



**LEADERSHIP PROFILE FOR
MISSOURI WESTERN STATE UNIVERSITY'S
NEXT PRESIDENT**





INTRODUCTION

The Board of Governors at Missouri Western State University is seeking candidates to fill the position of the University's fifth President. Our current President is completing his eleventh year and will be retiring in the summer of 2019.

Missouri Western is a comprehensive public university providing a blend of traditional liberal arts, fine arts, business and professional degree programs. As the state's largest open-enrollment university, Missouri Western serves a diverse student population, and more than 40 percent of our students are first-generation college students. Missouri Western is also designated as the state's official applied learning university, so all students gain hands-on, practical experience in their chosen fields before graduation.

With its focus on affordability, access and hands-on learning, Missouri Western is poised for growth. Over the past two years, the number of incoming freshmen has jumped 22.6 percent and total enrollment has grown nearly six percent. This year, Missouri Western adopted its latest five-year strategic plan, *Pathways to Excellence*, with an overarching goal of student success through a culture that demonstrates the University's values of service, quality, enthusiasm, freedom, respect and courage.

Our next President will help us build on these strengths with visionary leadership to better serve our students, our community, our region and the world.

THE OPPORTUNITY

The next President of Missouri Western State University will have the exciting opportunity to take Missouri Western to the next level of excellence. The President will work with University's Board of Governors, outstanding faculty and staff, students, alumni, external constituencies, key partners, the St. Joseph, Missouri community and the surrounding region to accomplish this task.

As Missouri Western's chief executive officer, the President reports to the Board of Governors and is responsible for refining the vision and setting the direction for the institution. Serving as the fifth President of Missouri Western is a unique opportunity for a transformational leader to build on the exceptional strengths of Missouri Western, including its statewide applied learning mission, strong teaching tradition, rich environment for scholarship, high-quality faculty, committed staff, inspirational students, great overall value and sense of place in St. Joseph.



LEADERSHIP PRIORITIES

Build Upon and Advance Missouri Western's Mission

The President must build upon and advance Missouri Western's distinctive statewide mission as a student-centered learning community preparing individuals for lives of excellence through applied learning. The President will inspire the University community to new levels of excellence across the institution and in all of its myriad endeavors, with a forward orientation to meeting the dynamic conditions and challenges of the current and future higher education landscape.

Mission: Missouri Western State University is a student-centered learning community preparing individuals for lives of excellence through applied learning.

Vision: Missouri Western State University will be the premier open access regional university, known for transforming the lives of our students and the communities we serve.

Further Pathways to Excellence

The President must champion *Pathways to Excellence: A Strategic Vision for Missouri Western State University 2018-2022* by engaging in strategies and initiatives to provide a learning experience that is affordable, engaging and barrier-free; creating a culture that demonstrates Missouri Western's values and affirms the role of

every employee as an educator; expanding partnerships that meet regional needs and enhance learning opportunities across campus; providing quality programs that are future-focused, demonstrate a commitment to meeting workforce needs, and prepare students for success; and stewarding resources to achieve long-term financial stability.

Advance the Campus Master Plan

The President will lead the continued implementation of the 2015 Campus Master Plan, which provides direction for the physical growth and development of Missouri Western over the next decade.

Champion Diversity and Inclusion

The President must be committed to equal opportunity and access, and champion the important role that diversity plays in an institution of higher education. The President must integrate and demonstrably promote university-wide diversity and inclusion initiatives and be committed to building and strengthening a more diverse and inclusive campus environment that embraces varying backgrounds and views.

Commitment to Academic Excellence

The next President will be committed to fostering excellence in learning, teaching, scholarship, research, creative activity and

service and creating a culture of academic achievement, effectiveness and aspiration. The President will have a passion for student success and be committed to the intellectual, emotional, social and ethical development of students who are critical thinkers, career ready and life-long learners.

Increase Enrollment Growth and Student Retention

The next President must ensure that the University's enrollment and retention goals are reached and promote a student success culture committed to continuous improvement. The President will exhibit an energized spirit to evaluating and refining all of the factors that impact university growth and increased enrollment aligned with the strategic plan and overall goals. Increasing the retention of undergraduate students is a particular priority for Missouri Western, and improvement in retention and graduation rates will be recognized as an important point of success for the President.

Identify Opportunities and Develop Innovative Solutions

The President must be capable of assessing and evaluating Missouri Western's strengths and areas for improvement related to academic programs, staffing, facilities/campus, financial stability, marketing and communications, athletics and operations and addressing challenges with nimble and rapid responses and innovative solutions that will advance the future of Missouri Western.

Provide Inspiring, Collaborative Leadership

The President will be committed to the development of faculty and staff and have a track record of inspiring teams and people through principled, collaborative leadership and inclusive decision making. The President will appreciate and celebrate the Missouri Western faculty and staff, who are motivated by the University's students, collegial and family-friendly campus environment, and deep commitment to Missouri Western's mission.

