

# **APPROPRIATIONS REQUEST FOR OPERATIONS**

**For the Year Ending  
June 30, 2008**



**Missouri State**<sup>TM</sup>  
U N I V E R S I T Y

**Office of Financial Services**



## TABLE OF CONTENTS

	<u>Page</u>
Transmittal Letter	1
Program Expenditure Summary	
Unrestricted Current Funds-Education & General-Form 1 - System	3
Unrestricted Current Funds-Education & General-Form 1 - West Plains	4
Unrestricted Education and General by Academic Program - Form 1-A	5
Program Revenue Summary	
Restricted and Unrestricted Current Fund - Form 2	7
Personal Services Detail - Form 3	8
Unrestricted Education and General	
Core Budget Request Analysis - Form 4	9-27
Mandatory Expenses	29
New Decision Item Analysis - Form 5	
1. Equitable Per Student Funding	31-36
2. Cooperative Engineering Program with University of Missouri-Rolla	37-39
3. Missouri Innovation Academy	41-42





# Missouri State<sup>TM</sup>

U N I V E R S I T Y

August 28, 2006

Missouri State University is pleased to submit our Appropriations Request for Operations for Fiscal Year 2008. These funds will support the University's long-range plan, *Imagining and Making Missouri's Future*, 2006-2011.

Our request for appropriation is provided in the form required by the Coordinating Board of Higher Education. To summarize our request, we are requesting an appropriation of additional ongoing state revenues totaling \$6,711,758 and additional one-time revenues of \$500,000. A synopsis of the justification of our request is as follows:

**Decision Item 01: Equitable Per Student Funding \$6,061,758**

We request equitable distribution of state support for higher education per full time equivalent (FTE) student funding among Missouri's comparable four-year higher education institutions.

Missouri State University is currently funded \$402 less per FTE student than the mean of comparable four-year higher education institutions in Missouri. Receiving \$402 more for each of our 15,079 FTE students would result in an increase of \$6,061,758 for Missouri State University.

**Decision Item 02: Cooperative Engineering Program with University of Missouri-Rolla \$500,000 one-time/\$500,000 ongoing**

This request is to fund a cooperative engineering program between UM-Rolla and Missouri State. The need for this program in the Southwest part of the state is great according to the engineers in the state.

**Decision Item 03: Innovation Academy at Missouri State University \$150,000**

This will fund a summer program that will expose high-ability high school juniors and seniors-to-be to math, science and engineering at a collegiate level. The students will spend time at the Jordan Valley Innovation Center and will focus on principles of entrepreneurship essential to the commercialization of scientific discoveries. Additional funding from private sources will be obtained. This initiative provides coordination between K-12 education, higher education and economic development.

Each of our requests contains a basis of support, documentation and calculations. We believe our request is reasonable and reflects a commitment necessary to improve and advance the State of Missouri by developing educated persons.



FORM 1: EXPENDITURES

Institution: Missouri State University-System  
 Name: Dr. Michael T. Nietzel  
 Title: President  
 Phone #: 417-836-8500

EDUCATION AND GENERAL EXPENDITURES (EXCLUDE EXPENDITURES ON AUXILIARIES)	Actual Unrestricted Expenditures FY 2005	Actual Restricted Expenditures FY 2005	FY 2006 Estimated Unrestricted Education and General Operating Funds		Estimated Unrestricted Expenditures FY 2006	Estimated Restricted Expenditures FY 2006	FY 2007 Projected Unrestricted Education and General Operating Funds		Projected Unrestricted Expenditures FY 2007	Projected Restricted Expenditures FY 2007
			Personal Service	Expense & Equip.			Personal Service	Expense & Equip.		
1 GENERAL INSTRUCTION										
1.1 On-campus Instruction for Credit			65,450,807	11,073,106	76,523,913		69,457,746	12,827,149	82,284,896	
1.3 Community Education			1,104,853	613,323	1,718,176		1,295,850	637,476	1,933,326	
1.4 Off-campus Instruction for Credit			106,824	280,554	387,378		103,896	289,680	393,576	
TOTAL INSTRUCTION	74,719,040	581,592	66,662,484	11,966,983	78,629,467	539,931	70,857,493	13,754,305	84,611,798	539,931
2 RESEARCH										
2.1 Institutes and Research Centers			1,893,225	467,678	2,360,903		2,036,501	233,737	2,270,238	
2.2 Individual or Project Research			159,793	61,413	221,206		192,494	121,420	313,914	
TOTAL RESEARCH	2,937,136	7,183,682	2,053,018	529,091	2,582,109	8,172,123	2,228,995	355,158	2,584,152	8,172,123
3 PUBLIC SERVICE										
3.2 Community Services			3,531,474	2,939,877	6,471,351		3,546,021	2,968,703	6,514,725	
3.3 Cooperative Extension Services					0				0	
3.4 Public Broadcasting Services					0				0	
TOTAL PUBLIC SERVICE	6,734,701	2,072,805	3,531,474	2,939,877	6,471,351	1,906,569	3,546,021	2,968,703	6,514,725	1,906,569
4 ACADEMIC SUPPORT										
4.1 Libraries			3,411,224	2,428,078	5,839,301		3,636,967	2,209,004	5,845,971	
4.2 Museums and Galleries			0	925	925			925	925	
4.3 Educational Media Services			443,203	122,187	565,389		456,619	63,466	520,085	
4.5 Ancillary Support			2,977,682	3,453,196	6,430,877		2,942,223	2,173,035	5,115,258	
4.6 Academic Admin. & Personnel Development			9,507,919	2,058,491	11,566,409		11,905,166	2,284,090	14,189,255	
TOTAL ACADEMIC SUPPORT	22,796,554	254,752	16,340,027	8,062,876	24,402,903	359,133	18,940,975	6,730,520	25,671,494	359,133
5 STUDENT SERVICE										
5.1 Student Service Administration			914,865	137,146	1,052,011		953,334	153,900	1,107,234	
5.2 Social and Cultural Development			343,835	755,661	1,099,497		334,184	934,914	1,269,099	
5.3 Counseling and Career Guidance			1,105,969	408,745	1,514,714		1,145,381	318,457	1,463,838	
5.4 Financial Aid Administration			1,244,442	243,779	1,488,221		1,337,839	228,540	1,566,378	
5.5 Student Health Services			2,150,319	2,416,953	4,567,272		2,275,356	2,242,104	4,517,460	
5.6 Intercollegiate Athletics			357,174	5,401,925	5,759,099		342,521	5,116,124	5,458,646	
5.7 Student Admissions and Records			2,235,476	851,294	3,086,770		2,459,170	697,796	3,156,966	
TOTAL STUDENT SERVICE	17,230,798	553,341	8,352,081	10,215,503	18,567,584	469,574	8,847,784	9,691,836	18,539,620	469,574
6 INSTITUTIONAL SUPPORT										
6.1 Executive Management			1,631,045	1,029,152	2,660,197		1,851,313	3,892,959	5,744,272	
6.2 Fiscal Operations			2,041,567	897,532	2,939,099		2,295,763	731,270	3,027,033	
6.3 General Admin. & Logistical Services			8,464,254	3,862,686	12,326,940		9,098,810	3,162,533	12,261,343	
6.5 Public Relations and Development			2,263,466	926,413	3,189,880		2,509,708	706,291	3,216,000	
TOTAL INSTITUTIONAL SUPPORT	19,244,054	454,521	14,400,332	6,715,783	21,116,115	392,092	15,755,595	8,493,053	24,248,648	392,092
7 OPERATION AND MAINTENANCE OF PLANT										
7.1 General Physical Plant			6,319,140	4,123,872	10,443,012		7,146,912	4,234,532	11,381,444	
7.2 Fuel and Utilities			35,542	4,007,657	4,043,198		45,322	3,627,155	3,672,477	
7.3 Maintenance and Repair			112,630	2,508,372	2,621,002		118,506	2,720,636	2,839,142	
TOTAL OPERATION AND MAINTENANCE OF PLANT	15,937,313	29,845	6,467,312	10,639,901	17,107,213	68,643	7,310,740	10,582,323	17,893,063	68,643
8 SCHOLARSHIPS AND FELLOWSHIPS										
8.1 Scholarships			137,167	13,183,661	13,320,828		167,841	14,668,805	14,836,646	
8.2 Fellowships					0				0	
TOTAL SCHOLARSHIPS/FELLOWSHIPS	12,439,194	19,045,251	137,167	13,183,661	13,320,828	18,617,142	167,841	14,668,805	14,836,646	18,617,142
9 TRANSFERS										
9.1 Mandatory Transfers (decrease)/increase				567,872	567,872			1,306,963	1,306,963	
9.2 Nonmandatory Transfers (decrease)/increase				-1,459,484	-1,459,484			-2,118,962	-2,118,962	
TOTAL TRANSFERS	5,018,450	0	0	-891,612	-891,612	0	0	-811,999	-811,999	0
TOTAL E&G EXPENDITURES AND TRANSFERS	177,057,240	30,175,789	117,943,895	63,362,062	181,305,957	30,525,207	127,655,443	66,432,704	194,088,148	30,525,207

FORM 1: EXPENDITURES

Institution: Missouri State University-West Plains  
 Name: Dr. Michael T. Nietzel  
 Title: President  
 Phone #: 417-836-8500

