



Board of Governors' Meeting

April 23, 2026

Missouri Western State University

Blum Student Union Room 220

4525 Downs Drive

St. Joseph, MO 64507



MISSOURI WESTERN STATE UNIVERSITY
BOARD OF GOVERNORS
APRIL 23, 2026 - 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, April 23, 2026. 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/BOGApril23.

TENTATIVE AGENDA

I. PUBLIC SESSION

- A. Motion to Approve Agenda
- B. Motion to Approve Minutes
 - 1. February 26, 2026 Board Meeting Minutes
- C. Board of Governors' Committee Report
 - 1. Personnel, Finance & Operations
 - a. FY26 Financial Report
 - b. FY27 Financial Preview
 - c. FY27 Tuition & Fees Schedule for Approval
 - d. RFP26-012 Recommendation
- D. Report of the President
- E. 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)
- F. Report of the Chair
- G. Old Business
- H. New Business
 - 1. Nominating Committee

A vote will be held to close the meeting pursuant to Missouri Revised Statutes 610.021 (1), (2), (3) and (13) 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
February 26, 2026

OPEN SESSION

Chair Tieman called the meeting to order at 1:00 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
Lisa Norton
Scott Albers
Dan Danford
Todd Michalski
Bill Severn

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 Danford seconded the motion. The motion carried unanimously (7-0) by voice vote with no abstentions.

APPROVAL OF MINUTES

Chair Tieman asked for a motion to approve the November 6, 2025 Board meeting minutes. Governor Norton made a motion to approve the minutes; Governor Albers seconded the motion. The motion carried unanimously (7-0) 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 FY26 financial report as of January 31, 2026. The Board was presented updates to operating revenue in all funds, operating expenses, and non-operating revenues in all funds and expenses.
- VP Holt briefed the Board in terms of the University's efforts in developing a three-year compensation strategy which is expected to be presented to the Board with the FY27 budget in April.
- VP Holt informed the Board that the University issued an RFP (RFP26-008) to replace Banner. The Board was presented with Workday as the new enterprise system.

Chair Tieman asked for a motion to approve the January 31, 2026 financial report as presented. Governor Severn made a motion to approve the January 31, 2026 financial report as presented; Governor Albers seconded the motion. The motion carried unanimously (7-0) by voice vote with no abstentions.

Chair Tieman asked for a motion to approve RFP26-008 Enterprise Resource Planning and Student Information System as presented. Governor Michalski made a motion to approve RFP26-008; Governor Grimwood seconded the motion. The motion carried unanimously (7-0) by voice vote with no abstentions.

Committee Chair Grimwood made a motion to grant the Athletic Department the ability to spend Athletic budget dollars within their budget in accordance with NCAA regulations and Title IX laws; Governor Tieman seconded the motion. The motion carried unanimously (7-0) by voice vote with no abstentions.

PRESIDENT'S REPORT

President Kennedy opened her remarks by recognizing special guests in the gallery.

President Kennedy provided an update on legislative funding, legislative priorities and the University's budget.

President Kennedy reported on efforts to strengthen legislative advocacy through the development of a regional advocacy coalition led by Mr. Jerry Pickman and Ms. Tama Wagner. Organizations across campus are supporting advocacy efforts.

President Kennedy reported on enrollment and fall 2026 recruitment goals and recruitment strategies implemented by the enrollment management team.

Updates were provided in terms of workforce development initiatives.

President Kennedy briefed the Board that the university submitted nominations for student-governor candidates to the governor's office.

DIVISION REPORTS

Jay Johnson, Vice President and Provost for Academic Affairs

- HLC accreditation reaffirmation
- Academic summer graduate school schedule change
- Program update from Masters of Applied Science with Education focus to Masters in Education
- Articulations

Rebecca Lobina, Director for Center for Workforce Development

- Revenue data provided for the Center for Workforce Development is at \$85,000 year-to-date
- AI Essentials workshop, Lean 101 workshop, upcoming workforce training
- Shelby Wigington, SBDC entrepreneur advisor
- Partnerships, programs and community engagement updates

Daniel Holt, Vice President of Finance & Administration

- Active Shooter Training sessions
- Student Affairs upcoming schedule of programming, including a career fair, Teal Week, webinars and service projects
- ADA Title II
- Federal financial aid policy changes

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

- Advancement and fundraising performance
- Upcoming donor engagement event at Boulevard Brewing Co in Kansas City
- Launch of the College of Science & Health Advancement Council
- Western League for Excellence rally is planned
- Name, Image and Likeness (NIL) partnership

Andy Otto, Vice President of Enrollment Management and Marketing

- Academic summer graduate school schedule change
- Implementation of rolling start dates in five academic programs
- Recruitment initiatives with the expansion of direct admit partnerships with St. Joseph School District and Platte County
- Admission and enrollment trends
- Discover More at MoWest visit day

Andy Carter, Director of Athletics

- Student-athlete success in the classroom, community engagement and competitive performance

- NCAA Convention updates and NCAA legal updates
- MIAA conference and postseason

REPORT OF THE CHAIR

Chair Tieman asked for a motion to ratify the results of the poll vote taken on December 8, 2025 to approve the first amendment to the training camp agreement. Governor Severn made a motion to ratify the poll vote taken on December 8, 2025; Governor Norton seconded the motion. The motion carried unanimously (7-0) by voice vote with no abstentions.

OLD BUSINESS

(no old business at this time)

NEW BUSINESS

Chair Tieman provided the date of the next Board meeting, which will be on Thursday, April 23, 2026 at 1:30 p.m. in Blum Student Union Room 220.

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) and (13). The motion was made by Governor Grimwood and seconded by Governor Norton. The motion carried unanimously (7-0) by voice vote with no abstentions.

CLOSED SESSION

REGULAR SESSION RE-CONVENED

Chair Tieman asked for a motion to approve the business matters as discussed in closed session. Governor Severn made a motion to approve the business matters; Governor Norton seconded the motion. The motion carried unanimously (7-0) 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
Poplewell 217
4525 Downs Drive
St. Joseph, MO 64507

April 15, 2026

To: Missouri Western State University Board of Governors

From: Daniel Holt, Vice President for Finance and Administration

Subject: Financial Information – Board Meeting, April 23, 2026

Please find the following financial documents for the period ending March 31, 2026 pertaining to fiscal year 2026 for your review:

- Attachment #1 – Statement of Activities FY26, Budget to Actual
- Attachment #2 – Statement of Cash Position March 31, 2026
- Attachment #3 – Statement of Funds Invested March 31, 2026
- Attachment #4 – Recommendation for auditing services (RFP26-012)

You will also find the following documents for fiscal year 2027:

- Attachment #5 – Tuition and fee schedule for approval

Fiscal year 2027 budget documents are delayed pending clarity from the State of Missouri.

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 3-31-2026)

Educational & General (Undesignated)					
	Original Budget	Adjustments	Revised Budget	Actual	Percentage of Total
OPERATING REVENUE					
Student Tuition and Fees	29,347,564	(0)	29,347,564	29,360,629	100.0%
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	251,019	104.6%
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	34,245	18.4%
TOTAL OPERATING REVENUES	29,773,564	(0)	29,773,564	29,645,894	99.6%
OPERATING EXPENSES					
Salaries and compensation	21,577,919	7,619	21,585,538	16,948,937	78.5%
Fringe benefits	9,204,529	-	9,204,529	7,567,727	82.2%
Supplies and services	6,308,705	246,715	6,555,420	5,081,234	77.5%
Travel	263,210	(4,801)	258,409	124,062	48.0%
Utilities	1,298,877	924	1,299,801	886,339	68.2%
Insurance	587,000	(83,000)	504,000	412,177	81.8%
Scholarships	7,499,450	(34,080)	7,465,370	7,581,225	101.6%
TOTAL OPERATING EXPENSES	46,739,690	133,377	46,873,067	38,601,701	82.4%
OPERATING GAIN / (LOSS)	(16,966,126)	(133,377)	(17,099,503)	(8,955,807)	52.4%
NON-OPERATING REVENUES (EXPENSES)					
State appropriations	24,061,757	-	24,061,757	18,046,323	75.0%
State appropriations - lottery	2,322,497	-	2,322,497	1,741,869	75.0%
State appropriations - capital	597,414	(597,414)	-	-	0.0%
Grants				-	
Gifts	1,775,417	-	1,775,417	1,311,212	73.9%
Investment income	250,000	-	250,000	96,290	38.5%
Interest on capital related debt					
Capital	(513,691)	262,487	(251,204)	(218,791)	87.1%
Debt Service Principal					
Other					
NET NON-OPERATING REVENUES	28,493,394	(334,927)	28,158,467	20,976,903	74.5%
INCOME (LOSS) BEFORE TRANSFERS	11,527,268	(468,304)	11,058,964	12,021,096	108.7%
TRANSFERS IN (OUT)					
Debt service	(609,127)	(56,090)	(665,217)	(433,314)	65.1%
Other	1,828,703	70,420	1,899,123	1,569,840	82.7%
TOTAL TRANSFERS IN (OUT)	1,219,576	14,330	1,233,906	1,136,526	92.1%
INCREASE (DECREASE) IN NET POSITION	12,746,844	(453,974)	12,292,870	13,157,622	107.0%
OTHER					
Prior year funds	12,746,844	(453,974)	12,292,870	13,157,622	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2026
(As of 3-31-2026)