Improve Long-Term Financial Stability

Ensuring long-term financial stability will be critical for the President. The President will work with the Board of Governors to develop and oversee a comprehensive and responsible budget that considers Missouri Western's current and future strategic priorities, address pressing needs and operational changes, and carefully steward the University's finances. The ability to work effectively within the state higher education community, with local officials and with state legislators to enhance the financial position of the University is essential. The President must manage competing interests and control expenses, requiring a leader who can make difficult decisions. The President must bring fresh ideas to an evolving higher education business model by broadening revenue streams and driving efficiency without compromising mission or student success.

Successfully Conclude the Centennial Capital Campaign

The first of Missouri Western's Centennial Capital Campaign's four priorities, renovations to the Spratt Memorial Stadium Complex, has been completed. The President will provide enthusiastic leadership for the remaining campaign priorities: the expansion and renovation of Potter Hall to provide modern facilities to house the University's performing and visual arts programs, create innovative academic and co-curricular programming to develop students as future leaders, and grow the endowment.

Broaden Philanthropy and External Funding

Fundraising will be an important priority for the President. The President must create and foster a culture of philanthropy among alumni, partners, faculty, staff, the St. Joseph and regional communities, parents and other external stakeholders to secure new sources of financial support that will enable Missouri Western to ensure its success and accelerate its upward trajectory. The President will work collaboratively with the Board of Governors, the advancement team, faculty, staff and other strategic partners to articulate state funding priorities and set goals and priorities for private fundraising.



Facilitate Visionary and Effective Shared Governance

The President will have the opportunity to forge a strong partnership with the Missouri Western Board of Governors, which looks forward to a highly collaborative, productive and rewarding relationship built on trust and confidence with the President in alignment with the best practices in governance in higher education. The President must be committed to the importance of shared governance in sustaining the quality of Missouri Western and must communicate the institution's challenges and options with the agencies of shared governance to make the case for change.

Elevate Missouri Western State University's Presence

The President will foster a stronger relationship with the city of St. Joseph and facilitate partnerships and initiatives that will deeply integrate Missouri Western with the regional community. The President also will lead efforts to increase the University's visibility and reputation regionally to create new opportunities to build on Missouri Western's impact.

Enhance Workforce Development

Missouri Western is committed to workforce development in the region through a portfolio of programs in all academic areas to meet the changing student and workforce needs of St. Joseph and the region.



The President will foster partnerships across campus and with businesses, healthcare organizations, governments and other entities throughout the local and regional area to improve programs, research, internship and employment opportunities for students.

Embrace Technological Innovation and Social Media

The President will embrace the rapid technological changes that are transforming

how students learn and how education is provided and will look to the cutting edge of technological innovation as academic programs are evaluated, improved and created. The President also will embrace the potential of social media to communicate more effectively with students, alumni and the community; market the University; and build brand identity.



DESIRED PRESIDENTIAL ATTRIBUTES

The next President of Missouri Western State University will be a dynamic and inclusive leader who passionately embraces and promotes the University's statewide mission in applied learning and identity as a comprehensive regional university on the rise. Missouri Western's core values of service, quality, enthusiasm, freedom, respect and courage will infuse all aspects of the President's leadership.

Our next President will have the exciting opportunity to take **Missouri Western to the next level.**

The candidate of choice will have a strong academic background and a substantial record of accomplishment at the executive level, demonstrated success in fundraising and external relations, and a Ph.D. or other terminal degree.

Missouri Western's next President will be:

- A mission-driven servant leader with a deep commitment to public higher education.
- An individual with a strong understanding of the trends and national issues impacting higher education and a thorough appreciation for the unique leadership qualities and demands of a comprehensive regional university.
- A strategic, proactive leader who will respect Missouri Western's history, tradition and culture while looking forward and positioning the University to prosper in the increasingly competitive and fast-changing higher education environment.
- A member of the academy with intellectual vitality, a strong academic background, and senior administrative experience as an academic at a university or college.
- A visionary and entrepreneurial executive who can develop and advance Missouri Western's agenda by identifying short-term, mid-range and longer-term goals and ensuring their implementation through collaborative organizational leadership, inclusive decision-making and calculated risk-taking.
- A student-centered leader who has a passion for teaching, scholarship and learning with a commitment to academic excellence for undergraduate, graduate and professional programs.
- A leader who is actively engaged in, and exercises appropriate administrative control over, the institution's intercollegiate athletics program.
- A person who has an appreciation for Missouri Western's diverse and multicultural student population, including students of color, first-generation students, veteran students, international students and nontraditional students, and knowledge of strategies for increased access, recruitment, retention and student services and activities.
- An action-oriented creative thinker and innovator who has a track record of leading transformational change.
- A connector who builds strong and meaningful relationships with internal and external constituencies and develops and advances beneficial partnership opportunities with community, corporate, government, nonprofit and service organizations.
- A proven fundraiser capable of partnering with the University's advancement team to stimulate a robust culture of philanthropy and generate increased financial support from individuals, corporations, foundations and state and national resources.
- An inspiring team builder and experienced administrator who can attract, identify and develop faculty and staff talent, empower them to achieve at their highest level, and inspire a commitment to Missouri Western.
- An administrator with business acumen and strong skills in fiscal planning and management to develop a comprehensive and responsible operating budget that is used to advance Missouri Western's strategic goals and priorities and ensure efficient operations.
- A transparent and open leader who balances decisive leadership with inclusiveness to make decisions that are in the best interests of the academic enterprise and the University.
- A data informed, analytical individual who employs measurable metrics to assess the achievement of goals and objectives, as well as the performance of the leadership team, deans and others.
- An individual versed in the potential and growth of technology and social media for educational uses, marketing and communication.
- A persuasive and effective internal and external communicator who can articulate a compelling vision for Missouri Western and tell the University's distinctive story to diverse audiences across multiple audiences and settings.
- An individual with high emotional intelligence, exceptional interpersonal skills, a genuine interest in others, executive presence, a positive demeanor, warmth, resilience, personal integrity, moral character, humility and high energy.
- A person who is a highly visible and engaged community member and who makes St. Joseph their home.