EDUCATION AND GENERAL EXPENDITURES (EXCLUDE EXPENDITURES ON AUXILIARIES)	Actual Unrestricted Expenditures FY 2005	Actual Restricted Expenditures FY 2005	FY 2006 Estimated Unrestricted Education and General Operating Funds		Estimated Unrestricted Expenditures FY 2006	Estimated Restricted Expenditures FY 2006	FY 2007 Projected Unrestricted Education and General Operating Funds		Projected Unrestricted Expenditures FY 2007	Projected Restricted Expenditures FY 2007
			Personal Service	Expense & Equip.			Personal Service	Expense & Equip.		
1 GENERAL INSTRUCTION										
1.1 On-campus Instruction for Credit			2,601,185	340,925	2,942,109		2,586,137	87,389	2,673,526	
1.3 Community Education			0	0	0		0	0	0	
1.4 Off-campus Instruction for Credit			0	0	0		0	0	0	
TOTAL INSTRUCTION	2,584,287	0	2,601,185	340,925	2,942,109	0	2,586,137	87,389	2,673,526	0
2 RESEARCH										
2.1 Institutes and Research Centers			0	0	0		0	0	0	
2.2 Individual or Project Research			0	0	0		0	0	0	
TOTAL RESEARCH	0	0	0	0	0	0	0	0	0	0
3 PUBLIC SERVICE										
3.2 Community Services			262,468	106,273	368,741		283,048	91,650	374,698	
3.3 Cooperative Extension Services					0		0	0	0	
3.4 Public Broadcasting Services					0		0	0	0	
TOTAL PUBLIC SERVICE	398,196	0	262,468	106,273	368,741	0	283,048	91,650	374,698	0
4 ACADEMIC SUPPORT										
4.1 Libraries			203,055	92,105	295,160		209,488	72,360	281,848	
4.2 Museums and Galleries			0	0	0		0	0	0	
4.3 Educational Media Services			0	0	0		0	0	0	
4.5 Ancillary Support			0	0	0		0	0	0	
4.6 Academic Admin. & Personnel Development			626,229	83,462	709,691		805,733	122,010	927,743	
TOTAL ACADEMIC SUPPORT	826,102	0	829,284	175,566	1,004,851	0	1,015,221	194,370	1,209,591	0
5 STUDENT SERVICE										
5.1 Student Service Administration			104,821	15,581	120,402		116,176	8,173	124,349	
5.2 Social and Cultural Development			0	7,742	7,742		0	0	0	
5.3 Counseling and Career Guidance			74,873	40,390	115,263		56,472	5,720	62,192	
5.4 Financial Aid Administration			141,395	12,491	153,885		149,673	17,133	166,806	
5.5 Student Health Services			0	0	0		0	0	0	
5.6 Intercollegiate Athletics			282,998	307,233	590,230		264,930	133,085	398,015	
5.7 Student Admissions and Records			236,125	39,605	275,730		245,246	46,535	291,781	
TOTAL STUDENT SERVICE	1,229,578	0	840,211	423,041	1,263,252	0	832,497	210,646	1,043,143	0
6 INSTITUTIONAL SUPPORT										
6.1 Executive Management			246,080	37,058	283,137		257,349	29,131	286,480	
6.2 Fiscal Operations			0	0	0		0	0	0	
6.3 General Admin. & Logistical Services			682,141	328,606	1,010,747		801,098	322,292	1,123,390	
6.5 Public Relations and Development			287,941	100,299	388,240		338,601	82,497	421,098	
TOTAL INSTITUTIONAL SUPPORT	1,526,636	136,950	1,216,161	465,963	1,682,125	5,179	1,397,048	433,920	1,830,968	5,179
7 OPERATION AND MAINTENANCE OF PLANT										
7.1 General Physical Plant			377,031	131,796	508,827		356,736	146,870	503,606	
7.2 Fuel and Utilities			0	172,477	172,477		0	220,000	220,000	
7.3 Maintenance and Repair			8,006	510,039	518,045		0	248,000	248,000	
TOTAL OPERATION AND MAINTENANCE OF PLANT	903,640	0	385,038	814,311	1,199,349	0	356,736	614,870	971,606	0
8 SCHOLARSHIPS AND FELLOWSHIPS										
8.1 Scholarships				434,990	434,990		0	449,260	449,260	
8.2 Fellowships					0		0	0	0	
TOTAL SCHOLARSHIPS/FELLOWSHIPS	385,362	2,245,397	0	434,990	434,990	2,093,286	0	449,260	449,260	2,093,286
9 TRANSFERS										
9.1 Mandatory Transfers (decrease)/increase				0	0		0	0	0	
9.2 Nonmandatory Transfers (decrease)/increase				0	0		0	-49,620	-49,620	
TOTAL TRANSFERS	0	0	0	0	0	0	0	-49,620	-49,620	0
TOTAL E&G EXPENDITURES AND TRANSFERS	7,853,800	2,382,348	6,134,347	2,761,070	8,895,417	2,098,465	6,470,687	2,032,485	8,503,172	2,098,465





**FORM 2: REVENUES**

<b>Institution: Missouri State University-System</b> <b>Name: Dr. Michael T. Nietzel</b> <b>Title: President</b> <b>Phone #: 417-836-8500</b>						
<b>EDUCATION AND GENERAL RESTRICTED AND UNRESTRICTED REVENUES</b> (EXCLUDE EXPENDITURES ON AUXILIARIES)	<b>Actual Unrestricted Revenue FY 2005</b>	<b>Actual Restricted Revenue FY 2005</b>	<b>Estimated Unrestricted Revenue FY 2006</b>	<b>Estimated Restricted Revenue FY 2006</b>	<b>Projected Unrestricted Revenue FY 2007</b>	<b>Projected Restricted Revenue FY 2007</b>
Student Education Fees (Excluding Off-Campus Credit)	83,807,967	0	89,493,365	0	93,553,052	0
Student Education Fees (Off-Campus Credit)	844,271	0	950,918	0	972,689	0
<b>SUBTOTAL OF TUITION AND FEES</b>	<b>84,652,238</b>	<b>0</b>	<b>90,444,283</b>	<b>0</b>	<b>94,525,741</b>	<b>0</b>
Federal Appropriations	0	0	0	0	0	0
Federal Grants and Contracts	1,619,282	21,856,021	1,701,840	20,332,141	1,676,993	20,332,141
Federal Vocational Reimbursement	0	0	0	0	0	0
<b>SUBTOTAL OF FEDERAL SOURCES</b>	<b>1,619,282</b>	<b>21,856,021</b>	<b>1,701,840</b>	<b>20,332,141</b>	<b>1,676,993</b>	<b>20,332,141</b>
State Grants and Contracts	162,926	4,322,023	83,366	3,400,535	129,945	3,400,535
State Vocational Reimbursement	0	0	0	0	0	0
<b>SUBTOTAL OF STATE GRANTS/REIMBURSEMENT</b>	<b>162,926</b>	<b>4,322,023</b>	<b>83,366</b>	<b>3,400,535</b>	<b>129,945</b>	<b>3,400,535</b>
Local Tax Revenue	0	0	0	0	0	0
Local Grants and Contracts	0	0	0	0	0	0
Recovery of Indirect Costs	753,634	0	888,661	0	775,517	0
Private Gifts, Grants and Contracts	3,320,942	4,963,908	2,557,773	6,399,973	2,572,418	6,399,973
Investment Income	964,852	8,100	2,648,725	224	695,000	224
Endowment Income	0	0	0	0	0	0
Sales & Services of Educational Activities	10,346,099	84,637	9,645,652	310,407	8,710,879	310,407
Intercollegiate Athletic Income	0	0	0	0	0	0
Other Sources	7,689,853	18,020	6,820,643	5,000	6,159,612	5,000
<b>SUBTOTAL OF TOTAL LOCAL REVENUES/OTHER TRANSFERS FROM OTHER FUNDS</b>	<b>23,075,380</b>	<b>5,074,665</b>	<b>22,561,454</b>	<b>6,715,604</b>	<b>18,913,425</b>	<b>6,715,604</b>
State Appropriations for RTEC Distributions	0	0	0	0	0	0
State Appropriations (Education & General Operating)	77,887,091	0	77,887,092	0	79,444,750	0
<b>SUBTOTAL STATE APPROPRIATIONS</b>	<b>77,887,091</b>	<b>0</b>	<b>77,887,092</b>	<b>0</b>	<b>79,444,750</b>	<b>0</b>
<b>TOTAL EDUCATION &amp; GENERAL REVENUE</b>	<b>\$187,396,917</b>	<b>\$31,252,709</b>	<b>\$192,678,035</b>	<b>\$30,448,279</b>	<b>\$194,690,854</b>	<b>\$30,448,279</b>

**FORM 3: PERSONAL SERVICE - TOTAL**

<b>Institution: Missouri State University-System</b> <b>Name: Dr. Michael T. Nietzel</b> <b>Title: President</b> <b>Phone #: 417-836-8500</b>						
<b>PERSONAL SERVICE CATEGORIES</b> (EXCLUDE EXPEND. ON AUXILIARIES)	<b>Actual</b> <b>Unrestricted</b> <b>Expenditures</b> <b>FY 2005</b>	<b>FTE</b>	<b>Estimated</b> <b>Unrestricted</b> <b>Expenditures</b> <b>FY 2006</b>	<b>FTE</b>	<b>Projected</b> <b>Unrestricted</b> <b>Expenditures</b> <b>FY 2007</b>	<b>FTE</b>
Professors	19,331,299	296.33	19,727,881	291.15	24,781,353	299.10
Associate Professors	9,232,532	175.00	9,281,029	186.00	10,160,094	173.00
Assistant Professors	9,264,226	212.74	8,980,262	203.00	9,076,716	197.50
Instructors	1,454,890	34.00	1,257,073	28.00	1,402,035	28.00
Lecturers	3,897,321	95.18	3,608,940	97.43	3,092,144	109.96
Other Faculty	3,603,054	87.06	3,062,474	100.46	3,049,350	120.64
Executive/Administrative/Managerial	5,356,929	69.66	5,398,147	72.89	5,003,378	75.89
Other Professional	12,965,961	383.45	13,441,784	386.38	14,935,216	392.23
Technical and Paraprofessionals	2,875,631	85.75	3,111,920	93.00	3,464,678	95.00
Clerical and Secretarial	8,445,551	405.86	9,301,685	412.43	10,234,979	412.65
Skilled Crafts	1,670,739	54.00	1,676,551	56.00	1,911,025	56.00
Service/Maintenance	3,172,518	124.50	3,579,736	124.00	3,417,849	129.00
Students	7,621,264	326.01	7,378,083	328.63	7,383,923	351.92
Summer Session	2,706,208	0.00	2,691,772	0.00	2,296,057	0.00
Staff Benefits	24,578,414	0.00	25,446,558	0.00	27,446,646	0.00
<b>TOTAL PERSONAL SERVICES</b>	<b>116,176,539</b>	<b>2,349.54</b>	<b>117,943,895</b>	<b>2,379.37</b>	<b>127,655,443</b>	<b>2,440.89</b>