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	50,000	-	1,774,097	1,803,809	101.7%
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	486,008	304.7%
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	(50,000)	-	383,100	30,893	8.1%
TOTAL OPERATING REVENUES	2,316,704	0	-	2,316,704	2,320,710	100.2%
OPERATING EXPENSES						
Salaries and compensation	747,558	(19,924)	-	727,634	493,431	67.8%
Fringe benefits	294,567	(0)	-	294,567	187,907	63.8%
Supplies and services	1,699,770	5,574	232,800	1,938,144	1,131,854	58.4%
Travel	204,116	(22,494)	-	181,622	107,862	59.4%
Utilities	1,716	(0)	-	1,716	-	0.0%
Insurance	4,912	-	-	4,912	4,095	83.4%
Scholarships	39,516	130,117	-	169,633	222,785	131.3%
TOTAL OPERATING EXPENSES	2,992,155	93,273	232,800	3,318,228	2,147,934	64.7%
OPERATING GAIN / (LOSS)	(675,452)	(93,273)	(232,800)	(1,001,524)	172,776	-17.3%
NON-OPERATING REVENUES (EXPENSES)						
State appropriations					-	
State appropriations - capital						
Grants						
Gifts	723,152	-	-	723,152	394,005	54.5%
Investment income				-		
Interest on capital related debt						
Capital	(43,461)	98,773	(144,162)	(88,850)	(63,090)	71.0%
Debt Service Principal						
Other						
NET NON-OPERATING REVENUES	679,691	98,773	(144,162)	634,302	330,915	52.2%
INCOME (LOSS) BEFORE TRANSFERS	4,239	5,500	(376,962)	(367,222)	503,691	-137.2%
TRANSFERS IN (OUT)						
Debt service						
Other	(110,929)	(5,500)	-	(116,429)	(132,680)	114.0%
TOTAL TRANSFERS IN (OUT)	(110,929)	(5,500)	-	(116,429)	(132,680)	114.0%
INCREASE (DECREASE) IN NET POSITION	(106,693)	(0)	(376,962)	(483,651)	371,008	-77%
OTHER						
Prior year funds	106,693	-	376,962	483,651	-	
	0	(0)	-	-	371,008	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
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Auxiliary						
	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	2,904,066	59,889	-	2,963,955	2,025,684	68.3%
Less: Scholarship allowances	-	-		-	-	-
Housing	4,645,798	0	-	4,645,798	3,827,824	82.4%
Less: Scholarship allowances						
Food service	3,552,387	0	-	3,552,387	2,593,230	73.0%
Less: Scholarship allowances						
Bookstore	95,900	-	-	95,900	38,855	40.5%
Less: Scholarship allowances						
Other auxiliary enterprises	181,298	(0)	-	181,298	180,063	99.3%
Less: Scholarship allowances						
TOTAL OPERATING REVENUES	11,379,449	59,889		11,439,338	8,665,655	75.8%
OPERATING EXPENSES						
Salaries and compensation	3,677,319	12,975	-	3,690,294	2,888,416	78.3%
Fringe benefits	1,881,392	320	-	1,881,712	1,458,974	77.5%
Supplies and services	5,740,917	52,759	1,765	5,795,441	4,495,025	77.6%
Travel	1,092,125	20,650	-	1,112,775	838,708	75.4%
Utilities	1,168,194	1,500	-	1,169,694	752,431	64.3%
Insurance	690,512	-	-	690,512	528,297	76.5%
Scholarships	4,227,697	(391)	-	4,227,306	3,851,679	91.1%
TOTAL OPERATING EXPENSES	18,478,156	87,813	1,765	18,567,734	14,813,530	79.8%
OPERATING GAIN / (LOSS)	(7,098,708)	(27,923)	(1,765)	(7,128,396)	(6,147,874)	86.2%
NON-OPERATING REVENUES (EXPENSES)						
State appropriations						
State appropriations - capital						
Grants						
Gifts	66,300	-	-	66,300	63,100	95.2%
Investment income	225,000	-	-	225,000	132,956	59.1%
Interest on capital related debt						
Capital	(107,650)	(77,875)	-	(185,525)	(90,704)	48.9%
Debt Service Principal						
Other						
NET NON-OPERATING REVENUES	183,650	(77,875)	-	105,775	105,351	99.6%
INCOME (LOSS) BEFORE TRANSFERS	(6,915,058)	(105,798)	(1,765)	(7,022,621)	(6,042,523)	86.0%
TRANSFERS IN (OUT)						
Debt service	(3,971,499)	-		(3,971,499)	(3,626,228)	91.3%
Other	(1,860,290)	60,360		(1,799,930)	(1,439,560)	80.0%
TOTAL TRANSFERS IN (OUT)	(5,831,789)	60,360	-	(5,771,429)	(5,065,788)	87.8%
INCREASE (DECREASE) IN NET POSITION	(12,746,847)	(45,438)		(12,794,050)	(11,108,311)	86.8%
OTHER						
Prior year funds			3,765	3,765		
	(12,746,847)	(45,438)	-	(12,794,050)	(11,108,311)	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
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(As of 3-31-2026)

	Restricted					Percentage of Total
	Original Budget	Adjustments	Adjustments for Prior Year Funds	Revised Budget	Actual	
OPERATING REVENUE						
Student Tuition and Fees						
Less: Institutional scholarships						
Less: Other scholarship allowances						
Federal grants and contracts	503,712	67,803	-	571,515	119,129	20.8%
State grants and contracts	230,597	1,445,567	-	1,676,164	1,647,821	98.3%
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	1,524,055	-	2,260,923	1,780,194	78.7%
OPERATING EXPENSES						
Salaries and compensation	397,890	91,431	-	489,321	318,563	65.1%
Fringe benefits	5,746	22,562	-	28,308	16,465	58.2%
Supplies and services	405,746	881,631	-	1,287,377	450,004	35.0%
Travel	26,100	34,182	-	60,282	21,164	35.1%
Utilities	-	-	-	-	-	
Insurance	-	-	-	-	-	
Scholarships	6,344,940	232,070	-	6,577,010	5,731,028	87.1%
TOTAL OPERATING EXPENSES	7,180,422	1,261,876	-	8,442,298	6,537,224	77.4%
OPERATING GAIN / (LOSS)	(6,443,554)	262,179	-	(6,181,375)	(4,757,030)	77.0%
NON-OPERATING REVENUES (EXPENSES)						
State appropriations						
State appropriations - capital						
Grants	6,443,554	409	-	6,443,963	5,596,166	86.8%
Gifts		870,824	-	870,824	-	
Investment income						
Interest on capital related debt						
Capital	-	(1,135,412)	-	(1,135,412)	(475,808)	0.0%
Debt Service Principal						
Other						
NET NON-OPERATING REVENUES	6,443,554	(264,179)	-	6,179,375	5,120,358	82.9%
INCOME (LOSS) BEFORE TRANSFERS	-	-	-	-	363,328	#DIV/0!
TRANSFERS IN (OUT)						
Debt service						
Other	-	-	-	-	2,400	0.0%
TOTAL TRANSFERS IN (OUT)	-	-	-	-	2,400	0.0%
INCREASE (DECREASE) IN NET POSITION	-	-	-	-	365,728	
OTHER						
Prior year funds	-	-	-	-	365,728	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
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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	-	680,000		680,000	-	0.0%
TOTAL OPERATING REVENUES	-	680,000	-	680,000	-	-
OPERATING EXPENSES						
Salaries and compensation						
Fringe benefits						
Supplies and services	4,800	-		4,800	20,860	434.6%
Travel						
Utilities						-
Insurance						
Scholarships						
TOTAL OPERATING EXPENSES	4,800	-	-	4,800	20,860	434.6%
OPERATING GAIN / (LOSS)	(4,800)	680,000	-	675,200	(20,860)	-3.1%
NON-OPERATING REVENUES (EXPENSES)						
State appropriations						
State appropriations - capital						
Grants						
Gifts	-	-		-	235,459	0.0%
Investment income						
Interest on capital related debt	(1,361,727)			(1,361,727)	(1,006,126)	73.9%
Capital	-	(680,000)		(680,000)	(429,688)	0.0%
Debt Service Principal	(3,214,096)			(3,214,096)	(3,093,491)	96.2%
Other						-
NET NON-OPERATING REVENUES	(4,575,823)	(680,000)	-	(5,255,823)	(4,293,844)	81.7%
INCOME (LOSS) BEFORE TRANSFERS	(4,580,623)	-	-	(4,580,623)	(4,314,705)	94.2%
TRANSFERS IN (OUT)						
Debt service	4,580,623			4,580,623	4,059,542	88.6%
Other	-	-		-	-	0.0%
TOTAL TRANSFERS IN (OUT)	4,580,623	-	-	4,580,623	4,059,542	88.6%
INCREASE (DECREASE) IN NET POSITION	-	-	-	-	(255,163)	0.0%
OTHER						
Prior year funds	-	-		-	(255,163)	
	-	-	-	-	(255,163)	

