement & MWSU Foundation (Marc Archambault)
 - 4. Enrollment Management & Marketing (Andy Otto)
 - 5. Athletics (Andy Carter)
- E. Report of the Student-Governor
- F. Report of the President
- G. Report of the Chair
- H. Old Business
 - 1. Ratification of the September 29, 2025 poll vote approving RFP26-007 Boiler Replacement
- I. New Business

A vote will be held to close the meeting pursuant to Missouri Revised Statutes 610.021 (1), (2), (3), (13) and (24) to consider matters as protected by law. This meeting in closed session will also originate from Blum Student Union Room 220 on the main campus of Missouri Western State University.

II. CLOSED SESSION

III. PUBLIC SESSION

Adjournment

MINUTES, BOARD OF GOVERNORS
MISSOURI WESTERN STATE UNIVERSITY
August 28, 2025

OPEN SESSION

Chair Tieman called the meeting to order at 1:30 p.m. in Blum Student Union Hall Room 220 and determined a quorum was present to conduct business.

UNIVERSITY REPRESENTATIVES

Board Members Present

Lee Tieman – Chair
Bill Grimwood – Vice Chair
Scott Albers
Dan Danford
Todd Michalski
Lisa Norton
Garrett Jackson – Student-Governor

Cabinet Members Present

President Elizabeth Kennedy
Kelli Douglas, Vice President & General Counsel
Marc Archambault, Vice President of Advancement & Executive Director of the MWSU Foundation
Daniel Holt, Vice President of Finance and Administration
Dr. Jay Johnson, Provost and Vice President of Academic Affairs
Dr. Andy Otto, Vice President of Enrollment Management & Marketing
Andy Carter, Director of Athletics
Tama Wagner, Chief Assistant for Strategic Initiatives

APPROVAL OF AGENDA

Chair Tieman asked for a motion to approve the Board meeting agenda. Governor Grimwood made a motion to approve the agenda; Governor Michalski seconded the motion. The motion carried unanimously (6-0) by voice vote with no abstentions.

APPROVAL OF MINUTES

Chair Tieman asked for a motion to approve the June 26, 2025 Board meeting minutes. Governor Michalski made a motion to approve the minutes; Governor Norton seconded the motion. The motion carried unanimously (6-0) by voice vote with no abstentions.

COMMITTEE REPORT

Personnel, Finance, & Operations

- Vice President of Finance & Administration Daniel Holt stated that the Personnel, Finance, & Operations Committee met prior to the Board meeting.
- VP Holt presented to the Board the FY25 financial report as of June 30, 2025. The Board was presented updates to operating revenue in all funds, operating expenses, and non-operating revenues in all funds and expenses. VP Holt went into detail with the Board in terms of salary & fringe and supplies & services.
- Board Chair Tieman asked for a motion to approve the June 30, 2025 financial report as presented. Governor Albers made a motion to approve the financial report; Governor Norton seconded the motion. 6 Ayes, 0 Nays, 0 Abstentions. Motion passed.
- VP Holt addressed the Board with a financial summary in terms of tuition and fees for fiscal year 2026 and comparing to fiscal year 2024 and 2025. Additionally, the Board was briefed in terms of FY25 expenses.
- VP Holt advised the Board of the University's S&P bond rating.
- VP Holt addressed the Board with a proposal to grant an easement of property to Missouri-American Water for improvements to a water line east of I-29 to McCarthy Drive south to MDC.
- Board Chair Tieman asked for a motion to approve the granting of the easement for Missouri-American Water as presented. Governor Michalski made a motion to approve the granting of the easement for Missouri-American Water; Governor Grimwood seconded the motion. 6 Ayes, 0 Nays, 0 Abstentions.
- VP Holt brought forth several information items to the Board. The University will be joining Barnes & Noble's First Day Complete program. Students may purchase their books for one flat rate of \$24 per credit hour. This initiative will start in January or next fall.
- The University will move the Law Enforcement Academy from a per credit hour charge to a flat program fee. No motion is needed today, but will be ready for Board approval at the November meeting.
- The University will be purchasing a new boiler for Blum Student Union. The Board was briefed on a timeline and anticipated cost for the project.
- The Board was briefed in terms of FY26 of the Compensation Plan.

DIVISION REPORTS

Jay Johnson, Vice President and Provost for Academic Affairs

- Personnel updates provided. Dr. Michael Charlton and Dr. Tilo Roy are now full-time vice provosts.
- Dr. Lara Gilpin joined the University as Executive Director of Academic Partnerships.
- Articulation agreements updates.
- Chairs' Retreat over the summer was a success.
- Kudos to Dr. Monty Smith, Dr. Michael Charlton and Dr. Tilo Roy on their work organizing Plan Week.
- Academic Affairs work on the Journal of Applied Learning and Higher Ed (JALHE).

Rebecca Lobina, Director of Workforce Development

- Update provided in terms of completed trainings, ongoing trainings and upcoming trainings that the Houlne Center is providing and at the request of industry partners.
- Examples given in terms of customized training programs for industry partners.

Daniel Holt, Vice President of Finance & Administration

- Kudos given to UPD, Physical Plant and tech services for their work during KC Chiefs Training Camp.
- Hearnese Hall and Potter Hall renovation updates.
- Financial Aid update in terms of FAFSAs received and the delay in receiving them from the U.S. Department of Education.
- Students Affairs is off to a great start and with a lot of energy and excitement. Structure and programming shared with the Board as it relates to Student Affairs.

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

- FY25 audit is nearing completion. FY25 fundraising exceeded previous 10 years in cash receipts. Additionally, there was a 10% increase in Western League and an increase in donations in the \$5,000-\$10,000 category.
- Emphasis on planned giving will be a focus in FY26.
- Partnership with the Provost Office to support Dr. Adrienne Johnson, Professor in Education, with a faculty fellowship this academic year.
- Homecoming is October 4, 2025. Homecoming Parade is at 3:30 p.m. and there will be a fall festival and tailgate after the parade with the game starting at 6:00 p.m.
- December 2, 2025 is the Day of Giving and VP Archambault encourage all Board members to make a gift to the Foundation. The Foundation is encouraging all members of the University's boards to make a gift around the Day of Giving.

Andy Otto, Vice President of Enrollment Management and Marketing

- Update provided with first-day enrollment numbers. Additionally, enrollment numbers provided for transfer and graduate students.
- Growth in enrollment from this region and growth in majors.
- Fall 2026 recruitment starting now. Recruiters have approximately 185 high school and college fair visits scheduled.
- Update given in terms of inquiries, applications, acceptance and commits for fall 2026.
- A signing event was held for the newly implemented Direct Admit Program initiative with SJSD.

Andy Carter, Director of Athletics

- 50 Years of Womens Sports is a year-long initiative.
- Kudos to Athletic personnel and their dedication and work during training camp.
- Strategic master plan update provided in terms of the baseball turf replacement. No action needed by the Board but more information will be provided at the November Board meeting.

- December 4-6, 2025 MoWest is hosting all seven state championship football games for the Missouri High School Athletic Association.

Tama Wagner, Chief Officer for Strategic Initiatives

- Draft 2026-2030 University Strategic Plan was presented to the Board.
- There were questions and discussion with the Board members.

At the conclusion of Ms. Wagner's presentation, Chair Tieman stated that Board members should provide input and feedback related to the draft of the Strategic Plan by September 25, 2025. The Board will have the opportunity to approve the final draft 2026-2030 University Strategic Plan at the November Board meeting. Board members can find the draft strategic plan in BoardEffect.

STUDENT-GOVERNOR REPORT

Student-Governor Garrett Jackson encouraged everyone to participate in Sleep in Heavenly Peace bed making being held at the Houlne Center on September 13, 2025.

Student-Governor Jackson joined the athletics band and is enjoying the experience.

The student-governor application is live and Student-Governor Jackson encourages students who are interested to apply.

PRESIDENT'S REPORT

President Elizabeth Kennedy opened her remarks to the Board by stating that fall 2025 first-day enrollment numbers are flat compared to last fall's enrollment and that this demonstrates that MoWest is moving in the right direction. Additionally, the flat enrollment is the first time since 2018-2019 that the University hasn't experienced a decline in enrollment numbers. Those in attendance at the meeting gave a round of applause at the good news. Recognition given to everyone in the campus community for their work to achieve this. Applause by all was given.

President Kennedy continued her remarks by giving accolades to each Cabinet member focusing on their accomplishments and successes within their respective divisions.

President Kennedy closed her remarks by stating that the University is seeing positive results and is moving forward with clear direction and sure purpose toward being recognized as a premier regional university.