FORM 4: SUPPLEMENTAL DATA

<b>Institution: Missouri State University-System</b> <b>Name: Dr. Michael T. Nietzel</b> <b>Title: President</b> <b>Phone #: 417-836-8500</b>
--

I. MISSION STATEMENT

SEE PAGES 19-27
-----------------

II. DESCRIPTION

SEE PAGES 19-27
-----------------

III. Performance & Activity Measures

Total Off-campus FTE Enrollment	FY 2005 Actual	FY 2006	FY 2007	FY 2008 PROJ.
Numerical Enrollment at Off-campus Sites	2524.0	2483.0	2500.0	2525.0

Total FTE Enrollment (Based on hours reported & 12-month instructional activity) (Do not include first-professional students)	FY 2005 Actual	FY 2006	FY 2007	FY 2008 PROJ.
Undergraduates	13989	13,947	14,086	14,227
Graduates	1385	1,441	1455	1470

Number of Degrees/Certificates	FY 2005 Actual	FY 2006	FY 2007	FY 2008 PROJ.
One-year Certificates	N/A	N/A	N/A	N/A
Two-year Certificates	N/A	N/A	N/A	N/A
Associate	255	224	242	244
Bachelor	2,546	2,685	2,711	2,738
Masters	840	769	777	785
Doctoral	N/A	3	3	3
First Professional Degrees	N/A	N/A	N/A	N/A
TOTAL	3,641	3,681	3,733	3,770

Total Credit Hour Activity for Academic Programs (12-month instructional activity) (Do not include first-professional students)	FY 2005 Actual	FY 2006	FY 2007	FY 2008 PROJ.
Undergraduate programs	419,681	418,396	422,580	426,806
Graduate programs	33,236	34,579	34,925	35,274

III. Performance & Activity Measures (con't.)

<b>Institutional Scholarships/Fellowships/Grants:</b>	<b>FY 2005 Actual</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008 PROJ.</b>
<b>Undergraduate</b>				
a. Number of Need-based Scholarships awarded	6,486	6,435	6,435	6,435
Dollar amount awarded	\$ 12,666,182	\$ 12,317,866	\$ 12,995,349	\$ 13,710,093
b. Number of Merit-based Scholarships awarded	9,499	10,553	10,553	10,553
Dollar amount awarded	\$ 17,033,874	\$ 21,483,720	\$ 22,665,325	\$ 23,911,918
c. Number of Athletic Scholarships awarded	725	710	710	710
Dollar amount awarded	\$ 3,311,858	\$ 2,821,347	\$ 2,976,521	\$ 3,140,230
d. Number of Tuition and Fee Remissions or Waivers	382	360	360	360
Dollar amount awarded	\$ 715,824	\$ 611,901	\$ 645,556	\$ 681,062
e. Number of Other Scholarships awarded	159	183	183	183
Dollar amount awarded	\$ 135,116	\$ 108,905	\$ 114,895	\$ 121,214
<b>Graduate</b>				
a. Number of Need-based Scholarships awarded	13	4	4	4
Dollar amount awarded	\$ 23,000	\$ 17,500	\$ 18,463	\$ 19,478
b. Number of Merit-based Scholarships awarded	265	311	311	311
Dollar amount awarded	\$ 400,404	\$ 557,470	\$ 588,131	\$ 620,478
c. Number of Athletic Scholarships awarded	3	5	5	5
Dollar amount awarded	\$ 11,240	\$ 13,870	\$ 14,633	\$ 15,438
d. Number of Tuition and Fee Remissions or Waivers	785	733	733	733
Dollar amount awarded	\$ 3,363,987	\$ 3,213,942	\$ 3,390,709	\$ 3,577,198
e. Number of Other Scholarships awarded	1	11	11	11
Dollar amount awarded	\$ 647	\$ 13,561	\$ 14,307	\$ 15,094
<b>Total Number of Scholarships Awarded (Undergraduate and Graduate)</b>	<b>18,318</b>	<b>19,305</b>	<b>19,305</b>	<b>19,305</b>
<b>Total Dollar Amount of Scholarships Awarded (Undergraduate and Graduate)</b>	<b>\$ 37,662,132</b>	<b>\$ 41,160,082</b>	<b>\$ 43,423,889</b>	<b>\$ 45,812,203</b>

**IV. GROSS SQUARE FOOTAGE (Physical Plant)**

Indicate the total nonauxiliary gross square footage to be maintained by your institution during FY 2007.

**Square feet** 3,224,686

List all new construction or razing of buildings that is to be completed in FY 2007 that will change the gross square footage data provided above. Indicate whether the change is an increase or decrease in square footage, the type of space modifications, the resulting change in nonauxiliary gross square feet, and the number of months the square footage will be in effect during FY 2007. If no changes occur, indicate "No change."

Type of Project or Space Modification	Gross Sq ft Increase or Decrease	Number of Months in Effect in FY 2007	Annualized Gross sq. ft. Increase or Decrease
1 Darr Equine Center Additions	11722	10	9768
2 Darr Stalling Barn	5757	12	5757
3 Darr Multi-Purpose Barn	15720	12	15720
4			
<b>TOTAL</b>	<b>33199</b>		<b>31245</b>

**V. SALARY COMPARISONS**

List the approximate percentage salary increases provided or anticipated for staff as indicated below.

<b>Occupational Category</b>	<b>FY 2006 over FY 2005 (%)</b>	<b>FY 2007 over FY 2006 (%)</b>
Professors	2.0%	3.0%
Associate Professors	2.0%	3.0%
Assistant Professors	2.0%	3.0%
Instructors	2.0%	3.0%
Lecturers	2.0%	3.0%
Other Faculty	2.0%	3.0%
Executive/Administrative/Managerial	2.0%	3.0%
Other Professional	2.0%	3.0%
Technical and paraprofessionals	2.0%	3.0%
Clerical and secretarial	2.0%	3.0%
Skilled Crafts	2.0%	3.0%
Service/Maintenance	2.0%	3.0%
Students and all others	2.0%	3.0%

List the salaries of full-time instructional staff on 9/10-month contracts/teaching periods by gender and academic rank for FY 2006.

<b>Gender and Academic Rank</b>	<b>Number</b>	<b>Salary Outlays</b>	<b>Average Salary</b>
<b>Men</b>			
Professors	178	11,822,581	66,419
Associate Professors	87	4,690,077	53,909
Assistant Professors	70	3,464,700	49,496
Instructors	1	42,958	42,958
Lecturers	39	1,255,426	32,190
No Academic Rank	6	215,454	35,909
<b>Total Men</b>	<b>381</b>	<b>21,491,196</b>	<b>56,407</b>
<b>Women</b>			
Professors	54	3,412,703	63,198
Associate Professors	65	3,431,724	52,796
Assistant Professors	66	3,010,823	45,619
Instructors	15	594,578	39,639
Lecturers	67	2,080,455	31,052
No Academic Rank	3	123,086	41,029
<b>Total Women</b>	<b>270</b>	<b>12,653,369</b>	<b>46,864</b>
<b>Total (Men &amp; Women)</b>	<b>651</b>	<b>34,144,565</b>	<b>52,449</b>
Total from prior year	648	33,458,606	51,634

**VI. DISTRICT PROPERTY TAX INFORMATION (Community Colleges Only)**

	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>
1 Total assessed valuation	N/A	N/A	N/A
2 Operating levee per \$100	N/A	N/A	N/A
3 Other levies/ \$100 (specify)	N/A	N/A	N/A

FORM 4: SUPPLEMENTAL DATA

<b>Institution: Missouri State University-West Plains</b> <b>Name: Dr. Michael T. Nietzel</b> <b>Title: President</b> <b>Phone #: 417-836-8500</b>
---

I. MISSION STATEMENT

SEE PAGES 19-27
-----------------

II. DESCRIPTION

SEE PAGES 19-27
-----------------

III. Performance & Activity Measures

Total Off-campus FTE Enrollment	FY 2005 Actual	FY 2006	FY 2007	FY 2008 PROJ.
Numerical Enrollment at Off-campus Sites	449	429	440	440

Total FTE Enrollment (Based on hours reported & 12-month instructional activity) (Do not include first-professional students)	FY 2005 Actual	FY 2006	FY 2007	FY 2008 PROJ.
Undergraduates	1,050	1,026	1,040	1,040
Graduates	N/A	N/A	N/A	N/A

Number of Degrees/Certificates	FY 2005 Actual	FY 2006	FY 2007	FY 2008 PROJ.
One-year Certificates	N/A	N/A	N/A	N/A
Two-year Certificates	N/A	N/A	N/A	N/A
Associate	255	224	240	240
Bachelor	N/A	N/A	N/A	N/A
Masters	N/A	N/A	N/A	N/A
Doctoral	N/A	N/A	N/A	N/A
First Professional Degrees	N/A	N/A	N/A	N/A
TOTAL	255	224	240	240

Total Credit Hour Activity for Academic Programs (12-month instructional activity) (Do not include first-professional students)	FY 2005 Actual	FY 2006	FY 2007	FY 2008 PROJ.
Undergraduate programs	31,495	30,780	30,500	30,500
Graduate programs	N/A	N/A	N/A	N/A

III. Performance & Activity Measures (con't.)

<b>Institutional Scholarships/Fellowships/Grants:</b>	<b>FY 2005 Actual</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008 PROJ.</b>
<b>Undergraduate</b>				
a. Number of Need-based Scholarships awarded	933	890	902	912
Dollar amount awarded	2,654,110	1,917,000	1,981,000	2,001,000
b. Number of Merit-based Scholarships awarded	254	291	300	309
Dollar amount awarded	255,451	217,370	220,000	246,400
c. Number of Athletic Scholarships awarded	30	35	35	35
Dollar amount awarded	253,817	240,918	244,500	244,500
d. Number of Tuition and Fee Remissions or Waivers	38	27	33	35
Dollar amount awarded	21,072	16,991	19,032	20,000
e. Number of Other Scholarships awarded				
Dollar amount awarded				
<b>Graduate</b>				
a. Number of Need-based Scholarships awarded	N/A	N/A	N/A	N/A
Dollar amount awarded	N/A	N/A	N/A	N/A
b. Number of Merit-based Scholarships awarded	N/A	N/A	N/A	N/A
Dollar amount awarded	N/A	N/A	N/A	N/A
c. Number of Athletic Scholarships awarded	N/A	N/A	N/A	N/A
Dollar amount awarded	N/A	N/A	N/A	N/A
d. Number of Tuition and Fee Remissions or Waivers	N/A	N/A	N/A	N/A
Dollar amount awarded	N/A	N/A	N/A	N/A
e. Number of Other Scholarships awarded	N/A	N/A	N/A	N/A
Dollar amount awarded	N/A	N/A	N/A	N/A
<b>Total Number of Scholarships Awarded (Undergraduate and Graduate)</b>	1,255	1,243	1,270	1,291
<b>Total Dollar Amount of Scholarships Awarded (Undergraduate and Graduate)</b>	3,184,450	2,392,279	2,464,532	2,511,900

**IV. GROSS SQUARE FOOTAGE (Physical Plant)**

Indicate the total nonauxiliary gross square footage to be maintained by your institution during FY 2007.

