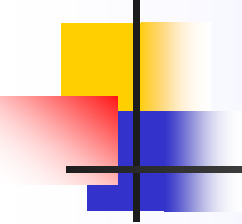




President's Report
on
Missouri State University

New Name, New Expectations

Dr. Michael T. Nietzel
October 3, 2005



**We should begin to be today
what we want to become
in the future...**



Five Goals

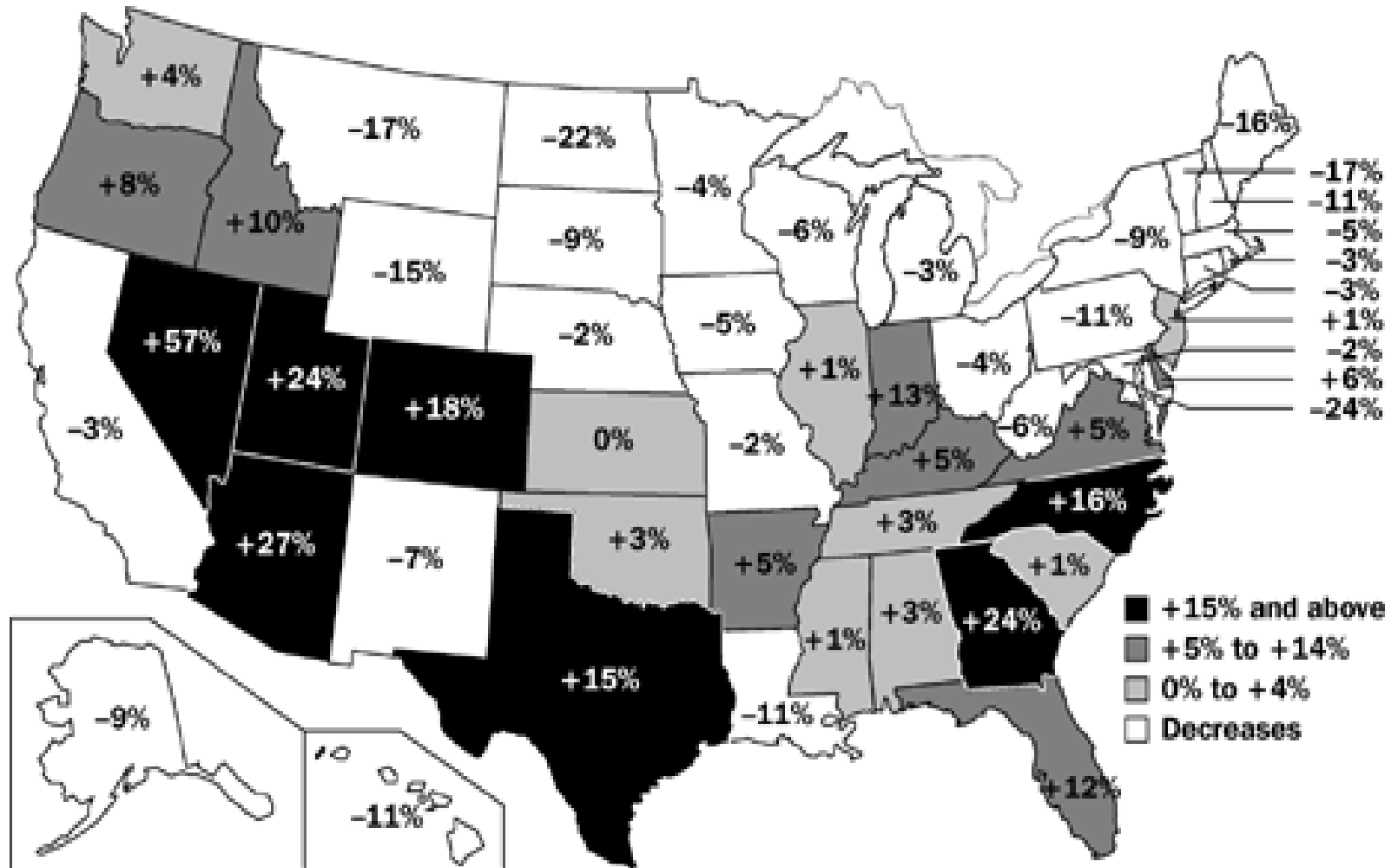
- democratize society
- incubate new ideas
- imagine Missouri's future
- help make Missouri's future
- model ethical behavior