Missouri Western State University
Statement of Budget Changes and Comparison of Budget to Actual
For the Year Ending June 30, 2026
(As of 3-31-2026)

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	50,002	-	31,121,658	31,164,438	100.1%
Less: Institutional scholarships						
Less: Other scholarship allowances						
Federal grants and contracts	503,712	67,803	-	571,515	119,129	20.8%
State grants and contracts	230,597	1,445,567	-	1,676,164	1,647,821	98.3%
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	737,027	184.5%
Auxiliary enterprises:						
Athletics	2,904,066	59,889	-	2,963,955	2,025,684	68.3%
Less: Scholarship allowances				-		
Housing	4,645,798	0	-	4,645,798	3,827,824	82.4%
Less: Scholarship allowances						
Food service	3,552,387	0	-	3,552,387	2,593,230	73.0%
Less: Scholarship allowances						
Bookstore	95,900	-	-	95,900	38,855	40.5%
Less: Scholarship allowances						
Other auxiliary enterprises	181,298	(0)	-	181,298	180,063	99.3%
Less: Scholarship allowances						
Other operating revenues	619,100	630,000	-	1,249,100	65,139	5.2%
TOTAL OPERATING REVENUES	44,206,580	2,263,946	-	46,470,529	42,412,453	91.3%
OPERATING EXPENSES						
Salaries and compensation	26,400,686	92,101	-	26,492,787	20,649,347	77.9%
Fringe benefits	11,386,234	22,882	-	11,409,116	9,231,073	80.9%
Supplies and services	14,159,939	1,188,443	232,800	15,581,181	11,178,976	71.7%
Travel	1,585,551	27,537	-	1,613,088	1,091,795	67.7%
Utilities	2,468,787	2,424	-	2,471,211	1,638,771	66.3%
Insurance	1,282,424	(83,000)	-	1,199,424	944,570	78.8%
Scholarships	18,111,603	327,716	-	18,439,319	17,386,716	94.3%
TOTAL OPERATING EXPENSES	75,395,224	1,578,102	232,800	77,206,126	62,121,248	80.5%
OPERATING GAIN / (LOSS)	(31,188,644)	685,844	(232,800)	(30,735,597)	(19,708,795)	64.1%
NON-OPERATING REVENUES (EXPENSES)						
State appropriations	24,061,757	-	-	24,061,757	18,046,323	75.0%
State appropriations - lottery	2,322,497	-	-	2,322,497	1,741,869	75.0%
State appropriations - capital	597,414	(597,414)	-	-	-	
Grants	6,443,554	409	-	6,443,963	5,596,166	86.8%
Gifts	2,564,869	870,824	-	3,435,693	2,003,777	58.3%
Investment income	475,000	-	-	475,000	229,246	48.3%
Interest on capital related debt	(1,361,727)	-	-	(1,361,727)	(1,006,126)	73.9%
Capital	(664,802)	(1,532,027)	(144,162)	(2,340,991)	(1,278,081)	54.6%
Debt service principal	(3,214,096)	-	-	(3,214,096)	(3,093,491)	96.2%
Other	-	-	-	-	-	0.0%
NET NON-OPERATING REVENUES	31,224,466	(1,258,208)	(144,162)	29,822,096	22,239,684	74.6%
INCOME (LOSS) BEFORE TRANSFERS	35,822	(571,864)	(376,962)	(913,002)	2,530,888	
TRANSFERS IN (OUT)						
Debt service	-	(56,090)	-	(56,090)	(0)	
Other	(142,516)	125,280	-	(17,236)	-	
TOTAL TRANSFERS IN (OUT)	(142,516)	69,190	-	(73,326)	-	
INCREASE (DECREASE) IN NET POSITION	(106,694)	(502,674)	(376,962)	(986,328)	2,530,888	
OTHER						
Prior year funds	106,694	-	376,962	483,656	-	
	(0)	(502,676)	-	(502,676)	2,530,888	

**Missouri Western State University
Statement of Cash Position
March 31, 2026**

Fund	03/31/2026 Available Balance	03/31/2025 Available Balance	03/31/2024 Available Balance
Operating, Auxiliary, Agency, Payroll & Petty Cash	\$ 6,462,241	\$ 4,841,234	\$ 10,731,662
Investments	\$ -	\$ 4,942,410	\$ 953,171
Auxiliary System Revenue Bond Funds	300,000	300,000	300,000
Loan Funds	82,483	82,483	82,483
TOTAL FUNDS INVESTED	\$ 6,844,724	\$ 10,166,127	\$ 12,067,316

Statement of Cash Position

Missouri Western State University
Schedule of Funds Invested
March 31, 2026

OPERATING FUND	YIELD	AMOUNT	BANK
Checking Account-Operating	0.50%	104,489	Southern Bank
Checking Account-Other	0.50%	-	Southern Bank
Checking Account-Operating	2.65%	250,000	Commerce Bank
Checking Account-Other	2.65%	6,101,052	Commerce Bank
Miscellaneous Petty Cash/Change Funds	0.00%	<u>6,700</u>	Campus Locations
TOTAL OPERATING, AUXILIARY & AGENCY FUNDS		<u><u>6,462,241</u></u>	
AUXILIARY SYSTEM REVENUE BONDS			
Repair & Replacement Reserve	2.65%	<u>300,000</u>	Commerce Bank
TOTAL AUXILIARY SYSTEM REVENUE BOND FUNDS		<u><u>300,000</u></u>	
INSTITUTIONAL LOAN FUND			

ACTION ITEMS

RFP26-012 AUDIT SERVICES

The University is proposing to accept the services of Forvis Mazars to continue as the auditor of the University financial statements, Federal Student Aid compliance requirements, and the NCAA audit (every three years).

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



2026-2027

Tuition and Fees

Schedule

Missouri Western State University

2026-2027

Tuition and Fees Schedule

	\$ Rate
Tuition	
Per Semester Credit Hour	
Undergraduate Resident	328.00
Undergraduate Resident - Online	328.00
Undergraduate Non-Resident	690.00
Undergraduate Non-Resident - Online	690.00
Graduate and Professional Resident	570.00
Graduate and Professional Resident - Online	570.00
Graduate and Professional Non-Resident	570.00
Graduate and Professional Non-Resident - Online	570.00
Graduate MBA - Online	595.00
Graduate Prairie Lands Program	344.00
Early College Academy	99.00
Mandatory Fees	
Per Semester Credit Hour	
Facilities Access Fee	20.00
Instructional Support & Technology Fee - Online	55.00
Instructional Support & Technology Fee	12.00
Max Experience	4.00
SGA Fee	4.00
Student Support Fee	10.00
Program Fees	
Per Semester Credit Hour	
Biology	66.00
Chemistry/Math/Physics	66.00
Cinema	59.00
Communications	59.00
Computer Science/Cybersecurity	75.00
Craig School of Business	102.00
Criminal Justice and Legal Studies	59.00
Education	79.00
Engineering Technology	94.00
Fine Arts	84.00
Health Professions	100.00
Honors College	55.00
Humanities	59.00
Military Science	59.00
Psychology	59.00
School of Nursing	100.00
Per Program Flat Rate	
Law Academy-Undergraduate Resident	7,176.00
Law Academy-Undergraduate Non-Resident	8,088.00