**Square feet** 201,760

List all new construction or razing of buildings that is to be completed in FY 2007 that will change the gross square footage data provided above. Indicate whether the change is an increase or decrease in square footage, the type of space modifications, the resulting change in nonauxiliary gross square feet, and the number of months the square footage will be in effect during FY 2007. If no changes occur, indicate "No change."

Type of Project or Space Modification	Gross Sq ft Increase or Decrease	Number of Months in Effect in FY 2007	Annualized Gross sq. ft. Increase or Decrease
1 Purchase of 304 Garfield	1800	12	1800
2 Purchase of 308 Pennsylvania Ave	1568	12	1568
3			
4			
<b>TOTAL</b>	<b>3368</b>		<b>3368</b>

**V. SALARY COMPARISONS**

List the approximate percentage salary increases provided or anticipated for staff as indicated below.

<b>Occupational Category</b>	<b>FY 2006 over FY 2005 (%)</b>	<b>FY 2007 over FY 2006 (%)</b>
Professors	2.0%	3.0%
Associate Professors	2.0%	3.0%
Assistant Professors	2.0%	3.0%
Instructors	2.0%	3.0%
Lecturers	2.0%	3.0%
Other Faculty	2.0%	3.0%
Executive/Administrative/Managerial	2.0%	3.0%
Other Professional	2.0%	3.0%
Technical and paraprofessionals	2.0%	3.0%
Clerical and secretarial	2.0%	3.0%
Skilled Crafts	2.0%	3.0%
Service/Maintenance	2.0%	3.0%
Students and all others	2.0%	3.0%

List the salaries of full-time instructional staff on 9/10-month contracts/teaching periods by gender and academic rank for FY 2006.

<b>Gender and Academic Rank</b>	<b>Number</b>	<b>Salary Outlays</b>	<b>Average Salary</b>
<b>Men</b>			
Professors	3	143,162	47,721
Associate Professors	0	-	-
Assistant Professors	8	289,569	36,196
Instructors	1	32,688	32,688
Lecturers	1	47,500	47,500
No Academic Rank	0	-	-
<b>Total Men</b>	<b>13</b>	<b>512,919</b>	<b>39,455</b>
<b>Women</b>			
Professors	1	45,595	45,595
Associate Professors	1	42,974	42,974
Assistant Professors	10	371,215	37,122
Instructors	1	30,000	30,000
Lecturers	1	28,050	28,050
No Academic Rank	0	-	-
<b>Total Women</b>	<b>14</b>	<b>517,834</b>	<b>36,988</b>
<b>Total (Men &amp; Women)</b>	<b>27</b>	<b>1,030,753</b>	<b>38,176</b>
Total from prior year	28	1,017,988	36,357

**VI. DISTRICT PROPERTY TAX INFORMATION (Community Colleges Only)**

	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>
1 Total assessed valuation	N/A	N/A	N/A
2 Operating levee per \$100	N/A	N/A	N/A
3 Other levies/ \$100 (specify)	N/A	N/A	N/A

**UNRESTRICTED EDUCATION AND GENERAL  
CORE BUDGET REQUEST ANALYSIS  
FORM 4**

Department: Higher Education  
Level 2: Missouri State University System  
Level 3: Springfield, West Plains and Mountain Grove Campuses

**I. UNIVERSITY MISSION**

Missouri State University is a statewide university system with a mission in public affairs, whose purpose is to develop educated persons while achieving five goals: democratizing society, incubating new ideas, imagining Missouri's future, making Missouri's future, and modeling ethical and effective behavior.

***Democratizing Society*** – Higher education will be increasingly crucial to individuals being successful participants in 21st century society, and Missouri State will accomplish this goal by ensuring access to high-quality public education for well-prepared students from diverse backgrounds. A Missouri State education will enable its graduates to live successful, mindful lives in what will be a more challenging and demanding world.

***Incubating New Ideas*** – Universities will continue to be the source of most new scientific discoveries and technological innovations. Toward that end, Missouri State will expand and focus its research investments so that its faculty and students will be able to discover, advance, and synthesize knowledge. We will become an engine for knowledge.

***Imagining Missouri's Future*** – Missouri State will be an institution where we educate one another about the crucial issues and choices that confront the modern world. We will be an institution that encourages students to weigh priorities, explore alternative views, and ultimately understand their personal values through open and informed dialogue and scholarly engagement. We will promote imaginative learning.

***Making Missouri's Future*** – Missouri State graduates should be well-informed, confident and conscientious leaders, prepared not just to take good jobs upon graduation, but to make good jobs through the application of their knowledge and the pursuit of their ambitions. Missouri State will cultivate these leaders through a breadth of opportunities and a depth of learning that comes from rigorous standards in the classroom, in research, and in extracurricular activities. Our graduates will be committed to learning throughout their lifetimes, pursuing the personal curiosities that were awakened at Missouri State.

***Modeling Ethical and Effective Behavior*** – To be true to the University's statewide mission in public affairs, we must be an institution known not just for the quality of our outcomes, but also the constant integrity of how we do our work, especially when it comes to respect, honesty,

integrity, collaboration, inclusiveness, social progress, and the effective stewardship of our resources—human, physical, and technology.

The University’s identity is distinguished by its statewide mission in public affairs, requiring a campus-wide commitment to foster competence and responsibility in the common vocation of citizenship.

The academic experience is grounded in a general education curriculum which draws heavily from the liberal arts and sciences. This foundation provides the basis for mastery of focused disciplinary and professional studies, as well as enabling critical, independent intellectual judgment about the cultures, values, and institutions of the larger society.

The task of developing educated persons obligates the University to expand the store of human understanding through research, scholarship and creative endeavor, and drawing from that store of understanding, to provide service to the communities that support it. In all of its programs, the University uses the most effective methods of discovering and imparting knowledge and the appropriate use of technology in support of these activities.

The University functions through a multi-campus system that is integrated to address the needs of its constituents.

## **II. DESCRIPTION**

### **Missouri State System**

The Missouri State University campuses are structured to address the special needs of the urban and rural populations they serve. Missouri State University-Springfield is a selective admissions, graduate level teaching and research institution. Missouri State University-West Plains is an open admissions campus serving seven counties in south central Missouri. Missouri State University-Mountain Grove serves Missouri’s fruit industry through operation of the State Fruit Experiment Station. The Missouri State University-Extended Campus provides anytime, anyplace learning opportunities through telecourses, Internet-based instruction and through its interactive video network (BearNet). The university also operates various other special facilities, such as the Darr Agricultural Center in southwest Springfield, the Jordan Valley Innovation Center in downtown Springfield, the Bull Shoals Field Station near Forsyth, the Baker’s Acres and Observatory near Marshfield, the Missouri State University Graduate Center in Joplin, and the branch campus at Liaoning Normal University (LNU) in Dalian, China.

### **History**

Missouri State University was founded as the Missouri State Normal School, Fourth District, by legislative action on March 17, 1905. Missouri State first opened its doors in June 1906. The name was changed to Southwest Missouri State Teachers College in 1919, Southwest Missouri State College in 1946, Southwest Missouri State University in 1972, and Missouri State University in 2005. Each new name has reflected the changed nature of the institution. After 100

years and four name changes, Missouri State is a comprehensive state university system offering a wide variety of programs and services to its students and the citizens of the state.

## **Missouri State University-Springfield Campus**

The Missouri State University-Springfield Campus offers a spectrum of educational programs that respond to regional and statewide needs while striving for national and international excellence. Missouri State is an intellectual and creative resource for the Springfield metropolitan area, contributing to its economic development, social health, and cultural vitality through education, research, and professional outreach. The University collaborates with many communities and clienteles throughout the region in order to bridge the socio-economic, cultural, and political gaps that exist among them. Missouri State continues to shape its structures and design its policies and practices to enhance its effectiveness as a key institution for the citizens of Missouri.

The Missouri State University-Springfield campus offers baccalaureate, master's, specialist in education, and professional doctorate degrees, and is the host site for a cooperative doctorate degree in educational leadership with the University of Missouri-Columbia. As of 2006, the Springfield Campus offered programs through 42 academic departments organized in six academic colleges. More than 140 academic programs and options are offered at the undergraduate level, leading to eight undergraduate degrees.

In the 1990s, mission enhancement funds were provided to Missouri State, enabling the institution to better serve the state's need for a high-quality undergraduate/graduate institution. As a result, the Springfield Campus has become a major graduate education provider, offering more than 40 master's degree programs and working with the University of Missouri to provide cooperative master's and doctoral level programs. Graduate students comprise more than 16 percent of the campus' total student population.

Even with these changes, undergraduate education remains a priority, and implementation of selective admissions standards will continue, with sensitivity to the needs of the 24-county service area and the state of Missouri.

## **Missouri State University Downtown**

In 1996, Missouri State University and Springfield entered into an agreement to direct future University expansion away from neighborhoods, such as Phelps Grove to the south of campus, and toward the downtown area northwest of campus. That agreement, reflected in the Missouri State Master Plan Visioning Guide and the Vision 2020 Springfield-Greene County Comprehensive Plan, has resulted in the University acquiring and/or leasing increasing amounts of properties in the downtown area. The Missouri State University - Springfield Master Plan Visioning Guide has been formally adopted by the Springfield Planning and Zoning Commission and the Springfield City Council. To ensure orderly development in the downtown area, the University has added a downtown planning element to its Master Plan Visioning Guide.