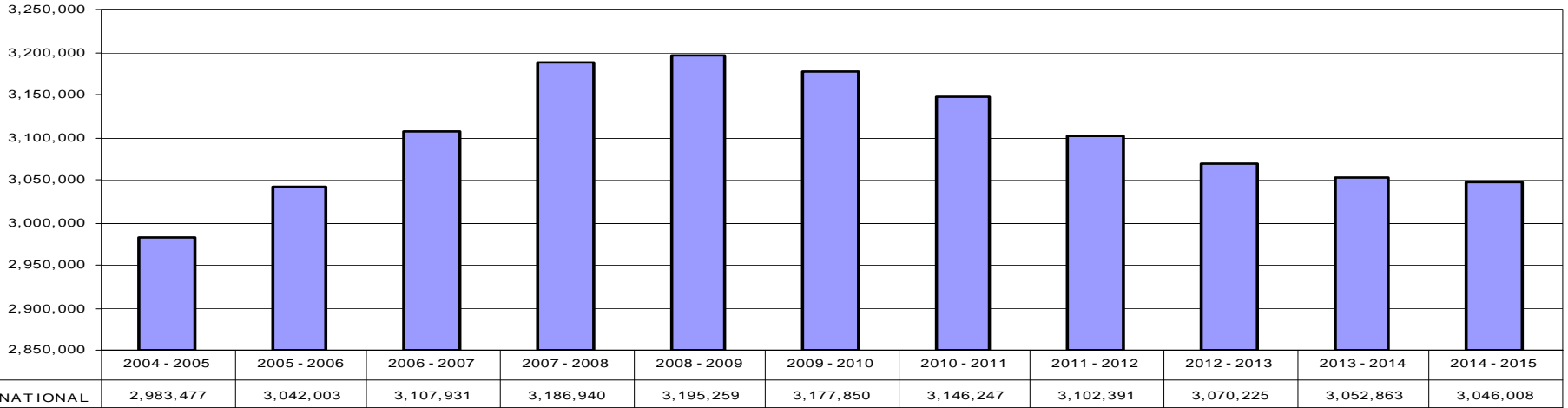
I. Democratize society

- higher education will be increasingly crucial – if not mandatory – to individuals being successful in the 21st century
- Missouri State will accomplish this goal by ensuring access to high-quality public education for students from diverse backgrounds

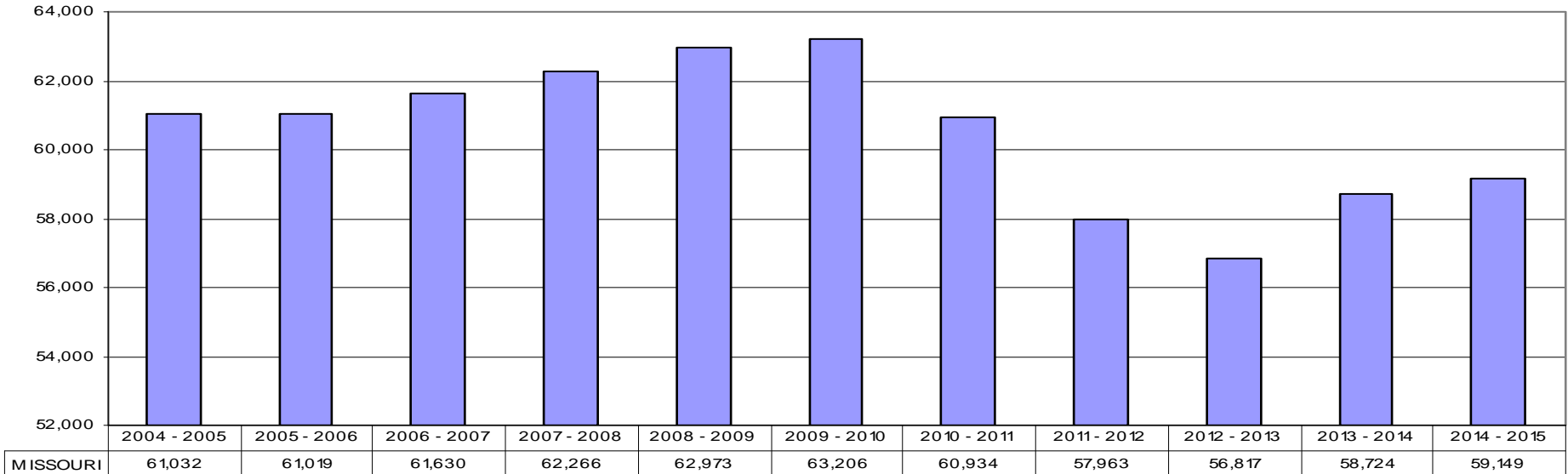
Projected High School Population



PROJECTED HIGH SCHOOL GRADUATES - NATIONAL



PROJECTED HIGH SCHOOL GRADUATES - MISSOURI



Missouri's Need for Higher Education

Educational attainment of adults in 2003 (highest level)			
	Bachelor's Degree	Graduate Degree	2004 per-capita Income
Missouri	15.4%	8.6%	\$30,608
US	16.9%	9.7%	\$32,937