Missouri Western State University**2026-2027****Tuition and Fees Schedule****Laboratory Fees**

Per Individual Lab course

Biology Lab Fee	120.00
Chemistry Lab Fee	120.00
Criminal Justice Lab Fee	40.00
Early College Academy Biology Lab Fee	25.00
Early College Academy Chemistry Lab Fee	25.00
Engineering Technology Lab Fee	30.00
Geography Lab Fee	45.00
HIF Virtual Lab Fee	50.00
Nursing Lab/Supplies	200.00
Physics Lab Fee	25.00
PTA Lab Fee	50.00
Respiratory Care Lab Fee	263.00
Social Work Lab Fee	70.00

Course Fees

Per Individual Course

ALH Course Fee (various depending on course)	73.00/100.00/209.00
Art Materials Fee - Art History	30.00
Art Materials Fee - Art Supply (various depending on course)	20.00/40.00
Art Materials Fee -Drawing 2-3D (various depending on course)	20.00/50.00/60.00
Art Materials Fee - Graphic Design (various depending on course)	20.00/40.00
Art Materials Fee - Interactive Software/Materials (various depending on course)	100.00
Art Materials Fee - Photography (various depending on course)	25.00/70.00/80.00
Art Materials Fee - Sculpture (various depending on course)	40.00/50.00/60.00
Art Materials Fee -Painting/Print (various depending on course)	60.00/150.00
Biology Field Trip Fee	40.00
Clinical Compliance Fee	225.00
Computer Science / Cybersecurity Fee	20.00
Co-op Teaching Fees	100.00
Developmental Course Fees	100.00
Education Materials Fee	5.00
Entrepreneurship Mindset Fee	50.00
ETS Assessment Fee-Psychology	33.00
ETS Major Field Test	50.00
Griffon Edge Fee	258.00
HIM Jr. PPE Fee	86.00
HIM Sr. PPE Fee	13.00
HSES Fee	15.00/25.00
Management Program Assessment Fee	50.00
Materials & Technology Fee	100.00
Materials Postage Fee	45.00
MSN Course Fee	46.00

Missouri Western State University
2026-2027
Tuition and Fees Schedule

Course Fees (continued)

Per Individual Course

Music Equipment Fee	50.00
Music Major General Fee	100.00
Music Major Instrument Fee	100.00
Music Material/Concert Fee	25.00
NBRC Prep	290.00
Nursing & Testing Fee	992.00
PHIM Fee	209.00
Pre-licensure BSN Program Admission Fee	250.00
PTA Participation Fee (various depending on course)	15.00/120.00/215.00
RES Course Fee (various depending on course)	100.00/359.00
RN-BSN Course Fee	46.00
Scuba Supplemental Fee	250.00
Social Science Field Trip	50.00
Social Work Course Fee (various depending on course)	10.00/50.00/110.00/123.00/240.00
Social Work Intro Fee	50.00
Social Work Practicum Fee (various depending on course)	50.00/115.00
Student Clinical Liability Insurance	15.00
Study Abroad Fee (Variable - Max \$500)	500.00
Teaching Supervision Fee	450.00
TK20 Fee	110.00

Course Fees

Per Credit Hour

Journalism Technology Fee	65.00
Cinema Technology and Materials Fee	30.00
Applied Music Fee	100.00

Missouri Western State University
2026-2027
Tuition and Fees Schedule

Residence Hall Rates

Fall and Spring per semester

Scanlon Hall - Single Room	3,800.00
Vartabedian Hall (Sophomores through Seniors)	4,165.00
Vaselakos Hall - Double Room	2,590.00
Vaselakos Hall – Single Room (Available only after Scanlon Hall reaches full capacity)	3,800.00

Overflow Housing Options

(Available only after Vaselakos Hall reaches full capacity)

Leaverton Hall - Double Room	2,590.00
Leaverton Hall - Single Room	3,800.00

Summer Housing

Summer Housing (per week) Vartabedian Hall Only	260.00
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Housing Application Fee

50.00

Board Plans

Fall and Spring per semester

Unlimited + \$100 Flex Plan	2,628.00
Unlimited + \$400 Flex Plan	2,976.00
Weekly 15 + \$300 Flex Plan	2,808.00
Declining Balance Flex Plan (Vartabedian Hall residents only)	TBD

Commuter Plans per semester

55 meal block + \$100 Flex Plan	691.00
25 meal block + \$100 Flex Plan	383.00
\$500 Flex Plan	500.00

Faculty/Staff Meal Plans:

10 meal block	75.00
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Missouri Western State University

2026-2027

Tuition and Fees Schedule

Other Fees

Credit Card Processing Fee	3.00
Duplicate Diploma Fee	25.00
Duplicate Diploma Fee with cover	35.00
Early College Academy Registration Fee	15.00
Exit Exam Fee	25.00
Graduate Application Fee	45.00
Undergraduate Graduation Fee	100.00
Graduate Graduation Fee	100.00
Identification Card replacement	15.00
International Application Fee	50.00
International Orientation Fee	100.00
Late Graduation Fee	25.00
Matriculation Fee	30.00
New Student Registration Fee	120.00
Non-sufficient Funds Fee	50.00
Nursing Application Fee	30.00/100.00
Parking Permit - Employees	30.00
Parking Permit - Employee Restricted (limited number)	210.00
Parking Permit - Student	30.00
Parking Permit Replacement	10.00
Payment Late Fee	100.00
Payment Plan Fee	50.00
Transcript Fee	10.00



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

Report to the Board of Governors

April 23, 2026

2026 Legislative Efforts – FY27 Higher Education Funding

On March 4, 2026, House Budget Committee Chair Rep. Dirk Deaton (MO-159), met with presidents from public higher education institutions to present his plan for shifting about \$250 million among four-year universities and \$26 million among two-year community colleges. Deaton's plan was built using a single data point of 2025 FTE (Full Time Equivalent) enrollment to determine funding levels, excluding dual credit student enrollment. While not reducing the overall funding level recommended by Governor Kehoe, Rep. Deaton's plan nonetheless produced "winners" for those institutions with larger 2025 FTE enrollments (e.g., NWMSU would receive nearly an additional \$10M; SEMO would receive nearly an additional \$1.5M) and "losers" for smaller universities (e.g., Lincoln University would lose slightly over \$9M; Truman would lose nearly \$27M). For MWSU, Deaton's plan would result in a loss of \$6,396,033M.

One major flaw in Deaton's plan is its failure to consider FTE enrollment trends. For example, NWMSU experienced a 2024-to-2025 FTE enrollment decline of -3.3% or -196 FTE, and SEMO experienced a 2024-to-2025 FTE enrollment decline of -6.4% or 469 FTE. It is noteworthy that in addition to one-year declines, both of these universities also experienced negative 3-year and 5-year FTE enrollment changes. In contrast, MWSU significantly slowed its FTE enrollment decline, moving from a -12.1% 3-year change and a -30.6%, 5-year change to a -2.2% 1-year (-56 FTE) change. Simply put, a funding plan like this would mean that MWSU, which has turned the corner and is clearly moving forward with positive momentum, would have little chance to survive, let alone prosper.

Regardless, the House voted to approve HB2003 on March 26, 2026; three of our state delegates voted in support of the HB2003. The bill was then sent to the Senate Appropriations Committee, chaired by Senator Rusty Black.

On April 13, 2026 the Senate Appropriation Committee began its work. This year, the Senate Appropriations Committee is using a "priority-based budgeting" method, focusing on agencies' goals and measurable outcomes for funding determinations. As of this writing, the committee has reversed the House reallocation budget plan back to Governor Kehoe's original budget/distribution recommendation.