The Missouri State University Foundation owns the 81,000-square-foot Kenneth E. Meyer Alumni Center and adjacent parking garage, and Missouri State owns the 62,500-square-foot Jim D. Morris Center for Continuing Education and two nearby surface parking lots. In addition, Missouri State leases approximately 60,000 square feet to support numerous programs, including the Institute for School Improvement and the Department of Art and Design.

The University will continue to invest in new and leased facilities directed by the following objectives:

- To provide outstanding educational opportunities, specifically with regard to metropolitan issues, service learning, and public affairs
- To provide affordable, high-quality space for academic and auxiliary programs
- To ensure that the University can expand as required while, at the same time, fulfilling its obligations outlined in the Phelps Grove agreement with the City of Springfield
- To stimulate the revitalization of downtown Springfield
- To fulfill the University's metropolitan mission of contributing to the economic development, social health, and cultural vitality of the region

These objectives are based in large part on long-term partnerships with the City of Springfield, the Springfield School District, Ozarks Technical Community College, and many public and private entities that have an impact on the development of Springfield and the region.

The University will continue to assess the feasibility/desirability of locating other programs in downtown Springfield, as well as the possibility of expanding programs already located downtown. Further, the University shares the community's vision of downtown Springfield as an arts, entertainment and education center, and Missouri State intends to be an active partner in developing and revitalizing Springfield's center city.

### **Jordan Valley Innovation Center (JVIC)**

The University will continue to develop the Jordan Valley Innovation Center as a major advanced research and manufacturing center in downtown Springfield. The mission of JVIC is to develop new products, create jobs, and develop the educated workforce necessary to attract and retain advanced manufacturing and life sciences companies in Missouri.

A former MFA mill being renovated through a series of federal appropriations, the JVIC complex will have three major buildings:

- Advanced Devices Research and Development Facility
- Advanced Manufacturing and Rapid Prototyping Facility
- Biomedical Research and Manufacturing Facility

As a Missouri Innovation Center, JVIC will develop and support advanced manufacturing and bio-technology in areas such as:

- Medical instruments and materials
- Bio-processing techniques and equipment
- Agri-business research and development
- Chemical and biological sensors and systems

### **William H. Darr Agricultural Center**

Missouri State's William H. Darr Agricultural Center, located on a 100-acre site in southwest Springfield, is a unique asset that supports the Department of Agriculture's diverse programs.

Agriculture is a key economic component of the region. The food, fiber, and renewable resources that traditional agriculture provides are basics required for life. Missouri State's metropolitan location and the Darr Agricultural Center provide a unique opportunity to demonstrate the interactions between traditional agriculture's rural origin and the more urban setting of modern America. Springfield is home to significant agricultural businesses and government agencies that provide trade and service centers for producers, manufacturers, and consumers. These businesses and agencies are valuable educational assets that allow Missouri State University students to participate in off-campus education activities such as field trips and internships.

The Darr Agricultural Center serves as a laboratory and field experience classroom for the study of livestock management, equine studies, horticulture, agronomy, animal science and wildlife conservation and management. An additional benefit of the Center is that it provides agricultural/green space within the rapidly expanding Springfield metropolitan area.

The University is improving the Center through renovation of existing facilities and development of new facilities. This includes the renovation of the arena located at the Center, as well as the addition of a stalling barn, and a multi-use barn. In addition, the University plans to build a learning/service building at the Center that will help serve educational, technical assistance and customer service needs for the following components of the community: agriculture, continuing education, community development, business and industry, human-environmental sciences, horticulture, consumer studies, and youth development.

### **Missouri State University-West Plains**

The West Plains Campus is a two-year, open admissions campus with a mission to provide quality educational opportunities to south central Missouri. Missouri State University-West Plains is structured to meet the needs of a seven-county rural area of south central Missouri within the larger Springfield metropolitan region. Missouri State University-West Plains is mandated to offer one-year certificates, two-year associate degree programs, and credit and non-credit courses. Missouri State University-West Plains also hosts bachelor's and master's degree programs provided by the Springfield Campus through both on-site offerings and distance learning technologies.

The West Plains Campus has separate accreditation through the Higher Learning Commission and currently offers three associate degrees – Associate of Arts in General Studies, Associate of

Science in Nursing, and Associate of Applied Science – with approximately 30 emphases/areas of specialization. The campus is integral to the successful implementation of the overall System mission, serves as one major feeder for the Springfield Campus, and provides a site for the Springfield Campus to offer upper-level and graduate programs.

Missouri State University-West Plains offers courses leading to the Associate of Arts in General Studies at Shannon Hall in Mountain Grove. Missouri State University-West Plains also provides educational opportunities via the BearNet interactive video network; university/community programs; and certificate programs, customized training programs, and non-credit outreach programs based on community needs.

## **History**

Missouri State University -West Plains was founded in 1963 as the West Plains Residence Center. In 1977, the Southwest Missouri State University Board of Regents and, subsequently, the Missouri General Assembly, designated the name West Plains Campus of Southwest Missouri State University to replace Residence Center. In 1981, the legislature enacted a permanent status bill for the campus. In 1991, the legislature passed House Bill 51 which gave the West Plains Campus the authority to offer “one-year certificates, two-year associate degrees and credit and non-credit courses.” In 2005, the legislature passed Senate Bill 98 which included changing Southwest Missouri State University’s name to Missouri State University.

## **Missouri State University-Mountain Grove Campus**

The major activities on the 190-acre Missouri State University-Mountain Grove Campus are the Missouri State Fruit Experiment Station, the Department of Agriculture (including Fruit Science), the Midwest Viticulture and Enology Center, and the Center for Grapevine Technology.

The Fruit Experiment Station was established in 1899 by the Missouri Legislature. The Station has a statewide mission to: "...experiment with the different kinds of fruits, to wit: Apples, peaches, berries of all kinds, grapes and small fruits of all kinds, and to ascertain the varieties that are the best adapted to this state..." The Missouri State Fruit Experiment Station promotes growth of the Missouri fruit crop industry through basic and applied research and an industry advisory program focused on pomology, enology, viticulture, plant pathology, entomology, molecular genetics, and plant physiology

Missouri State University-Mountain Grove supports a fruit industry advisory program, including fruit crops, grapes and wine, and consumer education. The advisory program uses traditional on-site advisory classes and workshops coupled with interactive video and Internet-based training.

In cooperation with the departments of Biology and Chemistry, the Department of Agriculture offers a cooperative master’s degree in plant science, as well as undergraduate internships and a limited number of undergraduate classes. The Paul Evans Library of Fruit Science supports the State Fruit Experiment Station, as well as the plant science master’s degree students and Missouri State University-West Plains students.

## **Missouri State University-Extended Campus Programs**

The Extended Campus Programs extend academic opportunities through distance learning technologies. The academic programs offered using distance learning undergo the same academic review and scrutiny as academic programs offered in traditional settings.

The Extended Campus delivers high-quality, affordable educational services to learners anytime, anyplace. An array of distance learning technologies and delivery systems are available, including audio conferencing, radio, television (interactive video, telecourses, and microwave), satellite transmission, audiocassette and videocassette programs, and synchronous and asynchronous computer conferencing.

The distance learning strategy of the Extended Campus involves three major delivery systems: interactive video (BearNet), Internet-based instruction (Missouri State University Online), and telecourses.

The primary audience for BearNet is the traditional 24-county service area of Missouri State. However, BearNet is a robust network that can link with sites from other states, as well as internationally. During the next five years, BearNet will continue to be used on all three Missouri State campuses. The need for "face-to-face" meetings involving small groups will be ongoing. Centralized scheduling of academic facilities will be key to efficient operations, with sharing of ITV rooms allowing these resources to be maximized.

Missouri State Online allows students to earn academic credit by taking courses entirely on the Internet. This approach enables students to study and participate in discussions, whenever and wherever they choose. In addition, Missouri State University offers the Missouri Virtual School for high school students statewide via Internet-based instruction. This program focuses on science, math, and foreign languages.

The third major delivery system, telecourses, provides learners with the opportunity to take classes within their own homes on their own schedules.

The Extended Campus provides the same level of support services that faculty and students receive with traditional courses. The Extended Campus has the administrative and technology infrastructure, faculty support, and student support services necessary to meet the needs of distance learning students.

### **Bull Shoals Field Station**

The Bull Shoals Field Station provides a location for faculty, students, and visiting scientists to conduct research and educational programs that promote understanding of southwest Missouri ecosystems. The Station, which began operations in 1999, exists through a cooperative agreement between Missouri State University and the Missouri Department of Conservation and the U.S. Army Corps of Engineers.

The Bull Shoals Field Station affords excellent opportunities for student and faculty research, field courses, and public service. Research at the Field Station addresses questions about organisms in their native habitats and develops solutions to problems in the rapidly changing environment of the Ozarks.