REPORT OF THE CHAIR

Chair Tieman opened his remarks to the Board thanking the large crowd that was in attendance at the Board meeting.

Chair Tieman stated to the Board that he is creating two ad hoc committees. The Regional Advocacy Ad Hoc Committee and the Leadership Evaluation Ad Hoc Committee. Chair Tieman is in the process of filling the committees and working on the charge for these committees.

Chair Tieman has tasked Vice President and General Counsel Kelli Douglas with reviewing select Athletic policies to assess whether revisions are needed or recommended.

OLD BUSINESS

Chair Tieman stated that there are two items of old business.

Chair Tieman gave a history of the proposed amendment to the Board of Governors Bylaws Article IV – Committees and Consultants. This was first discussed with the Board on April 24, 2025 and subsequently discussed again with the Board on June 26, 2025 at which time the Board also received a draft of the proposed amended section. The period of time for review has passed for the Board to potentially amend its Bylaws.

Chair Tieman asked for a motion to approve the amendment to *Article IV – Committees and Consultants* of the Board's Bylaws as presented at the June 26, 2025 Board meeting. Governor Grimwood made a motion to approve the amendment to Article IV; Governor Norton seconded the motion. 6 Ayes, 0 Nays, 0 Abstentions. Motion passed.

Chair Tieman gave a history of the proposed *Alcohol on University Grounds and at University-Sponsored Events* policy. This policy was presented to the Board for review and consideration at the June 26, 2025 Board meeting. On August 12, 2025, Board members voted by poll vote and unanimously approved adoption of the policy.

Chair Tieman asked for a motion to ratify the results of the poll vote taken on August 12, 2025 to approve and adopt the *Alcohol on University Grounds and at University-Sponsored Events* policy. Governor Michalski made a motion to ratify the poll vote taken on August 12, 2025; Governor Albers seconded the motion. 6 Ayes, 0 Nays, 0 Abstentions. Motion passed.

Chair Tieman provided the date of the next Board meeting, which will be on Thursday, November 6, 2025 at 1:30 p.m. in Blum Student Union Room 220.

NEW BUSINESS

(no new business at this time)

Chair Tieman moved pursuant to Missouri Revised Statutes, Section 610.021, that the MWSU Board of Governors resume meeting in closed meeting, with closed record, for the purpose of considering sections (1), (2), (3), (13), and (24) under Section 610.021 of the Missouri Revised Statutes. The motion was made by Governor Norton and seconded by Governor Grimwood. The motion carried unanimously (6-0) by voice vote with no abstentions.

Student-Governor Jackson was excused from the meeting at 4:00 p.m.

CLOSED SESSION

Governor Grimwood was excused from the meeting at 4:50 p.m.

REGULAR SESSION RE-CONVENED

Chair Tieman asked for a motion to approve the business matters as discussed in closed session. Governor Danford made a motion to approve the business matter; Governor Albers seconded the motion. The motion carried unanimously (5-0) by voice vote with no abstentions.

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

Respectfully submitted,

Betsy Wright, Secretary

APPROVED:

Lee Tieman, Chair
Board of Governors



Missouri Western State University
Daniel Holt
Vice President
Finance and Administration
Popplewell 217
4525 Downs Drive
St. Joseph, MO 64507

October 29, 2025

To: Missouri Western State University Board of Governors

From: Daniel Holt, Vice President for Finance and Administration

Subject: Financial Information – Board Meeting, November 6, 2025

Please find the following financial documents for the period ending September 30, 2025 pertaining to fiscal year 2026 for your review:

- Attachment #1 – Statement of Activities FY26, Budget to Actual
- Attachment #2 – Statement of Cash Position September 30, 2025
- Attachment #3 – Statement of Funds Invested September 30, 2025

Also provided is the draft fiscal year 2025 independent auditor's report and financial statements, prepared by Forvis Mazars.

Thank you for your attention to these documents. Please 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, 2026
(As of 9-30-25)

Attachment 1

Educational & General (Undesignated)					
	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	29,347,562	(0)	29,347,564	15,134,599.08	51.6%
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	240,000	-	240,000	24,754.00	10.3%
Auxiliary enterprises:					
Athletics					
Less: Scholarship allowances					
Housing					
Less: Scholarship allowances					
Food service					
Less: Scholarship allowances					
Bookstore					
Less: Scholarship allowances					
Other auxiliary enterprises					
Less: Scholarship allowances					
Other operating revenues	186,000	-	186,000	(91.49)	0.0%
TOTAL OPERATING REVENUES	29,773,562	(0)	29,773,564	15,159,261.59	50.9%
OPERATING EXPENSES					
Salaries and compensation	21,577,919	7,310	21,585,229	4,823,792.92	22.3%
Fringe benefits	9,204,529	-	9,204,529	2,171,717.04	23.6%
Supplies and services	6,308,705	150,130	6,458,835	3,526,851.61	54.6%
Travel	263,210	(5,880)	257,330	25,611.19	10.0%
Utilities	1,298,877	2,000	1,300,877	259,894.18	20.0%
Insurance	587,000	(96,000)	491,000	402,350.19	81.9%
Scholarships	7,499,450	(34,080)	7,465,370	3,877,915.60	51.9%
TOTAL OPERATING EXPENSES	46,739,690	23,480	46,763,170	15,088,132.73	32.3%
OPERATING GAIN / (LOSS)	(16,966,128)	(23,480)	(16,989,606)	71,128.86	-0.4%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	24,061,757	-	24,061,757	6,015,441.00	25.0%
State appropriations - lottery	2,322,497	-	2,322,497	580,623.00	25.0%
State appropriations - capital	597,414	(597,414)	-	-	0.0%
Grants					
Gifts	1,775,417	-	1,775,417	134,371.93	7.6%
Investment income	250,000	-	250,000	44,654.33	17.9%
Interest on capital related debt					
Capital	(513,691)	158,000	(355,691)	(75,134.20)	21.1%
Debt Service Principal					
Other					
NET NON-OPERATING REVENUES	28,493,394	(439,414)	28,053,980	6,699,956.06	23.9%
INCOME (LOSS) BEFORE TRANSFERS	11,527,266	(462,894)	11,064,374	6,771,084.92	61.2%
TRANSFERS IN (OUT)					
Debt service	(609,127)	-	(609,127)	(140,437.75)	23.1%
Other	1,828,703	8,920	1,837,623	419,688.80	22.8%
TOTAL TRANSFERS IN (OUT)	1,219,576	8,920	1,228,496	279,251.05	22.7%
INCREASE (DECREASE) IN NET POSITION	12,746,842	(453,974)	12,292,870	7,050,335.97	57.4%
OTHER					
Prior year funds	12,746,842	(453,974)	12,292,870	7,050,335.97	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2026
(As of 9-30-25)

Attachment 1

Educational & General (Designated)						
	Original Budget	Adjustments	Adjustments for Prior Year Funds	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE						
Student Tuition and Fees	1,724,097	0	-	1,724,097	968,096	56.2%
Less: Institutional scholarships						
Less: Other scholarship allowances						
Federal grants and contracts						
State grants and contracts						
Non-governmental grants and contracts	-	-	-	-	-	
Sales and service of educational departments	159,507	0	-	159,507	222,529	139.5%
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	433,100	-	-	433,100	1,787	0.4%
TOTAL OPERATING REVENUES	2,316,704	0	-	2,316,704	1,192,411	51.5%
OPERATING EXPENSES						
Salaries and compensation	747,558	4,000	-	751,558	166,186	22.1%
Fringe benefits	294,567	(0)	-	294,567	64,860	22.0%
Supplies and services	1,699,770	76,135	1,000	1,776,905	676,464	38.1%
Travel	204,116	7,662	-	211,778	3,998	1.9%
Utilities	1,716	(0)	-	1,716	-	0.0%
Insurance	4,912	-	-	4,912	4,095	83.4%
Scholarships	39,516	-	-	39,516	45,281	114.6%
TOTAL OPERATING EXPENSES	2,992,155	87,797	1,000	3,080,952	960,884	31.2%
OPERATING GAIN / (LOSS)	(675,452)	(87,797)	(1,000)	(764,248)	231,528	-30.3%
NON-OPERATING REVENUES (EXPENSES)						
State appropriations					-	
State appropriations - capital						
Grants						
Gifts	723,152	-	-	723,152	246,003	34.0%
Investment income				-		
Interest on capital related debt						
Capital	(43,461)	83,797	(144,162)	(103,826)	(51,719)	49.8%
Debt Service Principal						
Other						
NET NON-OPERATING REVENUES	679,691	83,797	(144,162)	619,326	194,284	31.4%
INCOME (LOSS) BEFORE TRANSFERS	4,239	(4,000)	(145,162)	(144,922)	425,812	-293.8%
TRANSFERS IN (OUT)						
Debt service						
Other	(110,929)	4,000	-	(106,929)	(69,280)	64.8%
TOTAL TRANSFERS IN (OUT)	(110,929)	4,000	-	(106,929)	(69,280)	64.8%
INCREASE (DECREASE) IN NET POSITION	(106,693)	(0)	(145,162)	(251,851)	356,529	-142%
OTHER						
Prior year funds	106,693	-	145,162	251,851	-	
	0	(0)	-	-	356,529	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2026
(As of 9-30-25)