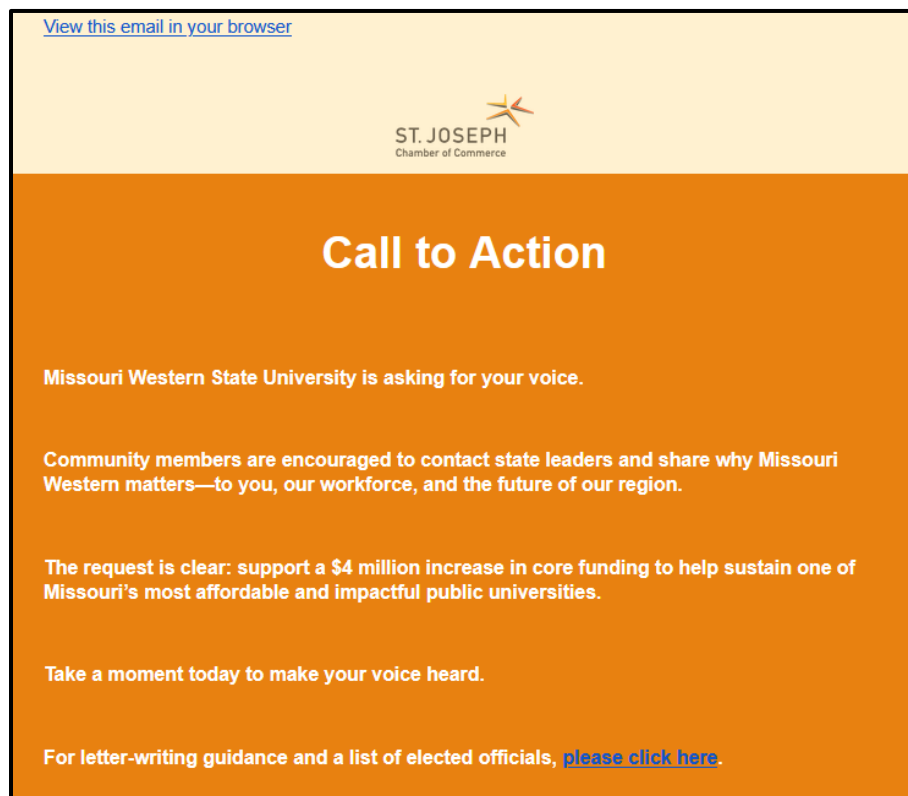
The General Assembly must pass a balanced budget no later than May 8, 2026; clearly there will be work to be done to meet this deadline. Once received, the FY27 state budget must be signed by Governor Kehoe within 45 days after the legislature's regular session has adjourned, with the final budget in place to begin the next fiscal year on July 1, 2026.

As stated in my February 2026 Board report, Governor Kehoe's January 13th recommendation of a flat FY27 budget appropriation for higher education institutions in reality is a budget cut, as inflation results in budget declines in real value and reduced operational capacity. In other words, the same amount of money won't go as far and means that less can be accomplished.

Nonetheless, and as reported frequently (e.g., multiple News from the President’s Office communications, my November 2025 and February 2026 reports to the Board of Governors), our work to secure the \$4M supplement to our core state appropriation continues.

I traveled once again to Jefferson City on April 7, 2026 to meet with Senator Rusty Black to further discuss the FY27 higher education budget. The MoWest Regional Advocacy Coalition (MRAC), the multi-tiered advocacy group designed to champion public support for the University borne out of the University’s 2060 – 2030 strategic plan, *Building a Premier Regional Public University*, has connected with many supporters of the University. Much thanks again to Jerry Pickman and Tama Wagner for their tireless work on this initiative. Additionally, at the MWSU Foundation’s Donor Appreciation Event, *More at MoWest*, I included a request for support from attendees and provided letter writing templates and legislators’ contact information.

My contacts within the Community Alliance and the Saint Joseph Chamber of Commerce have continued to strongly support our additional core funding request. In fact, on April 13, 2026, the SJ Chamber sent an email “Call to Action” to its 1,500 members, for which I am very grateful. I’ve included the email below.



The following paragraph is so important that is worth repeating from my February 2026 Board Report:

Admittedly, achieving this additional support is a heavy lift. However, securing this parity in funding, something I have often reported, spoken, written, and presented about, is vital to the institution’s health. If Missouri Western State University is to continue its trajectory of success

and growth, necessary resources must be delivered. Maintaining our commitment to keeping tuition affordable for our students while focusing our programs – credit and non-credit – toward meeting the workforce needs of Saint Joseph and beyond, in essence, serving as an important economic driver for our region, requires reasonable state investment. The progress we have made under my leadership since August 2020 proves to the State that Missouri Western State University is a good bet for future returns.

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 ambassadors of the University, serving as our strongest advocates by sharing our positive successes and areas of excellence; your support is invaluable to MWSU. Your dedication to MoWest is greatly appreciated.

Division or Office Name: Academic Affairs

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

Date: April 23, 2026

HIGHLIGHTS

Provost's Office

- Transfer Bill - Dr. Johnson continues to meet with other CAOs around the state to ensure 4-Year institution representation as we all work to meet statutory requirements.
- Dual Credit - Dr. Gilpin, Mr. Moran, and Dr. Johnson are engaged in state-level discussions around statewide dual credit policy. The previous policy sunsetted in 2022, and is being considered for revision.
- HLC Conference - Drs. Johnson, Hyer, and Beggs attended the annual HLC conference.

Assessment & Accreditation

Dr. Beth Beggs, Director

Preparations for the University's reaffirmation of accreditation through the Higher Learning Commission (HLC) have been underway for more than a year. A full rough draft of the Assurance Argument, the most complex component of the reaffirmation process, has been submitted to Cabinet and other campus readers for feedback. Their input will be incorporated throughout the month. Following these revisions, the document will be shared again with campus reviewers for additional feedback. Dr. Johnson will provide more information to the Board of Governors in a future report. Later this summer, a final draft and summary will be broadly distributed to campus constituents. Members of the MoWest community will be encouraged to familiarize themselves with the claims and supporting evidence presented in the Assurance Argument. Before the HLC Peer Review Team's visit on *October 4-6, 2026*, reviewers will request meetings with a variety of individuals and campus groups. Additional information and scheduling requests will be shared in late summer. The Offices of Assessment & Accreditation and Marketing & Communications are collaborating to develop an HLC information webpage and supporting materials to prepare the MoWest community for the reaffirmation visit this fall.

Center for Academic Support

Susan Garrison, Director

The Center for Academic Support (CAS) has been awarded a five-year certification for Levels 1, 2, and 3 as a Certified Tutor Training Program by the internationally recognized College Reading and Learning Association (CRLA). To achieve each level of certification, tutors complete a minimum of 10 hours of training and provide 25 hours of direct tutoring support to students. This applied learning experience supports Priority 1 of the University's Strategic Plan by enhancing student-centered, transformational learning opportunities. During the current academic year, the Center for Academic Support recorded 3,555 visits from 536 students, totaling 3,164 hours of academic support.

Early College Academy

Ben Moran, Director

Summer and Fall registration are now underway, and the ECA team is actively connecting with partner schools to support students as they plan their dual credit coursework. Registration visits, parent nights, and advising sessions are being scheduled to help students and families better understand course options and the benefits of earning college credit while still in high school. In partnership with the St. Joseph School District, the ECA team also participated in Future Cardinal Night and Future Indian Night, where they met with prospective students and parents to discuss Dual Credit opportunities at MoWest.

Griffon Office of Applied Learning

Dr. Tilo Roy, Vice Provost of Graduate and Sponsored Programs, Director of GOAL

The Conference on Applied Learning in Higher Education (CALHE) welcomed 123 participants, including co-authors of poster and oral presentations. Of these, 85 attended in person, and the conference also featured one international speaker from Kosovo who joined via Zoom.

Participants included faculty, staff, and students from MoWest as well as representatives from institutions across Missouri and Kansas, and additional attendees from Oklahoma, Alabama, Arkansas, Utah, South Dakota, Nebraska, and Iowa. The conference featured 88 speakers and 57 sessions, which included the plenary lecture, oral presentations, poster presentations, a workshop, and a roundtable discussion. Additionally, eight faculty members have been awarded funding through the 2026 Faculty Summer Research Grant Program.

Library

Sally Gibson, Director

For the 2025–2026 academic year, student use of the library’s physical space has increased 45% compared to last year. This growth has also contributed to greater awareness and use of library services and resources. Article downloads have increased by 12%, reference questions and student interactions are up 33%, and eBook downloads have risen significantly—by 1,303%.

Student Success & Academic Advising

Derek Evans, Director

Professional advisors have begun pre-advising incoming freshmen who have RSVP’d for Griffon Orientation, including participants in the inaugural SJSD GO.