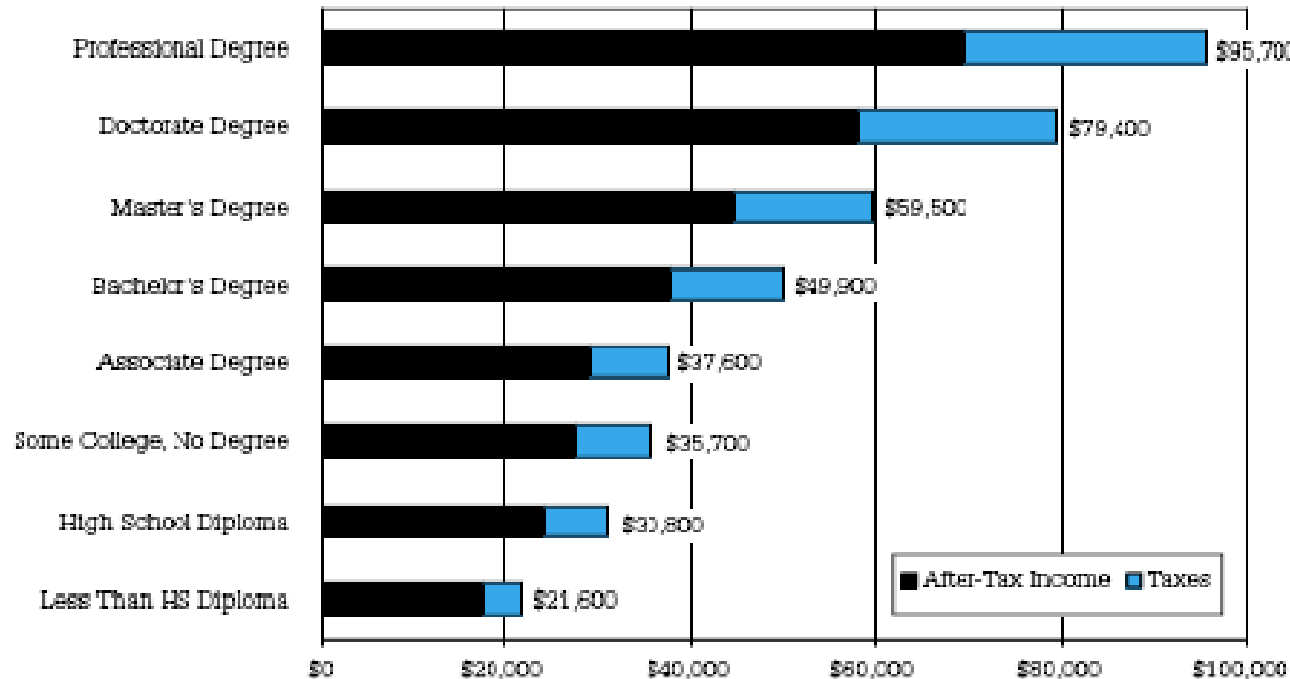
Missouri's Need for Higher Education

6-year graduation rates of 1996-97 freshman at 4-year institutions and average tuition and fees, 2003-4

	All	Public 4-year
Missouri	53.4%	\$5,367
US	54.4%	\$4,630

Education, Earnings, and Tax Payments

Figure 1: Median Earnings and Tax Payments by Level of Education, 2003



Notes: Includes full-time year-round workers age 25 and older.

Tax payments are based on 2002 tax rates and do not incorporate the 2003 federal income tax reductions.

Source: U.S. Census Bureau, 2004, PINC-03; Internal Revenue Service, 2003, Table 3; McIntyre, et al, 2003; Calculations by the authors.

Source: College Board

FIVE YEAR ENROLLMENT DATA Missouri State University-West Plains

Fiscal Years	Applications *	Enrollment **	Degrees ***
Fiscal Year 2000-2001	945	1525	143
Fiscal Year 2001-2002	1020	1653	176
Fiscal Year 2002-2003	1036	1720	209
Fiscal Year 2003-2004	1018	1701	270
Fiscal Year 2004-2005	1059	1651	255
Fiscal Year 2005-2006	1067	1678	NA