The President is responsible for refining the vision and setting the direction for the institution.

APPLICATION AND NOMINATION PROCESS

The Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. For full consideration, application materials should be received by January 7, 2019 and include a letter of interest that addresses the responsibilities and requirements described in the position profile, a curriculum vitae and five professional references with email addresses and telephone numbers. References will not be contacted without the prior knowledge and approval of candidates. Application materials should be sent electronically (PDF format or Microsoft Word) to mwsupresident@agbsearch.com. All applications and nominations will be handled in confidence.

AGB Search is assisting Missouri Western State University with this very important search. Candidates are encouraged to reach out to the consultants to discuss this opportunity.

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Missouri Western is committed to providing a diverse campus environment. Applicants for underrepresented groups are highly encouraged to apply.





History

Missouri Western State University has a proud tradition of providing a high-quality, affordable education to students in the state of Missouri and beyond. More than 26,000 alumni have transformed their lives, and the lives of their families, through the power of a Missouri Western education.

Missouri Western was founded as the St. Joseph Junior College in 1915, beginning with 35 students and eight faculty members. In 1969, the recently renamed Missouri Western College moved to its present location east of Interstate 29 in St. Joseph, Missouri and began offering four-year degree programs. In 2005, the school was designated a university and given a statewide mission of applied learning, changing its name to Missouri Western State University. Graduate programs were first offered in 2007.

From its founding to today, Missouri Western has remained committed to being a University where students from all backgrounds have the opportunity to succeed. Our alumni live and work around the globe, and Missouri Western continues to deepen its impact on the community, region, nation and world.

Enrollment

Over the past two years, Missouri Western has seen a 22.6 percent increase in enrollment for incoming freshmen. Fall 2018 enrollment was 5,707 students, with 5,472 undergraduate and 235 graduate students. Since the launch of the University's Finish in 4 initiative, there has been a 42 percent jump in the number of students taking 16 credit hours or more per semester.

Past Presidents

Dr. M.O. Looney
Served 1967-1983

Dr. Janet Gorman Murphy
Served 1983-2000

Dr. James Scanlon
Served 2001-2008

Dr. Robert Vartabedian
Served 2008-2019

5,707 students
5,472 undergraduate students
235 graduate students
Female 61%
Male 39%
88% from Missouri

22.6%
Enrollment growth from
2016-2018

Campus Life

Missouri Western students are encouraged to get involved as soon as they step foot on campus. **Griffon Edge**, a fully immersive extended orientation program, introduces

80+
student
organizations

incoming students to the Missouri Western experience. Students make connections with fellow students and mentors while getting familiar with the campus, services and programs.

20+
intramural
activities

As the home away from home for the approximately 1,000 students who live on campus, Missouri Western housing options include a choice of six **residence halls** with suite-style and apartment-style layouts.

5
miles of walking/
running trails

Students can get involved with more than **80 clubs and organizations**, including fraternities and sororities, academic, social, religious, special interest and cultural/ethnic groups. If students want to broaden their worldview, there are several **study away** opportunities, while the **Center for Student Involvement** and **Center for**

723
wooded acres

6
residence halls

Multicultural Education help students get a global perspective right on campus.

Missouri Western's more than 700 acres provide miles of trails, ponds and natural settings to get out and enjoy nature. The **Baker Family Fitness Center**, Thomas Eagleton indoor pool, Griffon Indoor Sports Complex and Looney Fieldhouse offer a wide range of exercise and recreation choices.