Attachment 1

	Auxiliary				
	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees					
Less: Institutional scholarships					
Less: Other scholarship allowances					
Federal grants and contracts					
State grants and contracts					
Non-governmental grants and contracts					
Sales and service of educational departments					
Auxiliary enterprises:					
Athletics	2,904,066	60,250	2,964,316	442,472	14.9%
Less: Scholarship allowances	-	-	-	-	-
Housing	4,645,798	0	4,645,798	1,941,372	41.8%
Less: Scholarship allowances					
Food service	3,552,387	0	3,552,387	1,374,598	38.7%
Less: Scholarship allowances					
Bookstore	95,900	-	95,900	189	0.2%
Less: Scholarship allowances					
Other auxiliary enterprises	181,298	(0)	181,298	35,315	19.5%
Less: Scholarship allowances					
TOTAL OPERATING REVENUES	11,379,449	60,250	11,439,699	3,793,945	33.2%
OPERATING EXPENSES					
Salaries and compensation	3,677,319	3,940	3,681,259	1,067,534	29.0%
Fringe benefits	1,881,392	320	1,881,712	518,685	27.6%
Supplies and services	5,740,917	21,649	5,762,566	1,776,461	30.8%
Travel	1,092,125	39,000	1,131,125	150,031	13.3%
Utilities	1,168,194	1,500	1,169,694	228,585	19.5%
Insurance	690,512	-	690,512	482,544	69.9%
Scholarships	4,227,697	7,609	4,235,306	2,038,770	48.1%
TOTAL OPERATING EXPENSES	18,478,156	74,018	18,552,174	6,262,608	33.8%
OPERATING GAIN / (LOSS)	(7,098,708)	(13,767)	(7,112,475)	(2,468,663)	34.7%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations					
State appropriations - capital					
Grants					
Gifts	66,300	-	66,300	53,600	80.8%
Investment income	225,000	-	225,000	14,885	6.6%
Interest on capital related debt					
Capital	(107,650)	(49,671)	(157,321)	(74,901)	47.6%
Debt Service Principal					
Other					
NET NON-OPERATING REVENUES	183,650	(49,671)	133,979	(6,416)	-4.8%
INCOME (LOSS) BEFORE TRANSFERS	(6,915,058)	(63,438)	(6,978,496)	(2,475,079)	35.5%
TRANSFERS IN (OUT)					
Debt service	(3,971,499)	-	(3,971,499)	(344,787)	8.7%
Other	(1,860,290)	60,360	(1,799,930)	(350,409)	19.5%
TOTAL TRANSFERS IN (OUT)	(5,831,789)	60,360	(5,771,429)	(695,196)	12.0%
INCREASE (DECREASE) IN NET POSITION	(12,746,847)	(3,078)	(12,749,925)	(3,170,275)	24.9%
OTHER					
Prior year funds					
	(12,746,847)	(3,078)	(12,749,925)	(3,170,275)	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2026
(As of 9-30-25)

Attachment 1

Restricted						
	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	503,712	18,245	-	521,957	42,890	8.2%
State grants and contracts	230,597	1,445,567	-	1,676,164	869,799	51.9%
Non-governmental grants and contracts	2,559	10,685	-	13,244	13,244	100.0%
Sales and service of educational departments						
Auxiliary enterprises:						
Athletics						
Less: Scholarship allowances						
Housing						
Less: Scholarship allowances						
Food service						
Less: Scholarship allowances						
Bookstore						
Less: Scholarship allowances						
Other auxiliary enterprises						
Less: Scholarship allowances						
Other operating revenues						
TOTAL OPERATING REVENUES	736,868	1,474,497	-	2,211,365	925,933	41.9%
OPERATING EXPENSES						
Salaries and compensation	397,890	26,131	-	424,021	65,109	15.4%
Fringe benefits	5,746	4,892	-	10,638	6,475	60.9%
Supplies and services	405,746	938,631	-	1,344,377	218,457	16.2%
Travel	26,100	8,594	-	34,694	11,367	32.8%
Utilities	-	-	-	-	-	
Insurance	-	-	-	-	-	
Scholarships	6,344,940	232,070	-	6,577,010	2,964,980	45.1%
TOTAL OPERATING EXPENSES	7,180,422	1,210,318	-	8,390,740	3,266,388	38.9%
OPERATING GAIN / (LOSS)	(6,443,554)	264,179	-	(6,179,375)	(2,340,455)	37.9%
NON-OPERATING REVENUES (EXPENSES)						
State appropriations						
State appropriations - capital						
Grants	6,443,554	409	-	6,443,963	2,758,778	42.8%
Gifts	-	870,824	-	870,824	-	
Investment income						
Interest on capital related debt						
Capital	-	(1,135,412)	-	(1,135,412)	(242,321)	0.0%
Debt Service Principal						
Other						
NET NON-OPERATING REVENUES	6,443,554	(264,179)	-	6,179,375	2,516,457	40.7%
INCOME (LOSS) BEFORE TRANSFERS	-	-	-	-	176,002	#DIV/0!
TRANSFERS IN (OUT)						
Debt service						
Other	-	-	-	-	-	0.0%
TOTAL TRANSFERS IN (OUT)	-	-	-	-	-	0.0%
INCREASE (DECREASE) IN NET POSITION	-	-	-	-	176,002	
OTHER						
Prior year funds	-	-	-	-	176,002	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2026
(As of 9-30-25)

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	-		4,800	3,693	76.9%
Travel						
Utilities						-
Insurance						
Scholarships						
TOTAL OPERATING EXPENSES	4,800	-	-	4,800	3,693	76.9%
OPERATING GAIN / (LOSS)	(4,800)	-	-	(4,800)	(3,693)	76.9%
NON-OPERATING REVENUES (EXPENSES)						
State appropriations						
State appropriations - capital						
Grants						
Gifts	-	-		-	-	0.0%
Investment income						
Interest on capital related debt	(1,361,727)			(1,361,727)	(354,824)	26.1%
Capital	-	-		-	-	0.0%
Debt Service Principal	(3,214,096)			(3,214,096)	-	0.0%
Other						-
NET NON-OPERATING REVENUES	(4,575,823)	-	-	(4,575,823)	(354,824)	7.8%
INCOME (LOSS) BEFORE TRANSFERS	(4,580,623)	-	-	(4,580,623)	(358,517)	7.8%
TRANSFERS IN (OUT)						
Debt service	4,580,623			4,580,623	485,225	10.6%
Other	-	-		-	-	0.0%
TOTAL TRANSFERS IN (OUT)	4,580,623	-	-	4,580,623	485,225	10.6%
INCREASE (DECREASE) IN NET POSITION	-	-	-	-	126,707	0.0%
OTHER						
Prior year funds	-	-				
	-	-	-	-	126,707	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2026
(As of 9-30-25)