Workforce Development

Rebecca Lobina, Director

- *Grey Manufacturing Company and Altec Industries* are sponsoring high school students to complete the one-month Certified Production Technician (CPT) program this summer.
- *Elanco Animal Health* is exploring a partnership with MoWest to provide onboarding training for entry-level employees to have a basic understanding of biomanufacturing.
- *Daily's Premium Meats* is evaluating the development of a maintenance technician training program with MoWest for both incumbent employees and new workers.
- The first *Boehringer Ingelheim* cohort in the eight-week training program concluded during the last week of March. Company leaders expressed strong satisfaction with the program and are planning a June 5 celebration, including media coverage and corporate

leadership participation, to recognize the graduates and highlight the MoWest partnership.

- The most recent Leadership Series includes 18 participants, and since January 1, the Center for Workforce Development has trained 77 individuals.

College of Business & Professional Studies

Dr. Suzanne Kissock, Dean

Dr. Dennis Merrit led students on a tour of Vulcan Metals, providing an up-close look at the shop floor. The group observed the production of massive steel castings for the railway and construction industries, as well as heavy-duty machining of large components.

College of Liberal Arts

Dr. Joel Hyer, Dean

Dr. Dominic DeBrincat delivered an invited presentation entitled "The Sacred, Ambitious, and Practical Declaration of Independence" (Brief Version) to the James Smith Talbot Chapter of the National Society of the Sons of the American Revolution.

Dr. Lane DesAutels received the Governor's Award for Teaching.

Psychology student, Allaina Mace, presented at the Alpha Chi National Convention. She was awarded a Benedict Fellowship of \$3,000 for her Major's Honors thesis entitled, "Beyond the classroom: The role of parents in academic achievement."

Griffon Media won three David L. Adams Apple Awards at the College Media Association Spring Convention in New York.

Dr. David McMahan was recognized by the Missouri Senate with an official resolution sponsored by Senator Luetkemeyer.

Matt Hepworth led a four-month process to curate and install 40 applied learning projects for the Senior Exhibition in the Drew Brown Art Gallery. The exhibit remains on display through May 1.

College of Science and Health

Dr. Joan Brewer, Dean

The Biology Department has established two new internship partnerships to support the wildlife intern degree requirement: the U.S. Department of Agriculture (USDA) Wildlife Services and the Missouri Department of Conservation (MDC) Nuisance Wildlife program.

The Social Work Program (SWK) and the Military Veterans Services and Counseling Department co-sponsored a workshop titled "Military Suicide Prevention Training," presented by Dr. Christina Menegar. SWK provided three Continuing Education Units (CEUs) to

participating professionals. Dr. Pam Clary and Associate Professor Jana Frye attended the training.

Dr. Justin Kraft, Dr. Stephanie Gerlach, and Dr. William Russell met with 15 prospective Exercise Science students from Independence, MO.

Seven nursing students participated in a service-learning experience at the Freudenthal Center for Parkinson's Disease (FCPD).

Division or Office Name: Finance and Administration and Student Affairs

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

Date: April 15, 2026

Finance

The fiscal year 2027 budget continues to be thoroughly analyzed for revenue maximization and expense management. This is also true for the final quarter of fiscal year 2026, as opportunities are presented to save on expenses. April and May traditionally have consistently lower expense levels, particularly with operating supplies, so opportunities are limited to “find savings.”

Purchasing has several bids in various stages of completion. A recommendation for auditing services will be presented to the Board for approval, as we have concluded the most recent contract with Forvis Mazars. A total of five bidders submitted proposals: BDO, BerganKDV, CLA, Forvis Mazars, and Rubin Brown.

Accounting and Student Accounts have experienced high levels of turnover since March, with four resignations and a pending fifth between the two departments (eight total positions). We are working diligently to document business processes and modernize workflows as new employees are onboarded. Accounting controls for Federal student aid are among the most popular audit findings, so we are deliberate with training opportunities. Beginning April 1, the financial aid office and student accounts office are shifting open hours from 8:00-2:30, so that the final hours of each workday can be dedicated to workflows and training. This exercise will last through the month of April and, perhaps, the start of May.

Financial Aid

2026-27 FAFSA receipts continue to be positive this year, up 13% over last year. Summer financial aid process is underway with updates being provided to students based on summer enrollment. The Satisfactory Academic Progress policy and procedures have been updated, effectively an entire overhaul to improve administrative requirements, student communication, and workflow. This policy is required by the U.S. Department of Education and will be reviewed during the HLC accreditation process.

In coordination with Admissions, Tech Services, and the General Counsel, the university is preparing to advance a new fraud policy for both student application and university wide. We are improving our fraud detection efforts and have successfully identified many cases since Spring Break; however, we also acknowledge that we are not catching all cases in time. More than \$30,000 has been fraudulently disbursed to bad actors, and filings have been made to the Inspector General.

Human Resources

The University has hired 10 new full-time employees since January and facilitated two new employee orientations. Currently there are 10 full-time staff positions and one faculty position posted.

HR has focused on employee wellness this semester. In February the focus was on heart health, consisting of providing heart healthy snacks, resources, and prize drawings. Recently, four meetings to promote wellness offerings to save employees money on their 2027 health insurance premiums were conducted and led by USI, the University's benefit broker. 108 employees attended.

Operationally, employee 1095c forms were issued and mailed to employees. Changes made to the State of Missouri's minimum wage requirements required backpay for students and employees totaling \$53,313. Because the impact of this regulatory change was unknown at the time of establishing the fiscal year 2026 budget, the incremental expense will result in less wages available for students during the summer months.

Physical Plant

MEI is currently repairing the elevator in Blum Student Union, that has been inoperable for much of this semester. In addition to that work, the electrical board for the Hearnese elevator failed and MEI will be installing a new board on May 11. These unexpected repairs will limit the Physical Plants' ability to conduct preventative maintenance and address deferred maintenance over the summer, as most budget dollars have been accounted for.

A number of bids for service are outstanding, including repairing Potter Hall's theater rigging, which is a severe hazard and will be funded by the MOExcels matching funds. Also, out for bid are services for the Baker roof replacement, hay grounds and trash service. None are expected to require Board approval and identified for informational purposes only.

University Police Department

UPD prepared and held active shooter interactive training for students on March 4. Active shooter training for faculty and staff was held in Spratt 101 on February 23-24 and March 4-5 to provide ample opportunity for attendance.

UPD is coordinating with Student Affairs, Athletics, and the YWCA to hold Teal Week the week of April 27th to support sexual assault awareness month (April). This year, due to the advanced planning by these departments, Teal Week kicked off April 7th with a tie-dyeing event to provide students with a teal shirt to wear on Tuesdays in April. Activities will continue throughout the week, including recognition at the Softball and Lacrosse games, as well as various events held in, or around, Blum Student Union. Teal is the official color of sexual assault awareness month.

Technology Services

Technology Support has promoted Nicole Perkins from Data Analyst to Director of Institutional Research. Ms. Perkins will assume the responsibility of our analytical support for departments, strategic plans, institutional effectiveness, and compliance reporting (IPEDS, DHEWD). In addition, with collaboration from Risk Management and Instructional Design, Institutional Research will lead AI initiatives, including finalizing policy and establishing guardrails.

Significant projects are underway with our Programming, Engineering and Infrastructure team members, including removing and consolidating servers and services within the environment, preparing for an eventual migration from a Google environment to Microsoft. To date, 22 servers

have been removed, reducing our on-premises footprint by 21%. Efforts to advance data migration, improve user provisioning, and migrating virtual machine platforms will continue throughout 2026.

Elpha Secure, the University's cyber insurance provider) continuously tracks security metrics for our technology environment. Currently security compliance is at 75%, which is considered High on the scale of 100.

The decision to replace Ellucian Banner as the university's managed cloud enterprise resource planning (ERP) and student information systems (SIS) with Workday, as presented and approved in February, has been delayed with the fiscal year 2027 budget process due to the initial House budget proposal.

Student Affairs

The search for a new Dean of Students will continue with on campus interviews beginning April 27th. Pending a successful search, the new Dean will begin this summer.

Student Affairs continues to have success with events this spring, holding the events of Sleep in Heavenly Peace Bed Build (157 volunteers), Vietnam Veteran Remembrance Day, Career Development Fashion Show, and recently an International Fair with nearly 300 students in attendance.

Housing Applications for 2026-27 are tracking slightly ahead of last year, at an increase of 5.8%. Offering Scanlon Hall for single rooms only next year has been well received by students, with occupancy already over 90% for next year.