The Griffon, a mythical creature that is half lion and half eagle, has been Missouri Western's mascot almost from the beginning. The Griffon was selected as the mascot of St. Joseph Junior College in 1917-1918 because the Griffon is a mythological guardian of riches, and education is viewed as a precious treasure. Its wings are spread in the shape of the state of Missouri to signify the union of the college with the state in 1973.

PATHWAYS TO EXCELLENCE: A STRATEGIC VISION

Missouri Western's **strategic plan** supports an overarching goal of student success. This requires a comprehensive, integrated approach engaging the entire campus community. To guide these efforts for a student-centered experience, the strategic plan identifies the following pillars of success.

Student Experience. Provide a learning experience that is affordable, engaging and barrier free.

People. Create a culture that demonstrates our values and affirms that every employee is an educator.

Partnerships. Expand partnerships that meet regional needs and enhance learning opportunities.

Programs. Provide quality programs that are future-focused, meet workforce needs and prepare students for success.

Stewardship. Be excellent stewards of our resources and achieve long-term financial stability.

Student success is the responsibility of every employee, and each of us plays a vital part in the student experience.



Our Culture.

We embody a culture that demonstrates our values of service, quality, enthusiasm, freedom, respect and courage by fostering:

- Creativity and Collaboration
 - Evidence-based Decision Making
 - Agile Innovation
 - Accountability
 - Diversity and Inclusion
 - E3: Every Employee is an Educator
 - Every Student Matters
-



Mission, Vision and Values

Mission

Missouri Western State University is a student-centered learning community preparing individuals for lives of excellence through applied learning.

Vision

Missouri Western will be the premier open access regional university, known for transforming the lives of our students and the communities we serve.



Values

Service. We share the common purpose of serving students, one another and the people of the region.

Quality. We are committed to the quality of our programs, our students, and our partnership with the people of the region.

Enthusiasm. We are enthusiastic about learning and confident that we can make a difference in the lives of students through their learning.

Freedom. We promote the free exchange of ideas that makes education liberating and democracy unique.

Respect. We act as individuals and as a campus community with respect for diversity and for the best in human potential.

Courage. We seek the challenge and adventure of shaping the future with an increasingly global perspective.



Academics

Missouri Western's six colleges and schools offer more than 120 majors and 60 minors. The University is authorized under Missouri statutes to offer professional master's degrees, four-year baccalaureate programs, two-year associate degrees, pre-professional transfer programs and one-year certificates. In addition, the Western Institute offers continuing education courses, seminars, conferences and workshops suited to the needs of the community and serving groups throughout the nation.

College of Liberal Arts & Sciences

College of Professional Studies

School of Fine Arts

School of Nursing & Health Professions

Steven L. Craig School of Business & Technology

Graduate School

Western Institute

Missouri Western students participate in many opportunities to learn beyond the classroom.

Applied Learning

Missouri Western State University has been designated by the State of Missouri as the official applied learning institution for the state. Applied learning refers to activities outside of the classroom in which students use discipline-specific knowledge, including internships, practica, study away and student/faculty research. Undergraduate students who engage in applied learning get an education that better prepares them to enter the workforce or pursue graduate study. Because it is a scholarly pursuit for students, applied learning is naturally tied to faculty scholarly activities. In all disciplines, applied learning opportunities arise when students work alongside faculty mentors who are pursuing their own professional scholarship goals. Approximately 98% of Missouri Western students complete a significant applied learning experience prior to their graduation.



Accreditations

Missouri Western is accredited by the Higher Learning Commission, one of the six regional accrediting associations in the United States. Missouri Western's accreditation was reaffirmed on January 24, 2017 and we participate in the Open Pathway. Missouri Western values the insights provided through the accreditation process and seeks to use this information to strengthen the institution.

Specialized accreditations include:

- Association to Advance Collegiate Schools of Business, AACSB International
- Commission on Accreditation for Health Informatics and Information Management Education
- Commission on Accreditation in Physical Therapy Education
- Commission on Collegiate Nursing Education
- Council on Social Work Education
- Engineering Technology Accreditation Commission of the Accreditation Board for Engineering and Technology
- National Accrediting Agency for Clinical Laboratory Science
- National Association of Schools of Music
- National Council for Accreditation of Teacher Education

Missouri Western also has the All-Steinway School designation, the American Chemical Society curriculum approval and the American Bar Association approval.