Attachment 1

TOTAL - ALL FUNDS						
	Original Budget	Adjustments	Adjustments for Prior Year Funds	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE						
Student Tuition and Fees	31,071,656	(0)	-	31,071,656	16,102,695	51.8%
Less: Institutional scholarships						
Less: Other scholarship allowances						
Federal grants and contracts	503,712	18,245	-	521,957	42,890	8.2%
State grants and contracts	230,597	1,445,567	-	1,676,164	869,799	51.9%
Non-governmental grants and contracts	2,559	10,685	-	13,244	13,244	100.0%
Sales and service of educational departments	399,507	0	-	399,507	247,283	61.9%
Auxiliary enterprises:						
Athletics	2,904,066	60,250	-	2,964,316	442,472	14.9%
Less: Scholarship allowances				-		
Housing	4,645,798	0	-	4,645,798	1,941,372	41.8%
Less: Scholarship allowances						
Food service	3,552,387	0	-	3,552,387	1,374,598	38.7%
Less: Scholarship allowances						
Bookstore	95,900	-	-	95,900	189	0.2%
Less: Scholarship allowances						
Other auxiliary enterprises	181,298	(0)	-	181,298	35,315	19.5%
Less: Scholarship allowances						
Other operating revenues	619,100	-	-	619,100	1,695	0.3%
TOTAL OPERATING REVENUES	44,206,580	1,534,747	-	45,741,332	21,071,551	46.1%
OPERATING EXPENSES						
Salaries and compensation	26,400,686	41,381	-	26,442,067	6,122,622	23.2%
Fringe benefits	11,386,234	5,212	-	11,391,446	2,761,736	24.2%
Supplies and services	14,159,939	1,186,544	1,000	15,347,483	6,201,927	40.4%
Travel	1,585,551	49,376	-	1,634,927	191,007	11.7%
Utilities	2,468,787	3,500	-	2,472,287	488,479	19.8%
Insurance	1,282,424	(96,000)	-	1,186,424	888,989	74.9%
Scholarships	18,111,603	205,599	-	18,317,202	8,926,946	48.7%
TOTAL OPERATING EXPENSES	75,395,224	1,395,612	1,000	76,791,836	25,581,706	33.3%
OPERATING GAIN / (LOSS)	(31,188,644)	139,135	(1,000)	(31,050,504)	(4,510,155)	14.5%
NON-OPERATING REVENUES (EXPENSES)						
State appropriations	24,061,757	-	-	24,061,757	6,015,441	25.0%
State appropriations - lottery	2,322,497	-	-	2,322,497	580,623	25.0%
State appropriations - capital	597,414	(597,414)	-	-	-	
Grants	6,443,554	409	-	6,443,963	2,758,778	42.8%
Gifts	2,564,869	870,824	-	3,435,693	433,975	12.6%
Investment income	475,000	-	-	475,000	59,539	12.5%
Interest on capital related debt	(1,361,727)	-	-	(1,361,727)	(354,824)	26.1%
Capital	(664,802)	(943,286)	(144,162)	(1,752,250)	(444,076)	25.3%
Debt service principal	(3,214,096)	-	-	(3,214,096)	(2,792,895)	86.9%
Other	-	-	-	-	-	0.0%
NET NON-OPERATING REVENUES	31,224,466	(669,467)	(144,162)	30,410,837	6,256,562	20.6%
INCOME (LOSS) BEFORE TRANSFERS	35,822	(530,332)	(145,162)	(639,667)	1,746,407	
TRANSFERS IN (OUT)						
Debt service	-	-	-	-	-	
Other	(142,516)	73,280	-	(69,236)	-	
TOTAL TRANSFERS IN (OUT)	(142,516)	73,280	-	(69,236)	-	
INCREASE (DECREASE) IN NET POSITION	(106,694)	(457,052)	(145,162)	(708,903)	1,746,407	
OTHER						
Prior year funds	106,694	-	145,162	251,851	-	
	(0)	(457,052)	-	(457,052)	1,746,407	

**Missouri Western State University
Statement of Cash Position
September 30, 2025**

Fund	09/30/2025 Available Balance	09/30/2024 Available Balance	09/30/2023 Available Balance
Operating, Auxiliary, Agency, Payroll & Petty Cash	\$ 5,897,689	\$ 7,494,308	\$ 4,441,801
Investments	\$ -	\$ -	5,816,697
Auxiliary System Revenue Bond Funds	300,000	300,000	300,000
Loan Funds	82,483	82,483	82,483
TOTAL FUNDS INVESTED	\$ 6,280,172	\$ 7,876,791	\$ 10,640,981

Statement of Cash Position

Missouri Western State University
Schedule of Funds Invested
9/30/2025

INVESTMENTS	Date of Investment	Date of Maturity	YIELD	AMOUNT
OPERATING FUND			YIELD	AMOUNT
Checking Account-Operating			3.04%	250,616
Checking Account-Other			3.00%	1,553,903
Checking Account-Operating			3.15%	250,000
Checking Account-Other			3.15%	3,833,420
Miscellaneous Petty Cash/Change Funds			0.00%	<u>9,750</u>
TOTAL OPERATING, AUXILIARY & AGENCY FUNDS				<u><u>5,897,689</u></u>
 AUXILIARY SYSTEM REVENUE BONDS				
Repair & Replacement Reserve			3.15%	<u>300,000</u>
TOTAL AUXILIARY SYSTEM REVENUE BOND FUNDS				<u><u>300,000</u></u>
 INSTITUTIONAL LOAN FUND				
Checking Account			3.15%	<u>82,483</u>
TOTAL LOAN FUNDS				<u><u>82,483</u></u>
 TOTAL FUNDS INVESTED				<u><u>\$ 6,280,172</u></u>

Division or Office Name: Academic Affairs

Name and Title of Person Submitting: Dr. Jay Johnson, Provost and Vice President for Academic Affairs

Date: October 29, 2025

HIGHLIGHTS

Provost's Office

Dr. Jay Johnson, Provost

Updates and Projects:

- We are now working on 16 articulation agreements with community colleges, technical schools, and other four-year institutions. We recently met with Northland Career Center to discuss articulating credit and dual credit opportunities.
- Grad council structure is reformed and the curriculum process is streamlined for more timely and engaged development of programs to respond to market needs and revenue goals.
- We have been awarded a \$99k annual grant to bring a Small Business Development Center (SBDC) office to MWSU. Our region will be the same region formerly served by our neighbor to the north in green. They abandoned the region when we hired Rebecca Lobina, who was their SBDC Director, in April.
- Results from our pilot project to address high DFW rates in our UNV 101 seminar course indicate success. Last fall, the UNV 101 courses had a 46% DFW rate. The eight-week UNV 101 sections this fall have a 17% fail rate.
- Working with faculty to develop a reduced-credit bachelor's program in a few select disciplines. The first one will be Criminal Justice.
- Preparations for our October 2026 HLC site visit are underway.
- Analyzing the academic schedule to focus more on student-centered scheduling and efficient resource utilization. Also, modifying the calendar to add a sixth 7 week session to the academic year. This will add a second session to the summer, which will allow online students to complete their degrees in a shorter time frame, while also increasing revenue by students enrolling in an additional term each year.

Library

Sally Gibson, Director

We are continuing to see a significant increase in patronage of the library. Our average weekly gate count is 985. Student feedback on the renovated library space is very positive. 10:00 a.m. – 2:00 p.m. has the highest traffic, and the main floor study rooms are full. E-book use has been high this semester and indicates that the library is providing the resources that students need in a format that they want. Off-campus access to online library resources is now under the umbrella of multi-factor authentication (MFA). As students are familiar with this login system, off-campus access to online resources has become easier.

Center for Academic Support (CAS)

Susan Garrison, Director

The CAS numbers are increasing significantly over last year, which is likely due to a door being installed for easy access from the new library space. This is also due to more intentional student engagement activities, increased faculty referrals, the elimination of Gold Fridays, and expanded

outreach through classroom visits and campus presentations. Nursing students are the most common in the space.

Early College Academy

Ben Moran, Director

ECA is pleased to report growth in our program from an enrollment management standpoint: 1,327 students taking a total of 1,960 courses, 6,410 credits generated, 54 unique courses taken, 8 new courses offered this fall for the first time, with more on the way this spring. We are working with 43 Missouri high schools. Additionally, we continue to work on our growth opportunities and connections with new schools. This fall, we have attended/will attend three regional fairs, two state conferences, connected with a number of external regional organizations, and will have a number of tabling efforts on campus to connect with students, families, and staff. Likewise, we held our first SJSD Parent Night on campus in August while also hosting a number of district visits for parents and students. ECA will continue to provide presentations to our partner school districts for the upcoming semester as we prepare for another registration cycle.

Assessment & Accreditation

Beth Beggs, Director

AY 2025-2026 is the Year of Record for MoWest's Comprehensive Evaluation, the procedure for institutions to seek continued Higher Learning Commission (HLC) accreditation for a period of up to ten years. The two major pieces of the Comprehensive Evaluation include the Assurance Argument and the Campus Visit by an HLC-trained Peer Review Team. This visit will happen on October 5-6, 2026. The Campus Visit allows assessment and accreditation professionals from other similar institutions to confirm the content of the Assurance Argument by holding interviews, forums, and meetings with groups including: members of the MoWest Board of Governors, President Kennedy and her Cabinet, faculty, staff, and students.

In addition to HLC, the Construction Engineering Technology Program is undergoing its reaffirmation of its Engineering Technology Accreditation Commission of the Accrediting Board of Engineering Technology. They have submitted the Self-Study Report, are completing the collection of review materials, and are planning for the campus visit scheduled for January 25-27, 2026.