The Accessibility Resource Center has been working closely with Academic Affairs, Marketing and Communications, and University General Counsel to train staff and faculty on upcoming changes to digital accessibility requirements regulations. The new regulations go into effect April 24th and require substantial upgrades to digital documents (PDFs, etc.), videos, webpages, and other content that all faculty and staff must adhere to. Technology Services is assisting with the WCAG 2.1 Level AA compliance requirements.

The Student Health Center and Counseling Services have experienced large numbers of students this year. More than 480 appointments have been attended in the Health Center, with 40% for routine services and the next closest service at 10% for lab work. The Counseling Center has experienced 181 more appointments this spring compared to last, following a fall-to-fall improvement of 130. The number of appointments attended compared to appointments made also improved year-over-year. In total, 1,160 appointments have been attended this year, up from 829 one year ago. Mental and physical health services continue to be essential services demanded by students.

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: April 15, 2026

DEVELOPMENT – PLANNED & DEFERRED GIVING

The latest Golden Opportunities emailed newsletter was sent April 2nd to 1,416 individuals. It featured articles *Tax-Smart Ways to Give This Year*, *Want to Empower Future Generations?*, *Is Your Will Complete? Here's What to Do Next* and offered a free digital guide called *Estate Planning Starters* for download. 762 recipients opened the email and 94 clicked through it. We will follow up with those who engage.

DEVELOPMENT – DONOR ENGAGEMENT

Approximately 50 Kansas City–area alumni and their guests, along with board members, staff, and administrators, attended the KC Griffons Going Places Spring Social at Boulevard Brewing Company on March 25, hosted by the MWSU Foundation's Engagement Committee. A number of the attendees were young professionals attending their first alumni event. The event provided a fun opportunity for storytelling and connection, bringing together alumni from a wide range of class years. President Kennedy's remarks were well received. One attendee has already become a new donor to the Western League and joined our new College of Science and Health Advancement Council. Multiple individuals pledged to help continue to grow the size of the next event by leveraging their personnel networks.

Our goal is to continue strengthening alumni engagement and encourage greater involvement - whether by attending events, returning to campus as guest lecturers, supporting athletic and academic programs, or considering philanthropic support.

The 2026 MWSU Foundation for Success Donor Appreciation Reception was held from 5:00–7:00 p.m. in the Fulkerson Center on Thursday, April 9. This year's theme, MoWest in Motion, highlighted the energy of the university, showcasing a dynamic campus where students learn by doing, faculty innovate, and philanthropy fuels transformation. Over 16 student and faculty-led presentations filled the room. The MoWest Chamber Choir performed to kick-off the brief program.

DEVELOPMENT - LEADERSHIP ANNUAL GIVING

The Development team continues to recruit members to the new College of Science and Health Advancement Council. All Council members are joining the Western League for Excellence (the unrestricted Annual Fund) to be eligible to participate in the Council. They are also committing to make additional annual gifts to the College itself. Council members are identified based on their affinity for the College and its disciplines as well as their potential to become a major gift contributor in the next few years. Members of the team are meeting with department chairs and faculty to curate a list of potential members. Thus far, 16 members are confirmed with many

others considering the opportunity. Our target is to recruit up to 30 members. The Dean will begin communicating with new Council members immediately and an orientation meeting will be scheduled in late summer/early fall.

The President's Concert was held on Sunday, April 12 at the First Presbyterian Church in downtown St. Joseph. It featured the MoWest Chamber Choir in collaboration with *The Choral Experience*, a professional and community-based choral ensemble. The event showcased students' musical talents, engaged community members, and created an opportunity to attract additional donors. Guests were invited to a reception hosted by Dr. Kennedy after the concert. Approximately 100 guests attended the event. The performance was made possible through funding from the MoWest Arts Society

The next Ambassadors' luncheon will be held on May 14th and will feature Dr. Andy Otto, the Vice President of Enrollment Management and Marketing, who will speak about recruitment and marketing initiatives.

Community members as well as Arts Society members are invited to a School of Fine Arts Showcase on Friday, April 24th from 4 p.m. - 6 p.m. The digital animation and graphic design programs will feature tours of Potter Hall's newly renovated spaces, culminating in a reception in the Dr. George S. Richmond Student Collaboration Center. The renovations and labs were made possible with the support of a MoExcels grant leveraged by donations from St. Joseph residents Drew Brown and Tom Richmond.

DEVELOPMENT – ANNUAL GIVING

The spring direct mail campaign, featuring Katelyn Canon '15 and Tommy Huitt-Johnson '14, both graduates of the Bachelor of Science in Convergent Technology and Journalism program, reached households in mid-March. To date, 19 donors have responded, contributing a total of \$1,635, with an average gift of \$86.

The Western League for Excellence Rally, held on March 18, was a success. Volunteers, including several Alumni and Foundation Board members, connected with past Western League members to encourage renewed participation, while also inviting new members from within their networks. In just a few hours, the highly engaged group of 16 callers generated more than \$15,000 in contributions and helped grow membership to 394. Special thanks to Dennis Rosonke, Chair of the Foundation Board, for his leadership in spearheading this effort.

ALUMNI RELATIONS

Following the success of our recent alumni webinar workshop on how to optimize one's use of LinkedIn, we were thrilled with the strong turnout and engagement from alumni, students, and staff. The enthusiasm and positive feedback have encouraged us to explore additional virtual programming opportunities to continue providing accessible and impactful ways for our alumni to stay connected and grow professionally.

We were also honored to support the Ambassadors organization at their March luncheon, where we welcomed seven alumni back to campus. This event provided a valuable opportunity for

attendees to learn more about the Houlne Center and ongoing workforce development initiatives, further strengthening connections between alumni and current institutional priorities.

Grad Fest will take place on April 14 and 15, as we celebrate our graduating students and welcome them into the alumni community. During this event, we will present legacy cords to students whose parents or grandparents are also Missouri Western graduates, recognizing the strength of our Griffon family across generations. The celebration continues with our Music Bingo event later in April, followed by Commencement on May 9.

The Alumni Board remains actively engaged, currently working to select this year's award and scholarship recipients while also electing new members as three board members prepare to conclude their terms this summer. Their leadership and support continue to play a vital role in advancing the mission of the Alumni Office and the university.

Looking ahead, planning for Homecoming is already underway as we collaborate with campus partners to create an exciting and meaningful experience for our alumni and community. We encourage everyone to mark their calendars for Homecoming Weekend on October 9 and 10 as we continue to build traditions and celebrate what it means to be Griffon Proud.

GOVERNMENT RELATIONS

Advocacy efforts continue to move forward - particularly around a formal letter-writing campaign - ensuring elected officials understand how the House budget proposal will negatively impact Missouri Western and why we remain committed to our request for a \$4 million increase to our core appropriation. External advocacy has also remained active. Jerry Pickman and Tama Wagner spoke to the Southside Lions Club in March, and Jerry also appeared on KFEQ to discuss these advocacy efforts.

ADVANCEMENT PERSONNEL

Jerry Pickman has announced his retirement from the University, following a total of 18 years of service. His last day on campus will be on May 1, 2026.

FOUNDATION

The Foundation directed \$15,000 to the Division of Enrollment Management and Marketing to support the creation of another high-quality recruiting video.

Michele Chambers is working to finalize the fiscal year 2027 proposed operating and allocation budgets. The Budget Committee conducted an initial review on April 16 and the final version will be brought before the full Board of Directors at the May 6 meeting.

Brey Arrasmith, Foundation Accounting and Scholarship Officer, has developed more fully automated and streamlined new formatting for scholarship and department memos which will be shared with various administrative and faculty members around campus to inform them of fund balances held within the Foundation.

Scholarship memos were sent out on April 10th to all scholarship committee members. They have begun reviewing over 800 applicants who applied to the various Foundation scholarships provided by our generous donors. The Foundation appreciates the support of the Division of Enrollment Management and Marketing for a final marketing communications push for student applications which got us to 800.

The Foundation data administration team has completed 2,000 telephone updates and is preparing to update 4,000 address records with fresh information. Susan Leslie and Tabitha Smith are collaboratively creating a new, more up-to-date operations manual for the administration of the Raiser's Edge database and the processing of gifts.

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

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

Date: April 24, 2026

Admissions

(All data as of 4/14/2026)

April into May in admissions is typically referred to as “Yield Season.” This is the time seniors are committing to schools and signing up for registration events. This is the time of year where engagement across all fronts from multiple areas can really influence what the Fall start will look like for any institution. Additionally, it also serves as a cultivating season for juniors as they head into the summer before their senior year, so travel and presence are still required to build the upcoming funnel.