* Total applications from new and returning students for fall semester

** Census date enrollment for fall semester **(FY06 number is pre-census date enrollment)**

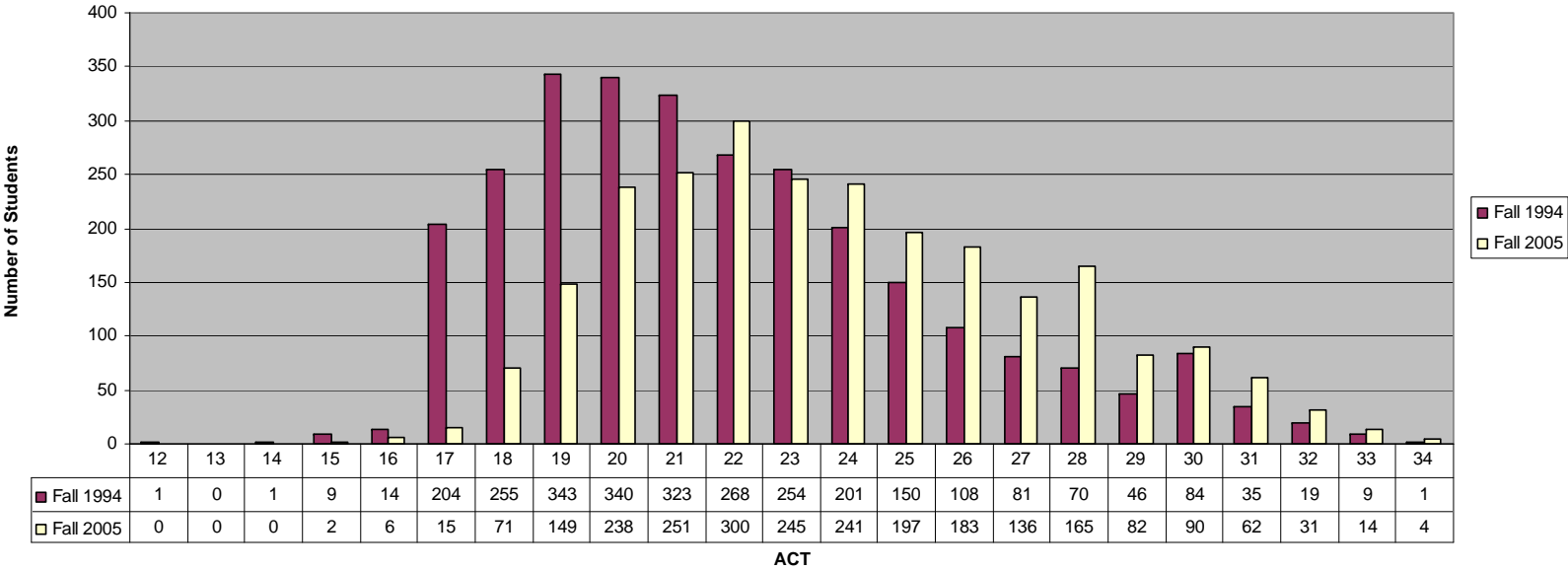
*** Total associate degrees awarded for the academic year

Freshman Admission Policy and Enrollment and Average ACT of First-Time Freshmen

Fall Semester	Selection Index	Enrollment of New Freshmen	Average ACT of New Freshmen
2000	100	2,537	23.7
2001	102	2,548	23.6
2002	102	2,732	23.5
2003	104	2,668	23.6
2004	106	2,689	23.6
2005*	107	2,583	23.8

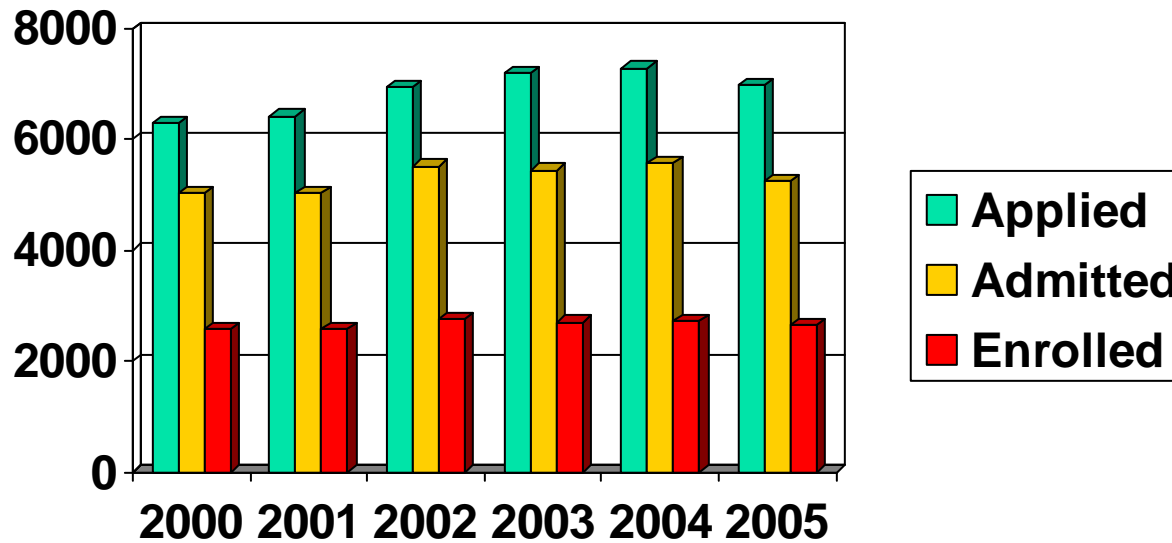
*For the fall 2005 semester, the high school grade point average to class rank conversion scale was adjusted to compensate for grade inflation. Scholarship requirements were also increased.