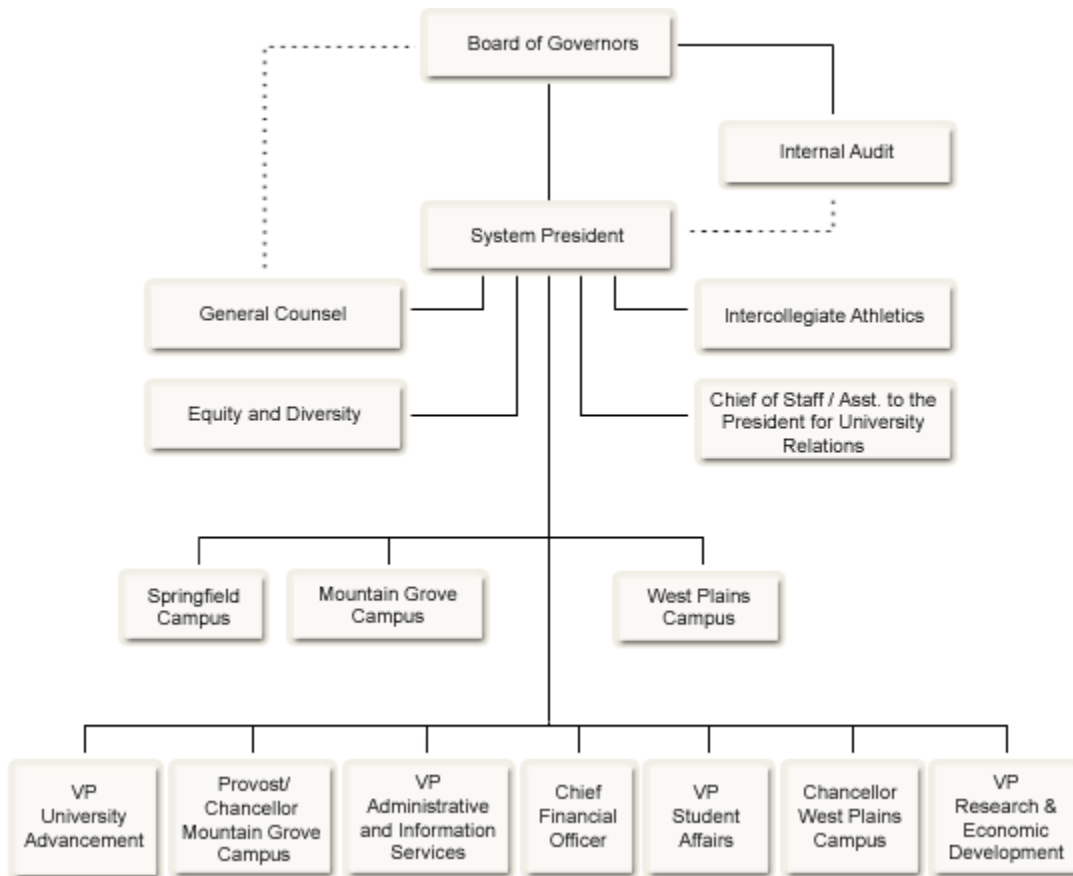
### **China Campus**

As one part of the attempt to internationalize its programs, the University began in 2000 to operate the Missouri State Branch Campus at Liaoning Normal University (LNU) in Dalian, China. An accredited two-year Associate of Arts degree is offered, as is the Bachelor of Science in General Business. Additional Associate of Arts and completion programs in China will be established that are consistent with University priorities and opportunities.

### **Other Campuses**

In addition to expanding its telecommunications-based education, Missouri State University will assess the desirability and feasibility of opening new education centers and campuses. These centers and/or campuses could be local – i.e., within the University’s historic 24-county service area in southwest Missouri – or they could be international.

## Missouri State University System Organizational Chart





**Mandatory Expenses**

<b>Institution: Missouri State University-System</b> <b>Name: Dr. Michael T. Nietzel</b> <b>Title: President</b> <b>Phone #: 417-836-8500</b>									
<b>Mandatory Expenses</b>									
<b>Health Insurance</b>		<b>Retirement</b>		<b>Utilities</b>		<b>Information Technology</b>		<b>Supplies/Services</b>	
FY 05	FY 06	FY 05	FY 06	FY 05	FY 06	FY 05	FY 06	FY 05	FY 06
9,944,990	9,210,824	12,897,961	16,136,543	4,909,149	5,784,691	1,289,367	3,665,474	41,673,172	48,823,471

As indicated above, our mandatory expenses increased more than \$7 million from fiscal year 2005 to 2006. Consequently, in addition to any equitable or new program funds, Missouri State University requests an increase in state appropriations to address these inflationary cost increases. For the year ended June 30, 2006, the consumer price index increased 4.3%. If we were to apply this rate to our fiscal year 2007 educational and general budget of \$194 million, we would need an additional \$8.3 million to address increased expenses due to inflation.



## UNRESTRICTED EDUCATION AND GENERAL NEW DECISION ITEM AND REQUEST FORM 5

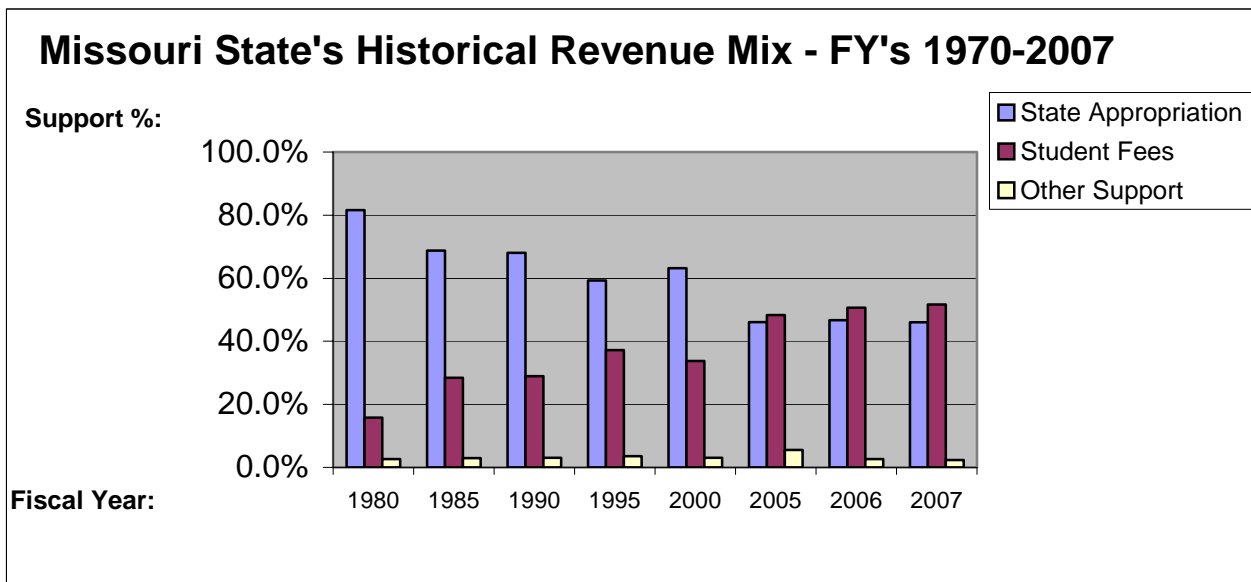
Department: Higher Education  
 Level 2: Missouri State University  
 Level 3: Springfield, West Plains, and Mountain Grove Campuses,  
 Decision Item Name: **Equitable Per Student Funding**  
 Decision Item Rank: 01

### I. Purpose and Criteria

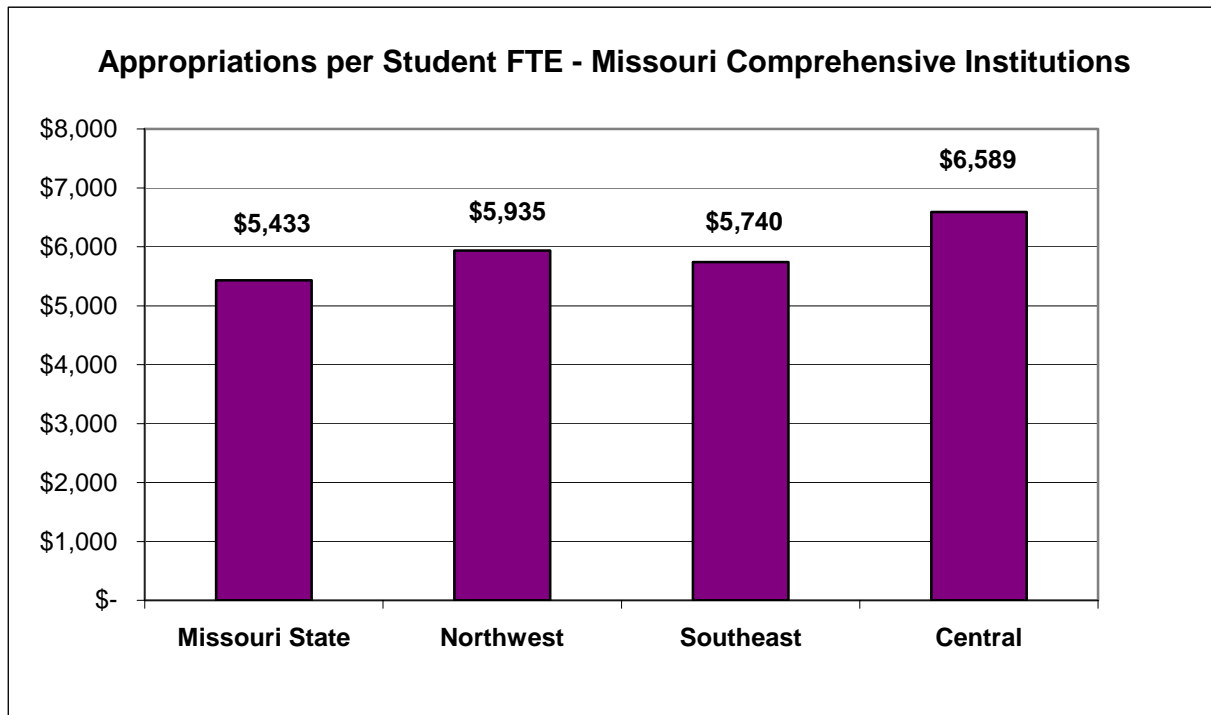
We request progress toward equal distribution of state investment in higher education in the form of equitable per student (FTE) funding among comparable four-year higher education institutions.

State investment in Missouri State University’s students’ education has consistently declined over the last three decades. In 1980, appropriations funded more than 80% of the cost of our students’ education; in 2007 that support has dropped to only 46%.

When costs such as health care and technology continue to rise and state funding increases are not sufficient to offset these costs, our students shoulder more of the growing burden. For Fiscal Year 2007, we developed a budget that identified the unavoidable increases in our costs, such as utilities, determined programmatic needs, provided \$750,000 of additional institutionally funded scholarships and funded a 3% salary increase and associated fringe benefits. A 2% state funding increase was not sufficient to provide for increased costs to educate our students; consequently, an increase in student fees was necessary to address the needs and concerns of our stakeholders (students, faculty, staff, citizens, bondholders, vendors and so forth). If fees are forced higher to make up for losses in state support, increasing numbers of students will lose access to their education. The following graph illustrates the shift from State support to a growing responsibility of our students.