Spring travel season is winding down. As we come to the end of the year, we will have visited 246+ schools compared to 177 total last year. This increase actually led to 732 inquiries which is 394 more than last year. Admissions staff have attended 28 more high school visits and 9 more college fairs compared to last year. Group visits experienced a 212 student uptick over the prior year so far. As noted previously, travel this spring does tend to lean towards junior cultivation, but seniors are also being targeted as they close out their senior year.

For the Fall 2026 class, first-time first year applications are up 3% (+57). Admits are up 3.61% (+65). One reason for the shrinking percentage compared to last year, albeit still positive, was a transition from a previous vendor. Last year’s numbers saw an uptick in applications this past month, however, we’ve been working on implementation with a new vendor and will see a campaign go live this week which should drive similar numbers of applications to come through - applications that are more likely to move forward.

April through August will be defined by the Admissions department’s ability to convert students across various funnel stages, not just the totals within those funnels, however. Gross commits for first-time first year students are up 41.18% (+196). Net commits for this group are up 36.23% (+171). Last year’s admit to conversion rate was 26%. This year’s rate is 34.3%. An 8.3% increase in this rate YoY. This also takes into account that Admissions has already identified 30 students who are no longer interested in MoWest, compared to 4 last year. The conversion continues to tell the story.

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

For the Fall 2026 class, first-time first-year applications are up 5% (+80) with admits up 5.28% (+90). Currently, we have 515 students who have committed for the Fall (Gross Commits). Of that number, 498 are still indicated as committed (this would be our Net Commit count). February 1st of last year was the first time students could “commit” to MoWest and so those numbers are starting to roll in. Last year, at the same time, there were 253 Gross and Net

Commits. As such, Admissions is +261 in Gross Commits and +244 in Net Commits, YoY. Keep in mind, last year at this time, there were no students who had indicated they were not attending. Admissions has already started to identify these students and are actively pulling them out of the funnel to more accurately predict commits going into the fall. It will also provide us an opportunity to be strategic in courses we are offering.

Transfer numbers continue to rise. Our Admits are up 2% over last year at 99 (+2), but again, we're seeing a significant jump in commits with 75 gross commits (+15) equating to a 25% increase. Net commits remain strong at 67 (+13) which is a 24.07% increase. Enrollment for this group has already started as well with 24 currently enrolled compared to 17 last year.

As noted in previous reports, Summer numbers are now being tracked separately. Transfer applications are up 47.73% at 65 (+21) and admits are up 41.67% with 34 total admits for summer. There are 29 gross commits with 28 net commits (+64.71% over PY). This currently has us on pace for a 66.67% growth in summer transfer numbers.

Graduate applications for Summer 1 have picked up with 68 applications (+35). Admits follow with 29 compared to 18 last year. Gross commits have grown to 25 (+11) with a net of 23 (+9). Given the number of applications, the number of admits should rise quickly resulting in what will likely be an increase in the Summer 1 session. Summer 2 applications will begin to pick up as the Summer 1 start date approaches and then soon after as those that missed the start will look to jump in.

Griffon Edge (new student orientation) has will officially transition to student affairs at the start of the fiscal year. A program such as Edge is traditionally coordinated by student affairs as it primarily deals with student transitions to campus. Admissions will provide support, help plan, and coordinate the event, but primary responsibility will shift. This allows Student Affairs to create a program which incorporates industry standards and practices to drive key outcomes for students during this experience.

Perhaps the most visible initiative taken by the University over the recent weeks is the tuition discount partnership program. Through collaboration and coordination with multiple departments (Office of the President, Advancement, Workforce Development, Admissions, and Marketing), the University has signed 6 partners to participate (Altec, Triumph, City of St. Joseph, St. Joseph School District, Elanco, Summit Truck Bodies). Others have agreements and will be executed in short order. This partnership program has already resulted in 26 new prospective students entering the funnel (10 first-time first-year students, 4 transfers, and 4 graduate students).

Admissions has made significant strides throughout the year to reach more students, engage them in meaningful ways, and provide value proposition that may not have been communicated properly in the past. The numbers demonstrate the good work being done.

Marketing

The MoWest Marketing staff has followed suit to the Admissions team with a very active spring so far across all channels. Most notably, the marketing staff has driven positive university news with various local outlets to highlight happenings such as the shift to 7-week sessions for

graduate programs, enrollment growth for the spring semester, as well as large events like the Vietnam Veterans Remembrance Day Celebration, The Big Event service day and the International Fair.

To top it off, in recent weeks, as mentioned previously, the announcement of partnerships has generated significant coverage with news outlets and on social. These include our Corporate Education partners which create avenues of access to MoWest, but also the Grow Your Own scholarship partnership with the St. Joseph School district.

The Marketing staff continues to clean up the website in preparation for the digital accessibility mandate deadline of April 24th. A plan is in place to ensure MoWest meets at least the minimum requirements. It is a challenge given the structure of the site as a multi-site implementation rather than a single-site. Since notice of the mandate, new pages have been designed with the accessibility requirements in mind.

Social media has continued to trend positively across all platforms. This past month, MoWest had 490,000 content/page views across all accounts, eclipsed 7,000 followers on Instagram, and had 2.8 hours of watch time on YouTube. The MoWest YouTube account was recently revived. Additionally, At the end of 2025, MoWest had 17,450 followers on Facebook and 6,871 followers on Instagram. Since then, with the implementation of our ambassadors, MoWest has gained 112 followers on Facebook and 145 on Instagram. This is about average in terms of new followers per month, but is a leap in added followers. This means unfollowers are down. In March, a number of positives occurred. Engagement on Instagram is up 16%. Mentions and shares on Facebook were up 18%. Impressions on LinkedIn were up 9% and views on TikTok were up 40%. These increases were fueled by campaigns highlighting current students, employees and alumni, the shift in grad structure, and our brand ambassador videos.

As the Marketing staff continues the audit of all communications, it is developing metrics to compare current year efforts to prior year. Data and information being reviewed include: open rate, opt outs, content, subject lines. An example is the review of click rates across similarly timed emails to determine if the Call to Action is effective. This year's call to action click rate for the first 8 emails sent is % higher on average than last year's first 8 emails which are similarly timed. It is information like this which will either reinforce what is happening is working or indicate changes may need to occur.

Division or Office Name: Athletics

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

Date: April 15, 2026

We are in the homestretch of another strong year of Griffon Athletics. I am so proud of our students, coaches and staff for the hard work and dedication they provide to ensure success, both on the courts, fields and fairways and off.

Program Highlights:

Spring football has been going very well. The spring segment will conclude April 24th with the annual spring game. We will also be highlighting the Football Alumni at a social that evening. The following day (25th) we will host the annual FB alumni golf tourney at St. Joseph Country Club.

Women's Tennis is currently 14-2, 5-0 in MIAA competition. They are currently in 1st place in the MIAA and regionally ranked #4.

Softball is currently 24-15, 5-11 in MIAA competition. They are in 10th place in the MIAA.

Baseball has been hot lately, winning 7 games in a row and 12 of their last 13. They are currently 22-17 overall and 15-11 in MIAA play. They are in 7th place in the MIAA standings.

Women's Lacrosse is currently 6-5 overall and 2-1 in GLVC play. They are in a tight race to make the conference post-season tournament.

Men's & Women's Golf have both had significant individual and team success this spring. Then Men are currently ranked 9th in the Central Region, while the Women are currently ranked 10th in the Central Region. The men are currently in contention on day #3 at the MIAA Championships

Men's & Women's Outdoor Track & Field are having a productive spring with students meeting provisional qualifying times in several events. Program records have been broken and many PR's have been attained as they prepare for conference and national meets.

Personnel Updates:

Assistant Director of Athletics for Sports Performance, Dr. Zach Fears, has resigned to accept a full-time faculty position in the MoWest Health, Sport and Exercise Science department where he will direct the program's strength & conditioning concentration. We have begun a search for his replacement.

Bailey Brennan joins the Women's Soccer coaching staff. Bailey replaces Kyle Schumann, who departed to accept a NCAA DI Assistant position at Drexel University.

MaLeik Gatewood has joined our football staff in a full-time role to coach defensive backs.

MaLeik joins us from Missouri Southern State University. He replaces Dominic Anderson who accepted a full-time position on the staff at the University of Idaho.

Assistant Women's Basketball Coach, Olivia Nelson has tendered her resignation to pursue employment outside of coaching. The search for her replacement is in progress.