Number of First-time Freshmen by ACT Fall 1994 and Fall 2005



ACT

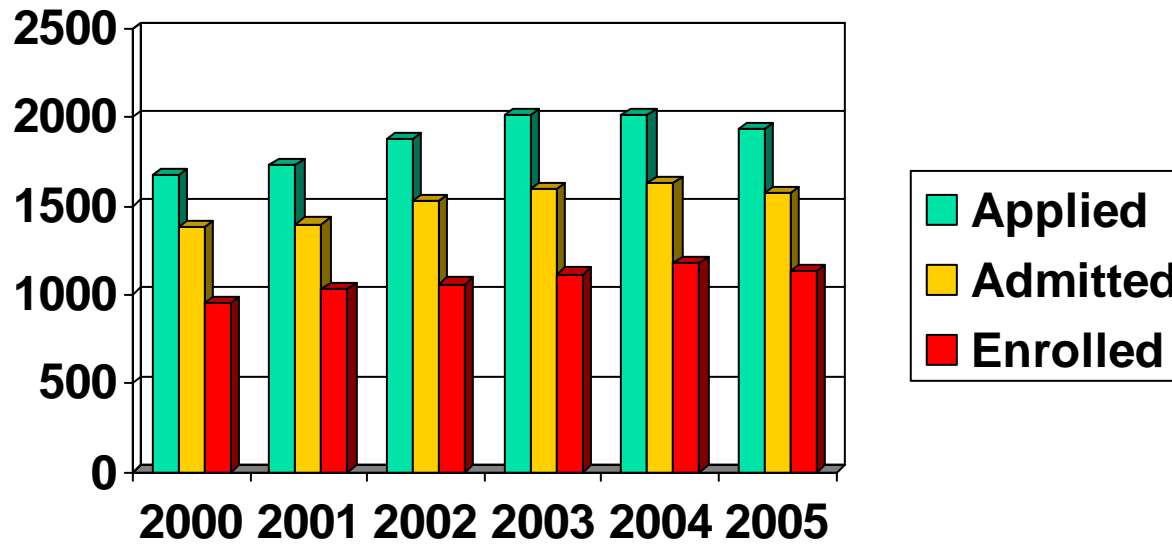
Admission Summary: Fall Semester First-time Freshmen



Yield Rates

51.3	51.0	50.0	49.5	48.6	49.6
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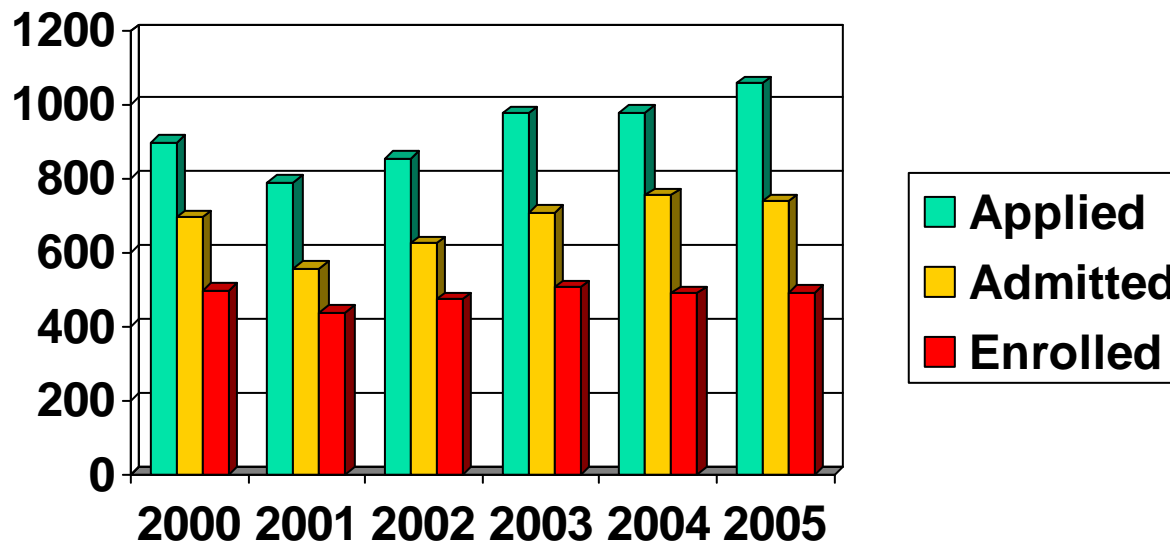
Admission Summary: Fall Semester Transfer Students