STUDENTS

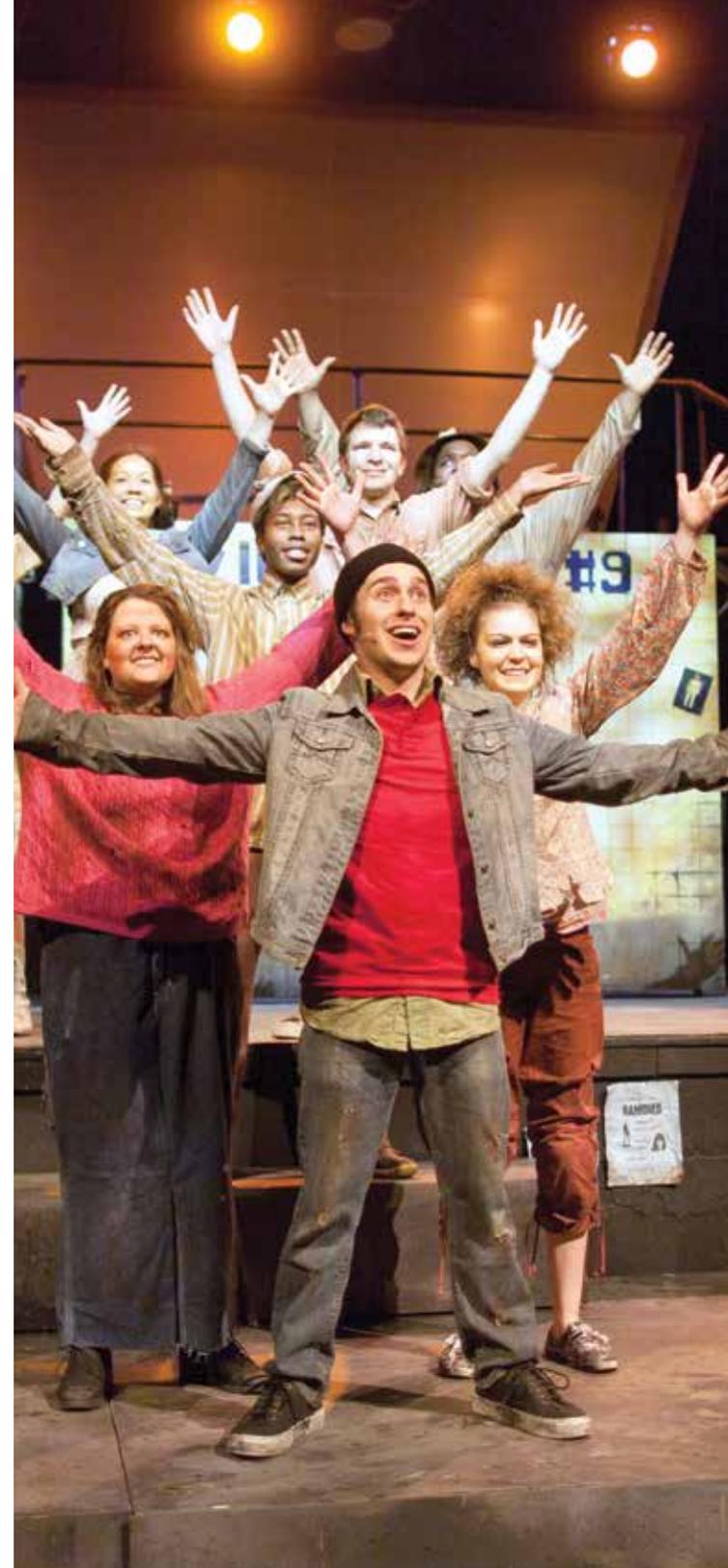
As Missouri's largest open-access institution, we serve a diverse student population and truly believe in our mission of preparing students for lives of excellence through education. Missouri Western's approximately 5,700 students are made up of first-time freshmen, transfer students, nontraditional students, working parents, international students, veterans and commuters, just to name a few. More than 40 percent of our students are first-generation college students, giving us unique opportunities and challenges. Further, Missouri Western is designated as the state's official applied learning institution, so our students gain hands-on, practical experience in their chosen fields before graduation. Whether students are getting their first taste of college at Missouri Western or they are returning to finish a degree or advance their careers with a graduate degree, they find a supportive, caring, engaged community focused on student success.

Statewide Mission:
Applied Learning

Enrollment Status:
Open Access

Student Snapshot

Full-time students	14%
Reported minority	66%
First-generation college students	32%
Live on campus	40%
Nontraditional students	62%
Receive need-based aid	13%
Work 21+ hours/week	86%
Receive financial aid	45%



EMPLOYEES

As one of the region's largest employers, Missouri Western has 669 total employees, including 343 faculty and 326 staff.

The University has four primary divisions:

- Student Affairs
- Academic Affairs
- University Advancement
- Financial Planning and Administration