Workforce Development

Rebecca Lobina, Director

Curriculum development for Boehringer Ingelheim's biomanufacturing technician role remains on track for a January 2026 launch. We are also hosting another leadership series and a CNC Operator program. We recently partnered directly with CompTIA to offer their full suite of computer science certification curricula. We are collaborating with Express Employment Professionals to support job placement for workforce training students. New workforce training programs are added weekly at missouriwestern.edu/workforce.

Griffon Office of Applied Learning (GOAL)

Dr. Tilo Roy, Director

The Journal of Applied Learning in Higher Education (JALHE) volume 11 (2025) was published on 10/27/2025. JALHE is an annual, peer-reviewed journal published by MoWest, accessible to scholars at MoWest and to researchers from institutions across the nation and around the world. This volume comprises 10 articles (the highest in the history of JALHE since its inception in 2009), six of which have been contributed by MoWest faculty, and the other four by faculty from other institutions (including one R1 and one R2).

College of Business and Professional Studies (CBPS)

Dr. Suzanne Kissock, Dean

Instructor Teresa Wright and **Program Director Crystal Dowdell** accompanied 18 students to Chicago for a Law School Advisory Council (LSAC) Law Forum. Students attended the Law School Fair as well as workshops and individual meetings with members of LSAC to become more connected with the Law School application process, meet with Admissions teams from over 100 Law schools in the country, and obtain information regarding furthering their education.

Mo West hosted a bunk bed build at the Houlne Center for Convergent Technology, where volunteers worked together to construct 50 beds for foster children in the community. **Dr. Dennis Merritt** of the Engineering Department joined the effort.

Dr. Adrienne Johnson and **Ronda Chesney** designed and delivered a family and community workshop at InspireU. The workshop was titled “Make your mark on the world!” and engaged approximately 25 families in developing young children’s oral language, emergent writing, and vocabulary skills.

College of Liberal Arts (CLA)

Dr. Joel Hyer, Dean

Dr. Kaye Adkins led a Center for Teaching and Learning workshop on artificial intelligence, inspired by the book *Teaching with AI*. The session explored two central questions: “What is AI literacy, and how can we integrate it into our courses and programs?” and “Can AI foster creativity, and how can we and our students co-create with AI?”

Dr. Stacey Stofferan’s voice students, **UtheLi Presli** and **Marissa Quinn**, were cast in the Robidoux Resident Theatre production of “Sweeney Todd: the Demon Barber of Fleet Street,” which was onstage for two weekends in October.

College of Science and Health (CSH)

Dr. Joan Brewer, Dean

The Organization of Student Social Workers held its annual Change for Change Event. All money raised goes to the Walk for the Homeless. **Dr. Witman**, **Brandon Johnson**, **Whitlea Castillo**, **Jamie Noble**, **Dr. Jana Frye**, and **Dr. Pam Clary** participated.

Early Acceptance-Nurse Scholars Ceremony was held and recognized 37 students who were awarded this status during the Spring 2025 application cycle, and now have their seats saved in the BSN program.

Missouri Western State University’s Nursing School has been named among the best in Missouri for 2026 by [RegisteredNursing.org](https://www.registerednursing.org/)’s 10th annual rankings. [Best Nursing Schools in Missouri - ADN, BSN - Updated](#)

Assistant Professor Laura Nold was awarded the Nurse Educator Award Scholarship from the National League for Nursing.

Assistant Professor Beth Barger was awarded the Lowell C. Kruse Health Choices Healthy Lives Scholarship through the Mosaic Foundation.

Division or Office Name: Finance and Administration

Name and Title of Person Submitting: Daniel Holt, Vice President of Finance and Administration

Date: October 29, 2025

Finance

New Assistant Vice President, Ms. Jana Laipple, joined the Finance team on October 1. Her supervisory responsibilities include Accounting Services, Budget, Student Accounts, Purchasing and Contracts, and Risk Management. Initial tasks include wrapping up the FY25 financial audit and completing the banking transition to Commerce Bank. Both are nearly complete.

The final draft financial statements were received from Forvis on October 29 and provided to the Board in advance of the November meeting. I'm pleased to report that the audit went well, uneventful with no surprises, monetary findings, material weaknesses or deficiencies. However, current assets declined, as did the overall net financial position year over year, despite an increase in operating revenue. It is also of note, the OMB compliance supplement for this year has not yet been distributed by the Federal Audit Clearinghouse, and thus the audit won't be officially complete until then. This is true for all institutions of higher education, not unique to MoWest. Forvis will discuss this in more detail at the November meeting.

Purchasing is modernizing its procedure handbook. Following policy updates in summer 2024, there were several updates to make. However, the leadership changes with new Director of Purchasing and Contracts (as of August) and AVP of Finance, has granted the opportunity to take a holistic approach at creating efficiencies.

In coordination with the University budget, we are working towards establishing a five (5) year forecast to help identify and align resource allocations with strategic priorities. Various drafts have been created and continued refinement is needed before presenting to the Board, but it is anticipated for completion in the spring.

Financial Aid

The Financial Aid Office has received 4,088 FAFSAs for the current academic year and 692 for next academic year (2026-27). The 692 received are 32 more than were received as of December 17, 2024, so the University has significantly more FAFSAs on record. This can be attributed to the early work of the Office of Admission and the various high school workshops that the financial aid staff has conducted in St. Joseph, Lathrop, and North Platte, to name a few.

Little guidance has been released by the U.S. Department of Education regarding new Federal Student Aid requirements from the Big Beautiful Bill. While FAFSA and financial aid processing has continued during the government shutdown, information to how programs will function in the future has not. Our financial aid team attended a conference in St. Louis earlier in October to learn how other institutions are handling these unique circumstances and to receive updates from state and federal advocacy groups and financial associations.

Human Resources

The open enrollment for benefits in 2026 began on Monday, October 20 and close Friday, October 31. With a new broker involved, there were no plan design changes for this year as they continue to identify the best paths forward for the university and our employees. Medical premium increases were limited to 2%, compared to 13% last year.

Employee performance evaluations were submitted in October as well. This is the second cycle of the current evaluation format. Training is being planned to help supervisors complete the evaluation process, but more importantly, become more successful at communicating expectations of our employees.

Physical Plant

The Physical Plant continues to advance several projects. The Blum boiler has been ordered and currently on schedule to occur over fall break. To finish the Hearn project, the ceiling tile on the third floor will be replaced in the coming weeks. This will expend all remaining ARPA proceeds. Work in Potter Hall is continuing, with upgrades in the theatre and various classroom audio/visual needs that were not in the first round of activities. The Houlne Center storage building is complete with only gutters, locks installation, and an asphalt drive remaining. Wilson Hall renovations to the Head Start area continue. This project is 100% funded by CAP Head Start, and to date has not suffered financial issues due to the government shutdown. Several other minor projects are currently ongoing, as we start to prepare for fall and winters cooler weather.

University Police Department

UPD's current activities include issuing ID's and parking passes, as well as officer active shooter interactive training. Planning is ongoing for three active shooter training sessions for students, faculty, and staff and expected to occur in November. Our officers will hold outside employment with MSHSAA to assist with the security at the upcoming State high school football championships held on campus in December. UPD Chief Voltmer has also been in conversation with KCPD personnel on potential assistance with at the World Cup in 2026.

Technology Services

Technology Support is in the final stage of replacing computers on campus for the Microsoft 11 security updates. All computers have been received, and deployment is near complete. With the addition of the University's new cybersecurity policy, *Elpha Secure* is being installed on all user endpoints. This is an extra layer of security that will help enhance the overall security posture for the University.

Significant projects are underway with our Programming, Engineering and Infrastructure team members. While most software implementations are complete, we are currently inventorying our platforms for redundancy and efficiencies. Efforts to advance data migration, improve user provisioning, and migrating virtual machine platforms will continue throughout this fiscal year.

The RFP to replace Ellucian Banner as the university's managed cloud enterprise resource planning (ERP) and student information systems (SIS) will open at the end of October. Because of the limited market for SIS, we expect only two responses, one of which being the current

provider, but want to collect the necessary information to make an informed decision and recommendation to the Board in the spring.

Student Affairs

Student events and activities continue to be well attended. More than 300 students attended the wellness event on October 22 to receive a flu shot. Last year, fewer than 75 students attended, with success this year demonstrated by the clinic running out of flu shots during the event. In a survey of attendees, students stated that their wellness is stronger in areas of physical, spiritual, occupational, socially, and intellectual wellbeing. The weaknesses students were feeling with their wellness included emotionally, environmentally and financially.