Yield Rates

68.7	73.6	69.4	70.0	72.5	72.2
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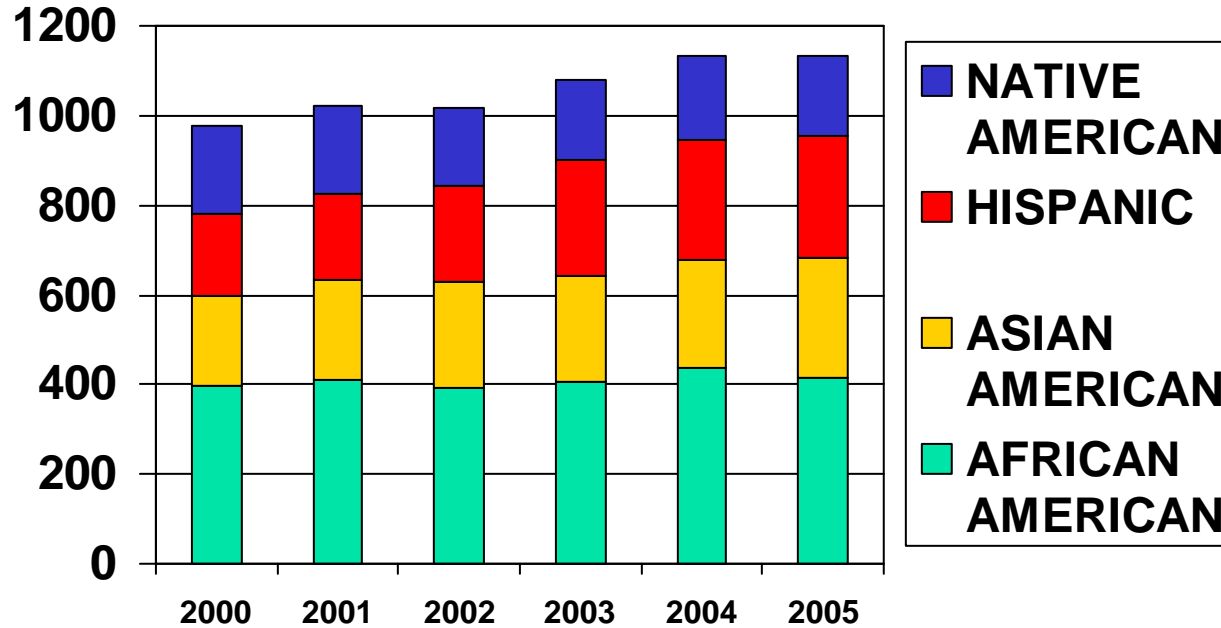
Admission Summary: Fall Semester Graduate Students