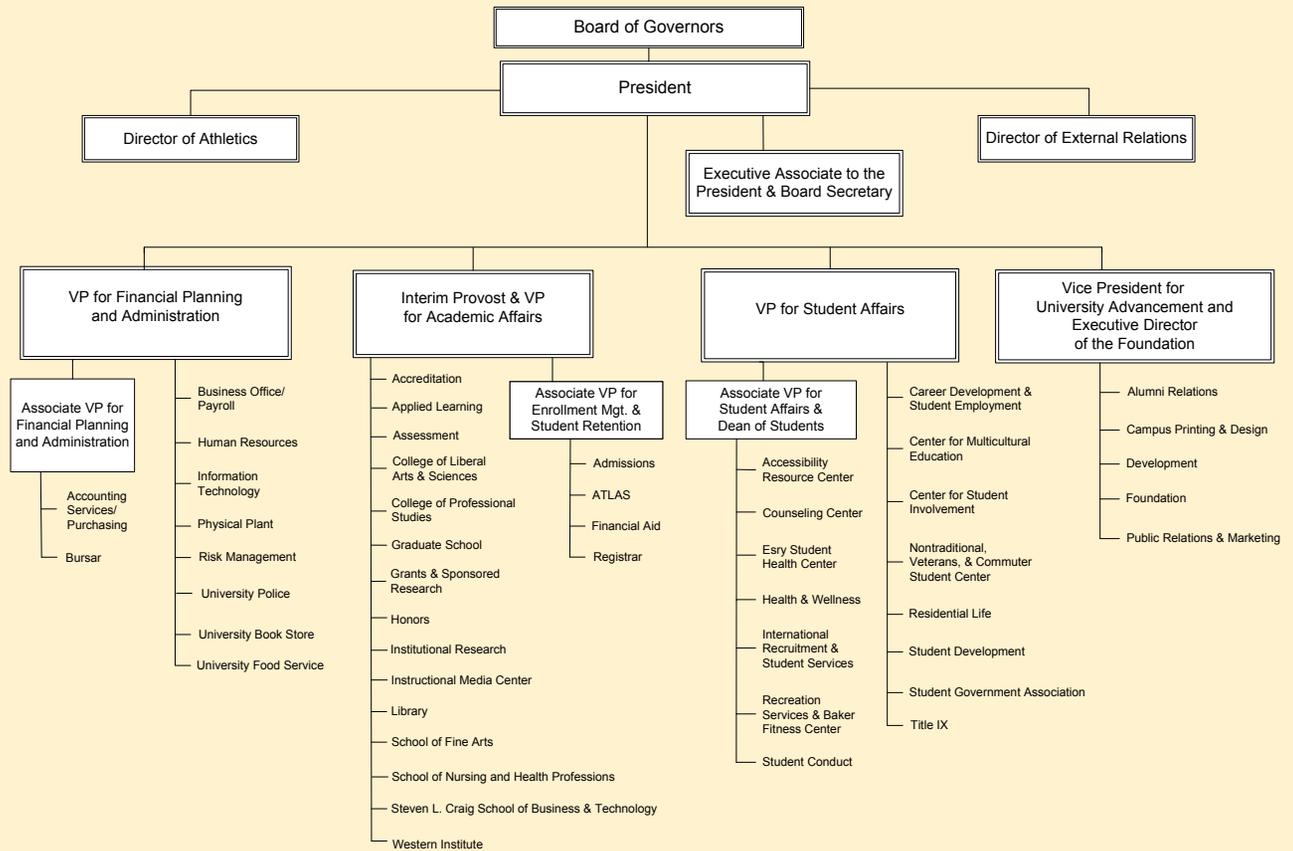
Full-time Faculty **207**

Part-time Faculty **136**

Student to Faculty Ratio **16:1**

FT Tenure-track Faculty with Terminal Degree **96%**

University Structure



ALUMNI

Missouri Western's more than 26,000 alumni come from all 50 states and 26 countries.

Alumni
26,000

Missouri residents
19,500

St. Joseph residents
6,500

Kansas City area residents
7,600

Close to 19,500 alumni live in Missouri with 6,500 living in St. Joseph and 7,600 in the Greater Kansas City area.

Alumni hold degrees from various entities over the course of the school's life span, from the St. Joseph Junior College through the current University. The Alumni Association was established in 1970, and a 25-member advisory board provides ways for alumni to stay connected with the University through publications, social media, chapter and network events and volunteer opportunities.



Chapters & Networks

- St. Joseph Regional Chapter
- Kansas City Regional Chapter
- St. Louis Regional Chapter
- Forever Griffons Network
- Future Griffons Network
- Black Alumni Network



Notable Alumni



Wayne Chatham '90
Chairman
nthCard



Esther George '81
President
Federal Reserve Bank of Kansas City



Elijah Haahr '05
Speaker – Elect
Missouri House of Representatives



Col. Grace Link '92
Executive Director
Missouri Veterans Commission



James Sheehan '78
Senior Vice President and CFO
Hormel Foods



Dr. Jamel Santa Cruze Wright '00
President
Eureka College

FINANCIALS

Budget

Like most public universities, Missouri Western faces a challenging financial environment due to declining state appropriations. However, for the past two fiscal years, state appropriations remained stable, and when combined with a continued increase in new freshmen and overall enrollment, the University's budget for FY 2018 totals \$68.1 million, including general operating and auxiliary funds. Also on the positive side, in 2015 the legislature appropriated money for deferred maintenance and capital improvement projects on campuses across the state, including \$4.8 million for Missouri Western. The University also received a special appropriation of \$150,000 for architectural services to plan the renovation and expansion of Potter Hall, the home of the School of Fine Arts.