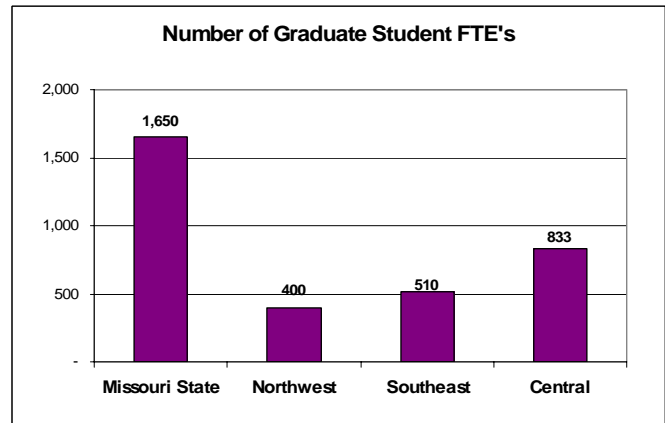
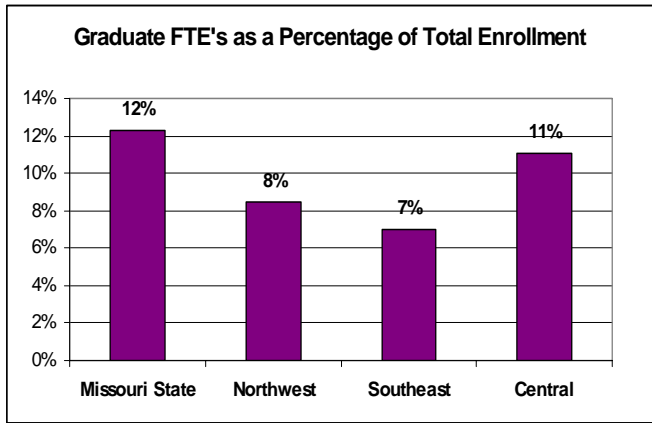
Missouri State’s students are not only picking up more of the cost of their education compared to their predecessors, they are also picking up more of that cost than their fellow Missouri students at comprehensive public higher education institutions, as demonstrated in the following chart.



How did Missouri State arrive at a funding level so much less than our Missouri peers? The *Report of the House Sub-Committee on Appropriations-Higher Education Equity Funding* of February, 2002 (Fraser Report) attributes the problem as follows: “Changes made in the early 1980’s to the formula used to distribute state funds to Missouri’s four-year colleges and universities have created funding inequities that deny students, current and potential, equal affordable access to quality higher education.” In short, Missouri State’s record enrollment and the disconnection of funding to student enrollment have come together to penalize our students.

Our student population continues to grow, and Missouri State University continues to strive towards the performance measures and statewide mission approved by our governing Board and our State. Our selective admissions strategy has been successful, resulting in the average ACT score for entering freshman increasing from 21.7 in fall 1995 to 23.8 in fall 2005. We have increased access via a multi-campus system whereby four-year completion programs are now offered at Missouri State University West Plains, as well as through the use of distance learning technologies.

Our graduate program has added 19 new master’s degree programs, one stand-alone and one cooperative doctorate since 1995. These programs are in high impact areas and contribute to important work force needs in healthcare. FTE Graduate enrollment has increased from 529 in fall 1989 to 1,650 in fall 2005; this is a 211% increase in students whose programs are typically more expensive than undergraduate programs.



The two comparisons, appropriations per student FTE and graduate student percentages by institution, illustrate not only the inequity in funding but also Missouri State's greater than average number of students enrolled in higher cost graduate programs.

## II. Description

To fully describe the problem, we must evaluate the appropriation per student FTE at Missouri's comprehensive public four-year higher education institutions, and compare Missouri State University to the average. The analysis is as follows:

### Statistics:

Comprehensive:	Fall 2005 Undergrad Enrollment	Fall 2005 Grad Enrollment	Fall 2005 Grad Percent	Fall 2005 Total Enrollment	FY2007 Appropriation	Appropriation per FTE
Missouri State	13,429	1,650	12.29%	15,079	\$ 81,930,532	\$ 5,433
Northwest	4,736	400	8.45%	5,136	30,484,455	5,935
Southeast	7,284	510	7.00%	7,794	44,734,189	5,740
Central	7,509	833	11.09%	8,342	54,963,213	6,589
Totals/Average	<u>32,958</u>	<u>3,393</u>	<u>10.29%</u>	<u>36,351</u>	<u>\$ 212,112,389</u>	<u>\$ 5,835</u>

### Calculation:

Average appropriation per student FTE	\$ 5,835
Missouri State University appropriation per student FTE	5,433
Difference (shortage appropriation per student FTE)	402

Missouri State University Fall 2005 Enrollment	15,079
<b>Total appropriation increase necessary to bring Missouri State to average *</b>	<b>\$ 6,061,758</b>

\*Student FTE multiplied by shortage appropriation per student FTE

### III. Cost Explanation

Our intended use of funds generated by this recognition of our growth in students is documented in our strategic plan and summarized below.

Missouri State University intends to achieve five goals:

- **Democratizing Society** – Higher education will be increasingly crucial to individuals being successful participants in 21st century society, and Missouri State will accomplish this goal by ensuring access to high-quality public education for well-prepared students from diverse backgrounds. A Missouri State education will enable its graduates to live successful, mindful lives in what will be a more challenging and demanding world.
- **Incubating New Ideas** – Universities will continue to be the source of most new scientific discoveries and technological innovations. Toward that end, Missouri State will expand and focus its research investments so that its faculty and students will be able to discover, advance, and synthesize knowledge. We will become an engine for knowledge.
- **Imagining Missouri's Future** – Missouri State will be an institution where we educate one another about the crucial issues and choices that confront the modern world. We will be an institution that encourages students to weigh priorities, explore alternative views, and ultimately understand the basis for their personal values through open and informed dialogue and scholarly engagement. We will promote imaginative learning.
- **Making Missouri's Future** – Missouri State graduates should be well-informed, confident and conscientious leaders, prepared not just to take good jobs upon graduation, but to make good jobs through the application of their knowledge and the pursuit of their ambitions. Missouri State will cultivate these leaders through a breadth of opportunities and a depth of learning that comes from rigorous standards in the classroom, in research, and in extracurricular activities. Our graduates will be committed to learning throughout their lifetimes, pursuing the personal curiosities that were awakened at Missouri State.
- **Modeling Ethical and Effective Institutional Behavior** – To be true to the University's statewide mission in public affairs, we must be an institution known not just for the quality of our outcomes, but also the constant integrity of how we do our work, especially when it comes to inclusiveness, social progress, and the effective stewardship of our resources. Missouri State University will maintain and publish a Public Scorecard of important outcomes by which all stakeholders will be able to monitor and judge the institution's progress in becoming a public university that is respected for the way it conducts its business.

In order to accomplish these five goals, Missouri State will focus on six priorities:

<b>Faculty and Staff Salaries</b>	<b>\$3,000,000</b>
Attracting and retaining outstanding faculty and staff is key to the University's success now and in the future. Unfunded growth has not allowed salaries to keep pace with competition.	

<b>Instructional and Research Equipment</b>	<b>\$2,500,000</b>
Annual expenditures for laboratory apparatus maintenance, repair and replacement are necessary to provide relevant educational experiences and enhance research success.	

**Distance Learning and Instructional Technology** **\$1,000,000**

Missourians benefit from the availability of high-quality affordable distance learning opportunities. To be successful with distance learning, the University must have the necessary technology infrastructure.

**West Plains Campus** **\$ 750,000**

The two-year campus in West Plains serves the educational needs of seven counties in south central Missouri. To continue providing these opportunities, salaries for faculty and staff must be enhanced.

**Library** **\$1,000,000**

An outstanding library is the foundation for excellence by both faculty and students. The library also supports the expanding research enterprise.

**Strengthening the Graduate Program** **\$2,500,000**

The University provides quality graduate programs for Missouri. In order to support the expanding program, additional funds are needed for the recruitment and support of graduate assistants and the research activities that are a cornerstone of premier graduate programs.

**TOTAL** **\$10,750,000**

Our request is for **\$6,061,758**.

#### **IV. Evaluation**

Missouri State University will focus on a set of 25 important institutional measures (including student outcomes) that will be presented in a "Public Scorecard." The elements for that scorecard include:

##### **A. Student Achievement**

1. Average and mid 50% range for entering first-year students' ACT
2. Retention rate of first-year and transfer students
3. Six-year graduation rates
4. Number and percentage of students involved in research projects and community service
5. Number and percentage of students winning state, national, international awards
6. Number and percentage of students authoring refereed publications and conference papers/presentations
7. Pass rates on licensure exams
8. Standardized student learning measures consistent with those recommended by the Higher Learning Commission
9. Student satisfaction on nationally normed measures

##### **B. Research and Scholarship**

1. Total and federal grant and contract proposals, awards, and dollars
2. Total books and refereed publications
3. Total refereed national and international presentations, exhibits
4. Number of faculty winning any of 15 categories of national awards (from the Lombardi report)

- C. Access and Diversity
  - 1. Minority enrollment
  - 2. International student enrollment
  - 3. Number and percentage of minority faculty and staff
- D. Community Impact
  - 1. Licenses, commercial start-ups, patents
  - 2. Number of formal partnerships with other educational institutions
  - 3. Number of partnerships with governmental entities, community agencies, businesses, health-care organizations
  - 4. Number of conferences and Public Affairs events hosted
- E. Institutional Support
  - 1. Total Endowment
  - 2. Annual Giving
  - 3. Percentage of alumni giving
  - 4. Faculty and staff salaries
  - 5. Number of Endowed Chairs and Professorships

**UNRESTRICTED EDUCATION AND GENERAL  
NEW DECISION ITEM AND REQUEST  
FORM 5**

Department: Higher Education  
Level 2: Missouri State University  
Level 3: Springfield, West Plains, and Mountain Grove Campuses,  
Decision Item Name: Cooperative Engineering Program with University of Missouri - Rolla  
Decision Item Rank: 02

**I. Purpose and Criteria**

Engineering firms and other employers of engineers in the Springfield, Missouri area have articulated the need for more qualified engineers. These employers have responded that there is a particular demand for civil and electrical engineers who have graduated from an Accreditation Board for Engineering and Technology accredited institution. It is recognized by these employers that the University of Missouri - Rolla located within 100 miles of Springfield, Missouri offers premier and accredited programs in civil and electrical engineering.