Yield Rates

71.7	78.8	75.5	71.4	65.0	66.4
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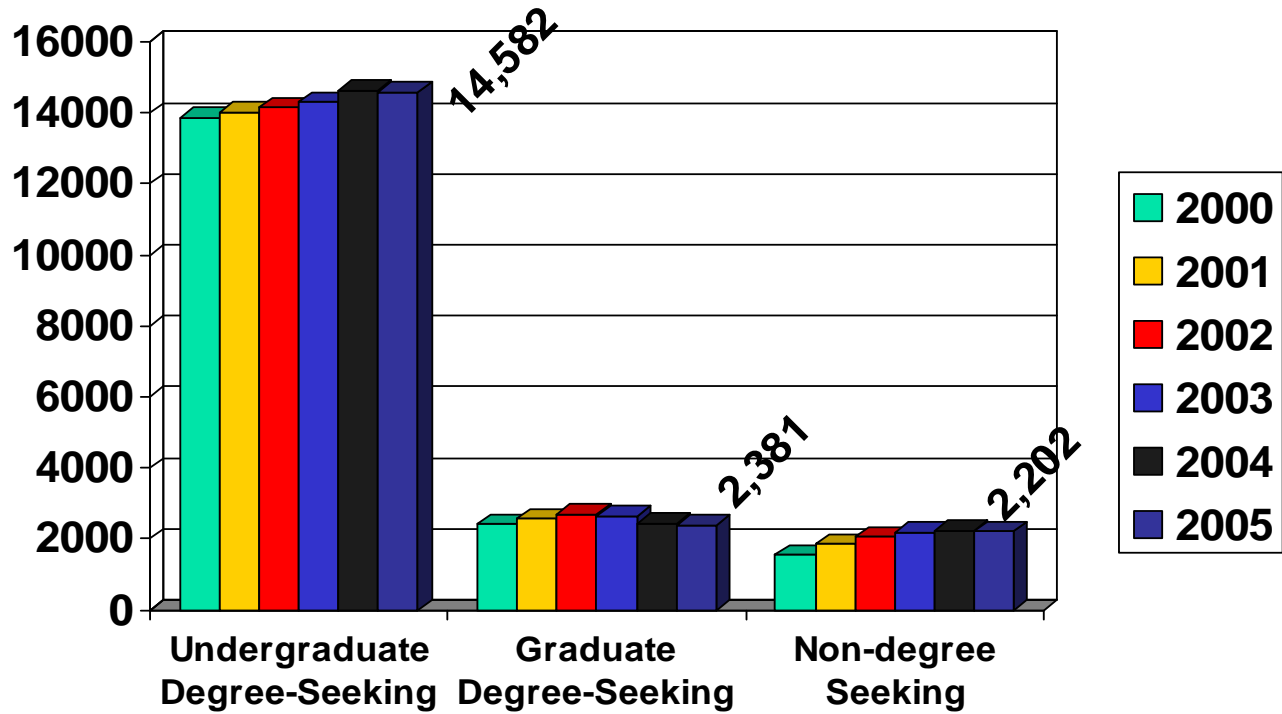
Fall Semester Minority Enrollment