Foundation

The [Missouri Western State University Foundation](#) is a separate not-for-profit charitable organization that raises private resources to support Missouri Western's mission. During FY 2018 the Foundation transferred more than \$3.4 million to the University for programs, scholarships and

capital improvements. The total assets of the MWSU Foundation are approximately \$53 million. The endowment, currently \$34.2 million, has nearly tripled since 2009. The Foundation is currently in the fourth year of its five-year Centennial Capital Campaign, which has surpassed its initial celebration goal of \$20 million. Efforts are currently underway to secure leadership support for one of the original goals of the campaign, the [Potter Hall project](#).

Tuition

With the second lowest tuition of Missouri's four-year state institutions, Missouri Western strives to keep education affordable and accessible. Despite the relatively low cost of a Missouri Western education, we continue

Griffon Rate In-state tuition to students from Missouri and 13 other neighboring states

Active-duty military, veterans and their dependents, regardless of their home state, qualify for in-state tuition

to address the affordability gap that faces our particular student population to ensure students emerge with minimal debt and the ability to succeed and prosper.

Tuition and Fees (2018-19)

15 Credit Hours/Semester	One Semester	Full Year
In-State/Griffon Rate	\$ 3,454	\$ 6,908
Out-of-State	\$ 6,750	\$13,500
Tuition, Room and Board*		
In-State/Griffon Rate	\$ 7,628	\$15,256
Out-of-State	\$10,924	\$21,848

*Hall and meal plans vary depending on residence hall choice and meal plan level. Rates posted here are for Scanlon Hall and All-access meal plan.

ATHLETICS

As an NCAA Division II school, our student athletes excel in the classroom and on the field. The 2017-18 season saw 16 teams competing for championships at the NCAA Division II level, and we have earned more than 25 MIAA conference championships throughout our history. Currently, we have seven Griffons in professional sports, with more than 20 joining the pros in the past 10 years. In the classroom, our athletes consistently record GPAs above the university average. Our athletes and fans enjoy state-of-the-art practice and playing facilities with the Griffon Indoor Sports Complex, Spring Sports Complex, Looney Field House, and the newly expanded and renovated Spratt Memorial Stadium. MWSU Athletics currently has a string of 22 straight years qualifying at least one team for NCAA D-II postseason play.

Sports

- Baseball
- Basketball – Men's & Women's
- Cheer
- Cross country – Men's & Women's
- Football
- Golf – Men's & Women's
- Indoor Track & Field – Men's & Women's
- Outdoor Track & Field – Men's & Women's
- Softball
- Volleyball
- Women's Soccer
- Women's Tennis



NCAA D2 athletics
MIAA Conference
gogriffons.com
#GriffUp
#RingTheBell





Athletic Facilities



STRATEGIC PARTNERSHIPS

Because of our applied learning designation, Missouri Western has forged a wide range of partnerships in the business and area community – connecting the University with St. Joseph and establishing top-notch facilities, opportunities and experiences for our students and faculty.

Center for Franchise Development

Through a unique partnership with a generous donor and various business franchises, the Center for Franchise Development secures funding and provides the opportunity for students and alumni to compete for and earn their own franchise. Since its inception in 2009, graduates have opened more than 30 businesses across the country.

Center for Entrepreneurship

Established by the Craig School of Business and Technology, this outreach program trains, mentors and supports business owners and entrepreneurs in the St. Joseph area and beyond. To date, the Center for Entrepreneurship has provided free consulting services to more than 500 new and existing entrepreneurs. The Center also connects local businesses with students and faculty for project collaboration and internships.

Kansas City Chiefs

Since 2010, Missouri Western has served as the summer training camp home for the NFL team. In nine years, the training camp has drawn more than 300,000 visitors to

campus and the community. Feedback from the Chiefs has been very positive, and we are hopeful that they will return for a 10th training camp in July 2019.

Community Alliance of St. Joseph

The Community Alliance promotes a shared vision for the community through collective input from its citizens. In addition to Missouri Western, funding partners include the St. Joseph Chamber of Commerce, the City of St. Joseph, Buchanan County, the St. Joseph School District, the Convention and Visitors Bureau and Mosaic Life Care. The Community Alliance seeks to advance the region through this collaboration.

Davidson College

Professors of biology and mathematics at Missouri Western have collaborated with colleagues at this private liberal arts college in North Carolina since 2006 to provide research opportunities for undergraduate students in the emerging field of synthetic biology. They have published numerous papers, and have received five National Science Foundation grants, including two of more than \$1 million.