New Director of Veteran and Military Services, Gabrielle Falleta, began on October 16. In addition to her resuming responsibilities on campus (the position has been held vacant since the summer of 2024), a new charge for her and the department is to expand programming at local military bases for recruitment. Several events have been scheduled for November, following the November 1st Military and First Responders Night Football Game. It is also of note that our veteran student's financial assistance has been delayed due to the government shutdown. We are working with these students, removing holds and other barriers, to allow them to continue their learning and enroll in the next semester.

Housing and Residential Life conducted a survey with 410 respondents regarding on campus living. 40% are currently living on campus or have lived on campus at least one year. Primary reasons for not living on campus included proximity to home (40%), spouse and/or children (22%), and cost (21%). All other issues made up the remaining 17%, with 3% attributed to not wanting to live with a stranger. In addition, one in five (1/5) residents have requested a single room, and more than 51% of residents within Scanlon Hall have requested such. As a result, and due to our current occupancy levels, we look to convert Scanlon to single occupancy rooms in 2026-27 to address demand. A notice was sent to students earlier in October, in preparation of the housing application opening on November 1.

In a small reorganization, Title IX and the Accessibility Resources Center now report to the Division of Student Affairs. Previously under the General Counsel, this change frees up the GC to issues of potential impartiality but also aligns resource assistance to help student life on campus.

Division or Office Name: Advancement and the MWSU Foundation

Name and Title of Person Submitting: Marc Archambault, Vice President of Advancement and Executive Director, MWSU Foundation

Date: October 29, 2025

DEVELOPMENT - DONOR ENGAGEMENT

On Thursday, Oct. 9, a very energetic and successful ribbon-cutting was held to celebrate the Dr. George S. Richmond Student Collaboration Center, part of the renovation of Potter Hall's and its Digital Solutions laboratories. Tom Richmond and his wife Judy contributed \$100,000 to renovate the space. Tom and his sister Sue spoke of their father and the importance of providing a space for students to collaborate. The President and Vice President of the Animation Club presented a card of appreciation that was signed by students and faculty to the Richmond family. Several of the Richmond family were present, including several grandchildren. They all participated in the ribbon cutting ceremony. It was a well-executed example of teamwork among the President's Office, Advancement, Enrollment Management and Marketing, and the leadership and faculty of the School of Fine Arts.

A press release will be issued soon announcing the generous gift-in-kind contribution of the Thevenot Family/Veritas. They constructed the supply building to the west of the Houlne Center at an extremely discounted rate.

Three large-scale donor gatherings are being planned for the Spring. The first will be on Wednesday, March 25, 2026 at Boulevard Brewing Co. in KC from 5:30 - 7:30 p.m. The second will be MWSU *Foundation for Success* reception on campus on April 14, while the third will take place in Dallas, TX in May or June.

DEVELOPMENT – MAJOR GIVING

Through September, the Development staff have tendered \$814,000 in new asks to potential donors and, remarkably, have successfully closed 90% of those dollars (\$739,975) with \$78,000 of those asks still pending a reply. In addition, we received \$225,550 from realized deferred gifts, bringing the total gifts booked and received through the first quarter of this fiscal year to \$961,525.

The format of these booked gifts breaks down to \$430,000 deferred, \$120,000 in four-year pledge balances, and \$411,525 in current use gifts. Forty percent of these gifts are for program funds –specifically a new endowment for Math Instruction and additional funding for the franchise development program. Of the remainder, 29% percent was for scholarships, 25% is for unrestricted funding, and 6% is for miscellaneous initiative and projects.

The Development team continues to position itself to make additional asks during this fiscal year. We have made plans, thus far, to solicit another \$500,000 for current year support, another \$2 million in multi-year pledges, and \$750,000 in new deferred gifts. These new solicitations

will primarily be for the support of thriving academic programs, applied learning initiatives, and scholarships. Every month, we look to generate still more solicitation opportunities.

In addition to ongoing efforts in our service region and Kansas City, members of the Development team recently visited individual prospects in Jefferson City, MO and Omaha, NE. Future development trips are being planned for Saint Louis, MO and Dallas, TX.

DEVELOPMENT – PLANNED & DEFERRED GIVING

A total of over \$876,000 in realized planned gifts has been received just this first quarter of the FY26 fiscal year. A vibrant planned giving program is vital to the long-term success of the MWSU Foundation. These gifts created scholarships, a program endowment and supported our unrestricted fund. In November, an email will be sent to planned giving prospects that features a donor story. These typically see a higher click rate and engagement.

Deena Murphy, Class of 1985 and a member of the MWSU Foundation Board of Directors, has designated the Foundation a beneficiary in her estate plan. When received, the funds will be distributed in the following order: First, an amount will be allocated to the Murphy-Gehring Family Scholarship Fund to bring the existing endowed fund (established in 2019) to \$100,000. Second, funds will be allocated to the Rhesa Sumrell Legacy Scholarship Fund to bring the endowed fund to \$100,000, provided the \$25,000 minimum required to establish this fund is met by December 31, 2028. If the threshold is not met, the fund designation will be dissolved and the remaining funds redirected. Finally, any remaining estate funds after these distributions will be directed to the Foundation's unrestricted fund.

Jerry Pickman attended the 2025 Charitable Gift Planners Conference, held October 15–17 in Indianapolis. Over the course of the event, he connected with a broad network of charitable gift planning professionals, participated in educational workshops and breakout sessions, and explored new strategies and innovations in the field. A major topic of discussion was the potential impact of charitable tax law changes proposed in the One Big Beautiful Bill, which could significantly influence gift planning strategies and donor engagement opportunities.

DEVELOPMENT - ANNUAL GIVING

Plans are underway for Giving Day on December 2, 2025. Board members will be invited to give at least a modest, participatory gift in order to achieve 100% participation for the Board. One hundred percent participation is the hallmark of all leadership Boards and Councils at MoWest. These groups include the Foundation Board, Alumni Board, Ambassadors leadership, Arts Society leadership, and the Craig School of Business National Executive Advisory Council. The President's Cabinet will also achieve 100% participation. The College of Science and Health's new Advancement Council, which will launch in the Spring of 2026, will also commit to reach 100% participation. Your demonstration of leadership and personal giving will help inspire others to support our institution. Governors can actually make their Giving Day gift now (designating it as such) without having to wait and remember to contribute on December 2. Watch for a message from Kim Weddle on how to do just that. We thank you for your leadership and philanthropic support.

Direct marketing outreach continues to generate new donors, who then enter the pipeline of communications and activities intended to further engage them and advance their giving. The most recent direct mail appeal featuring Kylee Derr, Graphic Design and Digital Animation major, has garnered 34 gifts for a total of \$2,540 to date. The 2025 end-of-year mailer will feature student Haylee Rich, a single mom who is currently enrolled in the MSN Nursing Program and serves as grad assistant in the nursing department. It will arrive in homes the week of Nov. 14th. In our Phonathon program, student callers have made 1,725 calls, sent 816 emails and 887 text messages. Donations of \$4,165 have been raised from 42 donors as of Oct. 16.

ALUMNI RELATIONS - HOMECOMING

This year's Homecoming was a resounding success, bringing together hundreds of alumni, students, staff, and community members to celebrate their shared pride in and support for MoWest. The week was filled with vibrant energy and engagement, kicking off with student and employee activities such as pep rallies, spirit days, and a lively door-decorating contest.

The excitement built up to Friday's Alumni Awards Banquet, where we had the honor of recognizing ten deserving alumni and one distinguished faculty member; Dr. Teddi Dekka. Over 150 guests attended the evening event, which was both heartfelt and festive. A special thank you goes to Bob Long and student Alex Rowe for providing musical entertainment, and to Dr. Paul Dease for closing the evening beautifully by leading us in the alma mater. Andrew Love '18, Alumni Board Member and Senior Vice President of Commerce Bank, served as the emcee for the event. We also extend our sincere thanks to the Board of Governors members who joined us throughout the weekend: thank you, Bill Grimwood and Lee Tieman. The event was not only a remarkable celebration of the Griffon nation, but a productive one as well. Newly-honored Distinguished Alumnus for 2025, Jim Reinert '73, expressed his gratitude for the recognition at the well-attended Alumni Banquet, but then followed up days later with a commitment of a \$150,000 gift and pledge in support of the franchise development program.

On Saturday, the Homecoming Parade brought together 38 campus and community participants—from fire trucks and therapy dogs to a half-dozen bands and a number of student organizations. Winners of the parade included the Student Nursing Association (Campus Entry award), Missouri Extension Master Gardeners (Community Entry award), and Stewartsville Marching Band (Band award). Each winner received a \$1,000 prize, judged by members of the Foundation and Alumni Boards. We're grateful to the many dignitaries who joined us in the parade and to staffers Megan Deshon-Runge, Jennifer Morris, Kendall Schank, Jenny Sherlock, and Kim Weddle for expertly arranging the lineup and leading the Parade and tailgate teams.