Missouri State University already offers a pre-engineering curriculum required by the University of Missouri – Rolla (UMR) and Missouri State University (MSU) faculty offer some of the engineering-based courses. The instructional costs to develop and deliver degree programs in electrical and civil engineering are high. The University of Missouri - Rolla and Missouri State University desire to cooperate in establishing degree programs where significant coursework in electrical and civil engineering can occur on the campus of Missouri State.

**II. Description**

UMR and MSU are committed to develop programs in electrical and civil engineering designed to leverage the resources and faculty of both institutions to meet the regional needs for electrical and civil engineering in a cost-efficient manner in the Springfield, Missouri area. The broad blueprint of an agreement between UMR and MSU follows:

- The degrees in civil and electrical engineering would be offered by UMR and will be the same degree programs as are already offered on the Rolla campus. The diplomas will read “in cooperation with Missouri State University.”
- The programs in civil and electrical engineering offered on the MSU campus or such other locations as approved by UMR will be designed to meet Accreditation Board for Engineering and Technology accreditation standards. UMR will have responsibility for implementation of standards used to identify faculty, curriculum, facilities, pedagogy, and graduation requirements in the design and the delivery of learning objectives, coursework, and educational outcomes in electrical and civil engineering.
- It is the intent of both UMR and MSU to deliver on the MSU campus all courses offered during the first two years of the program and as many of the major courses in the third and fourth years of the engineering curricula as resources and accreditation standards permit. Some engineering major courses will be taught at MSU by UMR faculty with the use of the Internet and face-to-face, and

some will be taught by MSU faculty. Nonetheless, some laboratory-based courses will need to be delivered at UMR.

- MSU will nominate faculty who could teach major courses in the curricula of civil and electrical engineering at MSU. The UMR Provost, together with the departments chairs of electrical and civil engineering at UMR will review the credentials of MSU faculty in the context of (Accreditation Board for Engineering and Technology) standards and approve teaching assignments. Such MSU faculty will be granted the status of an adjunct faculty member at UMR with all privileges associated with such appointments in their respective departments. UMR representatives will serve on search committees formed to hire new MSU faculty who may be nominated by MSU to teach in the cooperative program. The purpose of the involvement of the UMR representatives in the search is to provide feedback concerning the expertise of the new faculty candidates who may participate in the cooperative engineering programs.
- Student support services will be provided by MSU, and UMR will provide as necessary an on-site director for advising and coordination for those students who have been formally admitted into the engineering programs.
- All entering students into the civil or electrical engineering programs must first satisfy the admission requirements as described in the MSU Course Catalog. The admission into either engineering program will be made by UMR, in consultation with MSU, according to the admission criteria described in the UMR Course Catalog. UMR and MSU will consult with and then notify each other regarding any change in admission requirements.
- The tuition of the pre-engineering and elective courses currently offered by MSU will be set at MSU rates. The list of major courses for degrees in civil and electrical engineering will be determined by UMR, and the tuition rate for these courses will be set at UMR rates. MSU will collect tuition and fees from all the students enrolled in the pre-engineering, civil, and electrical engineering programs offered at MSU. MSU will retain the fees for the pre-engineering and elective courses, and distribute to UMR the tuition and fee revenue collected for the major courses. UMR and MSU will develop annually an agreement about teaching assignments and reimbursement to the campus for any MSU faculty who teach the engineering major courses.
- The department chairs of the civil and electrical engineering programs at UMR will provide administrative oversight of the respective programs. The department chairs will form coordinating committees comprised of appropriate faculty and administrators from both universities, along with the on-site program director. The MSU on-site program coordinator and engineering faculty hired by MSU will also have appropriate reporting lines within the MSU system. The coordinating committees will meet regularly via face-to-face meetings and/or conference calls. These committees, which will be chaired by the department chairs and a liaison from the MSU central administration, will develop procedures and processes to administer the cooperative programs. The coordinating committee for a specific program will also be charged to mediate disputes that may arise in the operation of the engineering program. In the event that the coordinating committee fails to resolve a dispute, the disputed matter should be forwarded to the Provosts of UMR and MSU for resolution.
- To ensure continued viability of the program, UMR and MSU will jointly review the program every three years and will include the relevant information resulting from that review in the departmental self-studies required for Accreditation Board for Engineering and Technology accreditation. The Chancellor of UMR and the President of MSU shall designate representatives from their respective institutions to be responsible for the review. Review of the cooperative program should include information regarding student enrollment, student persistence, the number of degrees granted, the average number of years required to complete the degrees, assessment of learning outcomes and graduation degree requirements, as well as any additional evidence that can be used to determine program improvement or program viability.
- Neither UMR nor MSU can predict the future, and circumstances may arise in which it would be in the best interest of either UMR or MSU to discontinue its participation in the cooperative engineering programs in civil and electrical engineering. If either party to this Memorandum of Understanding

desires to terminate its involvement, both MSU and UMR will commit to provide access over a reasonable time period, not to exceed two (2) academic years, to permit currently enrolled students to complete a degree in civil or electrical engineering.

### **III. Cost Explanation**

This is a general framework of the program. It sets forth the general intent of each to complete the design of programs in civil and electrical engineering. Both institutions acknowledge that the completion of the programmatic design is conditioned upon the receipt of \$1,000,000 in planning funds to assess the projected mix of full-time and part-time students in the programs, to develop the appropriate distance education technology to deliver laboratory based courses in electrical and civil engineering, and to appraise and begin appropriate renovations of existing laboratories at MSU to accommodate the delivery of other laboratory based courses in civil or electrical engineering. Moreover, the mutual commitment of MSU and UMR to cooperatively deliver civil and electrical engineering programs is conditioned on the receipt of ongoing state funding allocated specifically to cover the additional programmatic costs to deliver the programs.

Our request is for **\$500,000 one-time planning funds and \$500,000 ongoing State funding.**

### **IV. Evaluation**

Missouri State will develop the program offerings as presented, establish targets for student participation, establish appropriate performance measures in accordance with accrediting bodies' requirements, and monitor the achievement of these performance measures.



**UNRESTRICTED EDUCATION AND GENERAL  
NEW DECISION ITEM AND REQUEST  
FORM 5**

Department: Higher Education  
Level 2: Missouri State University  
Level 3: Springfield, West Plains, and Mountain Grove Campuses  
Decision Item Name: **Missouri Innovation Academy**  
Decision Item Rank: 03

**I. Purpose and Criteria**

Missouri's future will depend, in large part, on its ability to inspire talented high school students to fully develop their science, math, engineering and technology skills in universities. These are the students who will be leaders in innovation. It is innovation that ultimately drives economic development, creates jobs, and keeps Missouri prosperous.

Identifying, educating, and mentoring these exceptional students is a challenge, but it is especially difficult in rural and/or low-income areas of the State. These students are no less talented than their wealthier or advantaged counterparts, but many times don't have the same level of opportunities for development.

To address this challenge, Missouri State University proposes establishing the Missouri Innovation Academy.

The Missouri Innovation Academy, offered for three weeks each summer, would provide 30-40 bright, rural, and/or low-income students with the opportunity to link their aptitudes with promising futures. Advancing out of the Academy, students will have a clearer, more optimistic view of their career opportunities in science, math, engineering and technology.

The Innovation Academy is consistent with two statewide initiatives: Senate Bill 580, which mandates cooperation and coordination between K-12, higher education, and the Office of Economic Development; and Governor Matt Blunt's ongoing efforts to promote Math, Engineering, Technology and Science (METS).

**II. Description**

Missouri State University has a tradition of responding to under-served regions of the state. For example, over the past eight years, Missouri State has assisted rural schools across the state by providing rigorous academic courses, especially in science and mathematics, through a K-12 distance education school called the Missouri Virtual School (MVS). This program has been extremely successful with some 500 students from 40 school districts across the state currently enrolled.

Through MVS, Missouri State will identify 30-40 high-ability juniors and seniors-to-be in math, science and engineering. The students will be invited to the summer Innovation Academy at no charge. The students will live and eat on campus to experience the college environment.

The focus of the academy will be on making, developing, and commercializing discoveries in science, technology, and engineering. Seminars, case studies and guest speakers will be used to emphasize

innovation and creativity, with the guest speakers being successful scientists, researchers, and entrepreneurs from across the state.

Students in Academy will spend time with Missouri State researchers and research partners in the Center for Applied Science and Engineering and the Center for Biomedical and Life Sciences, both housed at the Jordan Valley Innovation Center. Through this contact, students will have an example of how science, math and engineering can result in products and income.

The ultimate work product from the Academy would be will be a business plan for the commercialization of an innovative STEM product.

### III. Cost Explanation

Director – Faculty Summer Appointment, including fringe benefits	\$ 25,000
Student Workers	15,000
Speakers and guest lecturers	50,000
Participant travel, transportation, housing, meals, fees and supplies	80,000
Promotion, advertising, supplies and other program costs	<u>30,000</u>
Total Estimate Costs	<u>\$200,000</u>
Funding:	
Private gifts, grants and contracts	\$ 50,000
State of Missouri	<u>150,000</u>
Total Funding	<u>\$200,000</u>

### IV. Evaluation

To evaluate the success of the Academy, Missouri State University will track the Academy graduates. The data collected will include, but not be limited to, the following:

- Number of Academy graduates who go on to an institution of higher education.
- Number of Academy graduates who attend a Missouri institution of higher education.
- Number of Academy graduates who graduate from college with undergraduate, master’s, doctoral and professional degrees.
- Number of Academy graduates who select a major in science, math, engineering, and/or technology.
- Number of Academy graduates who pursue a career in science, math, engineering, and/or technology.
- Number of Academy graduates who remain in Missouri for their first job out of college.

In addition, Missouri State will survey the participants before they leave the Academy as well as in one year following their completion of the Academy.

Based on this research, the Missouri Innovation Academy will be modified and strengthened.