Mosaic Life Care

Mosaic Life Care is St. Joseph's largest employer and has a strong relationship with several programs, particularly nursing. In recent years, the regional health center has made significant gifts to purchase needed scientific equipment and to create the first endowed professorship in Missouri Western's history. Mosaic also continues to provide substantial in-kind and direct financial support for Missouri Western through shared personnel, scholarships and other means.



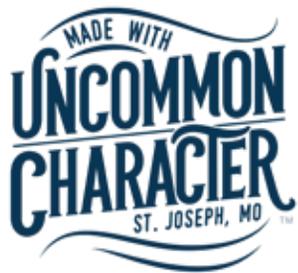
COMMUNITY

With a population of 76,000, St. Joseph is the perfect midsize city – big enough to have things to do, but small enough to retain its friendly, Midwestern charm. “St. Joe” is not a cookie cutter town and is full of **Uncommon Character**. The historic river town boasts stately mansions and tree-lined historic neighborhoods as well as modern, planned subdivisions. Its quaint downtown district is full of unique shops and restaurants, and there are major chain restaurants and stores along “The Belt” Highway. National acts

perform at venues like the Civic Arena and historic Missouri Theater while dozens of small music venues feature local and regional talent. There is plenty to do in St. Joe, but if

you want to visit larger cities, Kansas City and its international airport are just 40 miles south while Omaha and Des Moines are two-to-three hours away via car.

And like Missouri Western, St. Joseph is looking ahead with strategic vision. The community recently launched **Imagine St. Joseph 2040**, an action-oriented plan aligned around ambitious, yet achievable, goals to help St. Joseph reach its potential.



Population
76,000

Major Industries
Health Care, Manufacturing,
Food Processing, Animal Life Science

\$50,749
Median Household Income

\$121,000
Median Home Price

3%
Unemployment

Cost of Living
15%
Below Nat'l Avg

26 miles
of Outdoor Parkways

125+
Restaurants & Pubs

50+
Retail Shops

40+
Parks





CAMPUS AND FACILITIES

One of Missouri Western's unique features is its extensive natural environment, acting as an outdoor classroom. The main campus sits on 723 acres adjacent to Interstate 29, providing ample space for recreation and academic study as well as possibilities for revenue-generating land development. A campus **master plan** was adopted in 2015 to guide future campus growth, and in 2018 Missouri Western began planning for the possible commercial development of university-owned property.

The campus contains 35 buildings, including academic buildings, residence halls, a student union, a fitness center, athletic facilities and a conference center. The Missouri Department of Conservation also has a regional office on the Missouri Western campus.

In addition to the St. Joseph location, Missouri Western has a **Kansas City Northland Campus** at The Village at Burlington Creek, in Kansas City, Missouri.



Recent Facility Improvements

Looney Complex Arena:

All new seating, new branded look

Craig Field at Spratt Memorial Stadium

Video board, suites, press box, Bill Snyder Pavilion

Walter Cronkite Memorial

A tribute to the famous newsman born in St. Joseph

Thomas Eagleton Indoor Pool

Renovated and open to the public

Various buildings

\$4.8 million in deferred maintenance funded by capital improvement appropriation

BOARD OF GOVERNORS

The University's **Board of Governors** provides oversight to ensure Missouri Western State University fulfills its mission of education for its students, the community and the state.

The Board's members are appointed by the governor of Missouri and confirmed by the state senate.

Current Board Members

David Liechti, Chair

CPA, Managing Partner
Liechti, Franken & Young, LLC
Appointed: March 18, 2014
Term Expires: October 2019

Deborah J. Smith '79, Vice Chair

Retired Account Executive and VP
Enright & Wessel Advertising
Appointed: November 5, 2015 (Reappointed)
Term Expires: October 2020

Jennifer Dixon '89

Branch Manager
Fairway Independent Mortgage Company
Appointed: August 8, 2018
Term Expires: October 2023

Brig. Gen. Gregory Mason '89

Assistant Adjutant General
Missouri Army National Guard
Appointed: December 12, 2012
Term Expires: October 2018

Kayla Schoonover '77

Special Education Teacher
Mound City R-2 Schools
Appointed: November 2, 2018
Term Expires: October 2022

Lee Tieman

Attorney, Managing Partner
Tieman, Spencer & Hicks, LLC
Appointed: November 2, 2018
Term Expires: October 2024

Paul Granberry III, Student Governor

Junior, Political Science Major
Appointed: July 26, 2018
Term Expires: December 31, 2019

SEARCH COMMITTEE

The Board of Governors of Missouri Western State University has appointed an Advisory Search Committee to assist with the search to fill the vacancy left when Dr. Robert A. Vartabedian, current president, retires at the end of June 2019.

David Liechti, chair of the Board of Governors, will chair the **search advisory committee**. Dr. Jeanne Daffron, Provost Emerita, will serve as executive liaison to the search committee and Kim Sigrist, Secretary to the Board of Governors, will provide administrative assistance. Other members include representatives from faculty, students, staff, alumni, donors and the community at large.