The celebration continued at the tailgate in front of Baker Fitness Center, where 40 participating groups welcomed guests with classic cars, food trucks, alumni tables, children's activities, and more. The atmosphere was welcoming, energetic, and widely praised by attendees. Internal and external surveys sent post-event reflect overwhelmingly positive feedback. Of the many graduates who stopped by the Alumni Association tent at the tailgate, over 120 updated their contact and personal information, thus making it easier to stay in touch with them moving forward. This is the largest number of updates collected at Homecoming.

We are particularly thankful to Athletics for allowing us to share the field to recognize our generous Homecoming sponsors and our award recipients, who enjoyed time with their families in the President's Suite. In total, it was a fantastic series of events that brought community and campus together in shared fellowship. The Alumni Board has already followed up with plans to continue the momentum—beginning with the selection cycle for next year's awardees and more alumni engagement opportunities. We've identified certain shortcomings in our planning and execution that we will remedy in future years.

ALUMNI RELATIONS – GRIFFON AIR,

As part of the Alumni Relations Office FY26 "Griffon AIR – alumni initiatives in recruiting", the staff plan to distribute Griffon Classroom Kits to local alumni who are teachers, so that they can proudly display their Griffon pride in their office or, if permitted, classroom. The goal is help students grow up recognizing the Griffon, appreciating the impact MoWest-trained teachers have on their lives, and seeing themselves as future Griffons.

Each kit includes a canvas bag with Griffon-themed items, including a miniature stuffed Griffon, a MoWest flag, pens, pads and other branded items, and a Griffon Works Here cling. Each kit is personally being delivered by the Alumni staff or members of the Alumni Board. Kits include a note inviting recipients to share their Griffon pride: "We'd love to see your Griffon pride in action! Snap a photo with your gear and tag us on the MWSU Alumni Facebook page — we love seeing our community repping the black and gold." We expect to distribute 30 to 50 total kits this year, with follow-up planned on social media and through alumni communications highlighting the teachers and their classrooms. This low-cost initiative was funded by a grant from the MWSU Foundation Board in order to advance our brand and support future enrollment growth.

Our staff launched the program this fiscal year at the St. Joseph School District Back-to-School Summit, where local teachers could grab some swag and request a full kit. Since then, we have delivered 19 kits to 10 area schools, including a surprise visit to Griffon teachers at Bishop LeBlond High School on the day of our Direct Admit press conference. Next, we plan to open online requests through our alumni website so more teaching-alumni can participate.

ALUMNI RELATIONS – UPCOMING EVENTS

We invite you to join us for our next Alumni event, Alumni & Friends Puzzle Night on Thursday, November 13 at 6:00 PM. The event will be held in the newly renovated first-floor of the library to help showcase that space and attract additional traffic to the space. Full details are available on our social media pages.

Looking ahead, the Alumni Relations Office is currently focused on Grad Fest and Commencement festivities to welcome our newest alumni into the fold. We are excited about what's to come and sincerely thank you for your ongoing support.

MWSU FOUNDATION

The fiscal year 2025 annual financial audit was completed with final approval of the Foundation Board of Directors via electronic poll. The Foundation once again achieved an unmodified external audit. A copy of the final audit was sent to the University once complete.

Members of the Investment Committee meet on October 13th to review the current endowment, restricted, and unrestricted investment policies. Although the policy was tweaked to minimize our exposure to certain management fees, we continue to maintain a very cautious risk profile and no major investment strategy changes were deemed necessary.

Preparations are being made for the next Foundation Board meeting which is scheduled for Wednesday, November 5, 2025. This is the annual meeting in which Board of Director terms end. This year John Wilson and Wayne Chatham '90 will be ending their nine-year terms. John and Wayne will continue to serve on the Investment Committee as non-voting Community Appointees as they have been considerably valuable in their roles. Nominations for the 2026 slate of officers, continuing members entering new terms, and up to 7 new members will also be approved during this November meeting.

The Foundation Board has developed a slate of 7 prospective new members to fill the slots of those rolling off. The slate of four women and three men respectively hail from Saint Joseph, greater Kansas City, Dallas, and Omaha and possess business experience that spans banking, business operations management, construction, manufacturing, and marketing. All are already generous contributors to the University. New Board members approved at the November 5 meeting will begin their terms in January 2026.

Division or Office Name: Enrollment Management (Office of Admissions) & Marketing

Name and Title of Person Submitting: Dr. Andy Otto, Vice President of Enrollment Management & Marketing

Date: October 28, 2025

Admissions

Travel season continues and the admissions office currently has attended 93 high school visits and 71 fairs, with another 42 high school visits and 15 fairs through the Fall scheduled thus far. This is 221 total opportunities for MoWest to be out and in front of prospective students. Some large events the admissions office held or participated in have been extremely fruitful from an inquiry generation perspective. MoWest held the St. Joseph Regional College Fair. MoWest ended up with 78 inquiries out of about 650 students at the event. This placed us in 2nd behind Mizzou. Just ahead of UMKC and about 20 ahead of NCMC and 40 ahead of NWMSU. My Success which is an event held in St. Joseph brings nearly 2,000 students through the Civic Arena with a focus on career and workforce. MoWest had 9 tables with a wide range of majors represented and we collected over 200 inquiries over the 2-day event. Engineering manufacturing was extremely popular during the event.

Discover More Visit Day is scheduled for November 1st. The day currently has 158 registered participants (+33 over PY). Keep in mind last year's 75 in attendance was made up of about 60 from one group, consisting of 6th-12th graders. There were only 19 seniors who attended last Fall's visit day. We currently have 143 students with a grad year of 2026 or earlier (senior or transfer) registered. The difference in these numbers is significant when looking at the immediacy of potential in relation to the event.

The admissions office will officially announce a Direct Admit program with Bishop LeBlond high school in the coming week. Given positive reaction in the community, Bishop LeBlond has been very proactive in pushing this agreement through. We've streamlined the process even further after assessment of SJSD Direct Admit program and what were identified as bottlenecks. With the reception we've seen, we will explore other school districts to launch similar Direct Admit programs in the near future. the SJSD Direct Admit program during the summer.

As noted previously, key metrics tracked will be applications submitted, admitted students, and students who have indicated commitment to attend MoWest.

Spring applications for first-time first-year students are even with admits actually up 3.45%. We've recently implemented new communications for students specifically interested in spring (both first-year, transfers, and returning students) and are seeing dividends in admit and committed students. Currently, there are 38 first-time first-year students committed (46.15% over PY) for the spring semester, just 5 off the total enrolled count at the start of the spring semester. For transfers, applications are only 8 off last year's pace, and admits are just 10 under last year, however, we are converting at a higher rate with 27 net commits. Our new recruiter with a focus on transfers has indicated a large number of those still sitting in the applicant stage are waiting to

submit official transcripts until their current semester is over so as to not have to order transcripts twice.

For the Fall 2026 class, first-time first-year applications are up 15.85% (+132) with admits up 19.27% (+148). Currently we have 220 students who have committed for the Fall. Transfer numbers for Fall at this point in the cycle are minimal, as most are pushing towards spring, so applications and admits are relatively flat currently, although there are 4 commits. The KC metro continues to be a boon in applications, admits and commitments. In Missouri, Metro KC applications are up 45.41% and Admits are up 52.94% with a total of 61 commits so far. To put it in context, we had 76 total students from the KCMO metro last year. At the current clip, we can anticipate over 110 from this region. Furthermore, in the northern half of the state of MO, applications are up 29.82% (+34) with 40 currently committed.

As we move into the year and make plans for the potential of additional online programs and to provide the business office with data to project revenue, reporting is being constructed to separate the online student from the residential student.

Graduate recruitment is beginning to take off for Spring. The federal impact on international recruitment has contributed to a decline in international applications by 45%. However, domestic applications are up by 32% (+2 over PY). Admits are up 37.5% in total (+6) with 21 students committed for the spring (75% over PY).

Further emphasis is being placed on the student who is looking to return to MoWest after taking some time away from the institution. For the spring, applications for this population are up 20%, Admits are up 22.73% and Commits are up 33.33% (+6).

Meetings are being held with other departments (Academic Affairs, Student Affairs) to revamp student orientation (Griffon Edge) to be a more engaging, informative and impactful program for all student populations (first-year, transfer, commuters). The group is working on identifying key objectives for the program for each area and using the programming and scheduling to achieve said objectives within the time frame. Additionally, Edge will serve as a transition into UNV 101 for the upcoming Fall.

Marketing

Marketing is planning on a rollout of Marketing 101 sessions to start, likely in January, with information around social media (expectations, policy), events (reservation procedures, policies, scheduling), style and brand guides, forms (marketing request, media request, etc.), media policies (internal and external).

Digital marketing has ramped up with growth in reach while actually seeing a decrease in the cost per click. Impressions increased by 73.9% (roughly 106,000). Clicks increased by 5.2% meaning more people are clicking the ads placed in front of them. Our click through rate did decline by just over 5%, however, it is still strong at 9.78%. A large reason for this drop is prior searches were specific to searches that targeted Missouri Western, Missouri Western State, MWUS, etc. We are continuing to review the keyword strategy so our ad groups are showing up in relevant searches.

or the remaining quarter with Yoodle, the focus is on website layout and user experience. A main page remodel (structure, content) is in the works. Additionally, the structure of the program pages will be updated. Online/Graduate program specific page is in development which will in turn allow MoWest to allocate resources to marketing these programs.

A current market analysis is being conducted on graduate offerings. This analysis will include competitor comparison in areas such as naming of programs, modality, cost (per credit/overall), total credits, term structure (semester, 8-week, 7-week, etc.), and time to completion. This will be used to inform decisions around current offerings and prospective offerings, future structure of programs.

Efforts on public perception have been well received. Personal interest stories like JuJu Byers and institutional stories like that of social mobility have demonstrated positive resonance with the public and continue to position the institution in a positive light. Both stories had the most engagement across social media in at least the last 10 months.

Division or Office Name: Athletics

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

Date: October 29, 2025

The 2025 Rogers Pharmacy Missouri Western State University Hall of Fame was held Friday, October 17, 2025 and did not disappoint. The induction speeches were heartfelt and moving and a great time was had by all in attendance.

I am very proud of our student-athletes and coaching staffs for their hard work, preparation and production on the fields, courts, fairways, in the classroom and in our community.

Women's Volleyball, (16-5, 8-2) with four victories over top 10 (nationally) programs. Our volleyball program is currently ranked 23rd in the nation and has a tremendous opportunity over the next two weeks to solidify our position to gain a bid to the national tournament.

Women's Soccer, (9-2-4, 5-2-2) are also in great position to solidify our national tournament opportunity over the next couple of weeks. Although currently not ranked nationally, the next 10 days or so could easily catapult us into the top 25.

Football has struggled to find consistency. A good road win at Missouri Southern has created some confidence and momentum. I fully believe in our head coach and his staff to continue to build us into a championship-level program, but it will not happen overnight. Our last home game of the season is November 15th vs the University of Central Oklahoma and we will honor our Seniors.

Men's & Women's Cross-Country participated in the MIAA Championships at Pittsburg State with our men having 2 top 10 finishers. Pau Valderrama (5th) and Wimachmorr Gilo (10th) had a productive day, both earning 1st Team All-MIAA with their performances. Our Men placed 7th and the Women placed 10th.

Basketball season is upon us as both of our basketball programs are debuting new head coaches. Luke Scheidecker leads our WBB program to an opening contest vs defending National Champion, Grand Valley State University in the CCA Tip-Off Classic held at the Civic Arena in St. Joseph, MO. Game time is 3pm on October 31, 2025. Our WBB program will also face Lubbock Christian University on Sunday at 2pm. Brooks McKowen leads our MBB program to an opening contest vs perennial power West Texas A&M in the CCA Tip-Off Classic held at the Civic Arena in St. Joseph, MO. Game time is 7pm on October 31, 2025. Our MBB program will also play the University of Missouri-St. Louis at 6pm on Sunday.

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

Report of the Student Governor, Garrett Jackson
06 November, 2025

The semester is nearly $\frac{2}{3}$ over, and the students are excited for Thanksgiving break. It has been an excellent semester, and we are still holding out for a strong finish. I am pleased with the student engagement on campus, with not only the semester starting events, but also the mid-semester events such as homecoming and the student-wellness fair. Homecoming in particular was a very exciting event. Thank you, Mr. Archambault for ensuring that event was well put together.

I am continuing to work with Dean of Students Avagalio to get the student recognition boards updated and posted. This is difficult because of incomplete records, inconsistent award names and attributions, and simply finding the proper location to hang the boards. However, this is important to physically recognize past student achievement and encourage students to be engaged on campus. We are working together to get this task accomplished. Dean Avagalio is fantastic to work with.

Regarding the search for the next student governor, I have spoken to several students about the opportunity, as well as announcing the opportunity at SGA Congress. Several students seemed interested, and one even took the opportunity to speak with me after-the-fact about clarifying points regarding their application. Please continue to speak to freshman and sophomore students that you think would be good candidates to represent the student body.



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

Report to the Board of Governors

November 6, 2025

Introduction

Fall 2025 has seen a campus visibly charged with vibrancy, energy, and enthusiasm; students, faculty, and staff have remarked on the positive atmosphere and the “MoWest momentum” of our collective efforts this semester, documented in the reports contained in this board book. With only five instructional weeks and one week of final exams remaining, we are poised to finish strong and ready to embark on the launch of our 2026 – 2030 Strategic Plan: Building a Premier Regional Public University, once the Board has officially approved this plan.

2026 Legislative Priorities

Intensive work on MoWest’s 2026 legislative priorities began in late September, and efforts to promote those will continue through the completion of the next legislative session. As Governors are aware, state appropriations have not kept pace with the increase in fixed costs at MoWest. Therefore the University’s top priority is to seek a supplemental increase to our state FY27 core appropriation. Our efforts also include leveraging the strong support regularly provided to us by our partners on the Community Alliance’s Saint Joseph Legislative Partnership. Partnership members include the Saint Joseph Chamber of Commerce, the City of Saint Joseph, Buchanan County, the Saint Joseph School District, the Saint Joseph Convention & Visitors Bureau, the 139th Airlift Wing of the Missouri Air National Guard, and the United Way of Greater Saint Joseph. In mid-November, the legislative partners will meet with our state-elected officials to collectively present members’ priorities. Further, I anticipate that those conversations will also include our legislative partners’ support for UMKC’s funding requests for a proposed dental school on our campus.

COPHE is also crafting 2026 legislative priorities to support public higher education at all levels across the state. As Chair of COPHE, I have been working with Executive Director Paul Wagner and other COPHE members to ready these priorities for the upcoming legislative session. To those ends, COPHE recommended to DHEWD that it propose to the CBHE a FY27 higher education budget that: a) every public higher education institution be recommended to receive an appropriation increase that at least covers inflationary costs; b) the CBHE’s recommendation for an overall ongoing core increase be larger than the rate of growth in inflation in order to reverse the long-term trend of loss against inflationary cost growth; c) opportunities for additional state investments be tied to specific purposes (such as MoExcels or maintenance and repair) that are in addition to ongoing core increases; d) opportunities for new investments specifically be related to institutional missions or regional/statewide workforce needs; and e) consistent, on-going support for state grant and scholarship programs continue. As a result, at the September meeting, the CBHE approved sending to Governor Kehoe’s office a FY27 higher education budget that includes: a) 4% core appropriation increase; b) 3.1% maintenance and repair funding (i.e., .2% of FY26 replacement value; and c) a 2% MOSERS increase. Of course, much remains to be finalized. However, this recommendation does represent a significantly increased willingness by the CBHE to recognize the importance of adequate state funding for public higher education and, importantly, to ask the Governor’s Office for it.

Community Engagement and Relations

Much of my work involves establishing and/or deepening important relationships with community, business/industry, government, healthcare, and education leaders. This has been a focus of mine since day-one of my appointment; the successes that the University has achieved, ranging broadly from improved student enrollment to significant gains in philanthropic giving, coupled with improved public perception of the University, can be traced to the leadership I have provided over the past five plus years. And yet, there is still much hard work ahead. However, it is hard work which will benefit greatly from guidance by the 2026 – 2030 Strategic Plan: Building a Premier Regional Public University. I am eager to join all of our MoWest community in these efforts.

Summary

As I often remark, MWSU is moving forward with clear direction and sure purpose. The strong and abundant evidence provided in the reports herein unequivocally reinforce this statement. Governors are in a unique position to be able to promote, support, and offer service as ambassadors of the University, sharing our good works and positive stories across so many different constituencies. Your dedication to MoWest is greatly appreciated.

RFP26-007 BOILER RELACEMENT

The University is proposing to accept a proposal from RS Industrial Services in the amount of \$298,240.00 for the Blum Union Boiler Replacement. RS is the low bidder and can meet the deadlines and scope of the project.

Request a motion to accept the proposal and recommend approval by the Board.