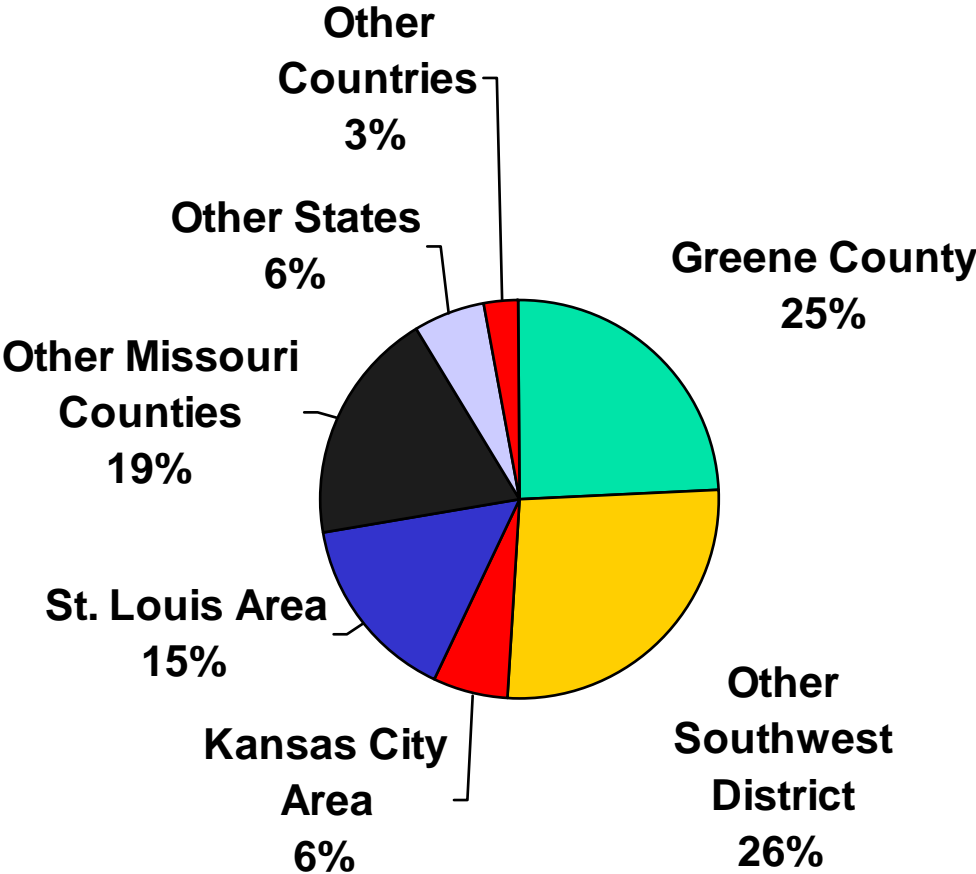
Minority Enrollment as Percent of Total

5.5	5.5	5.4	5.7	5.9	5.9
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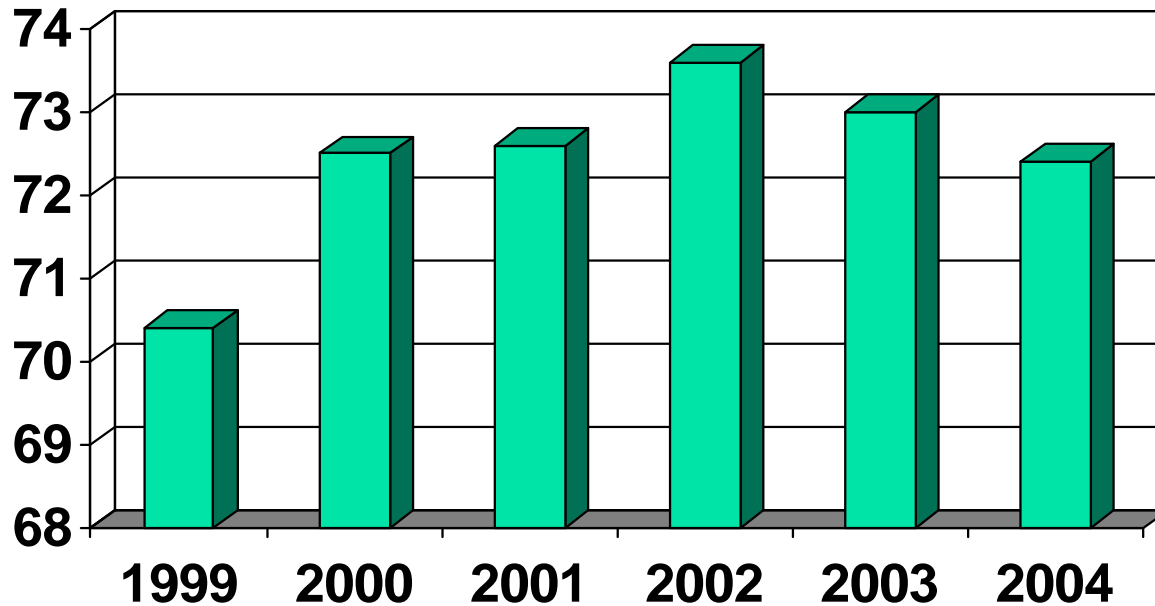
Fall Semester Enrollment by Student Level



Distribution of Students by Legal Residence Fall 2005 Semester



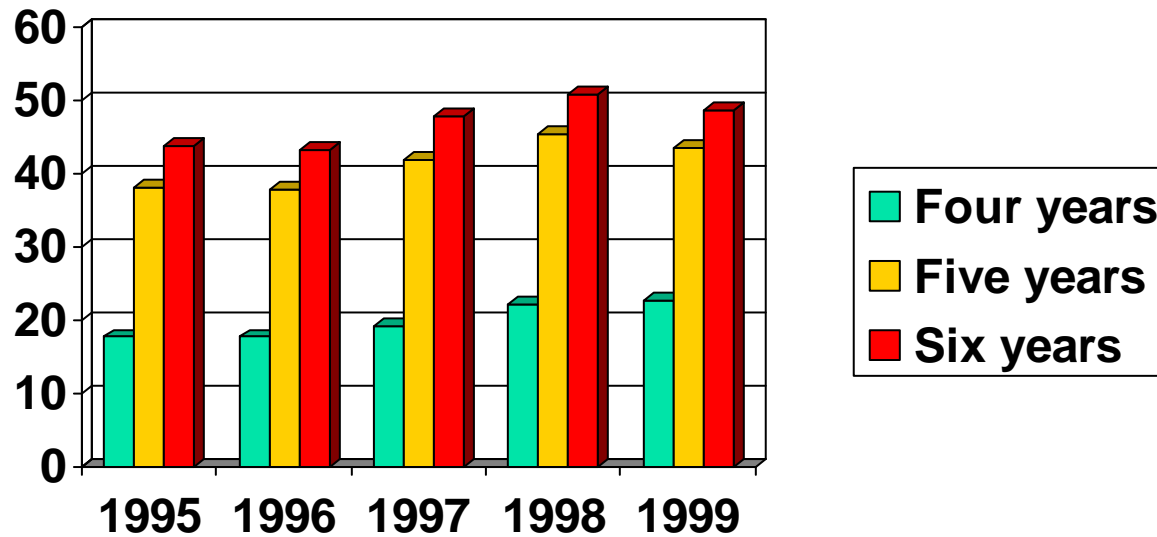
Retention Rate of First-Time Freshmen



Retention Rates

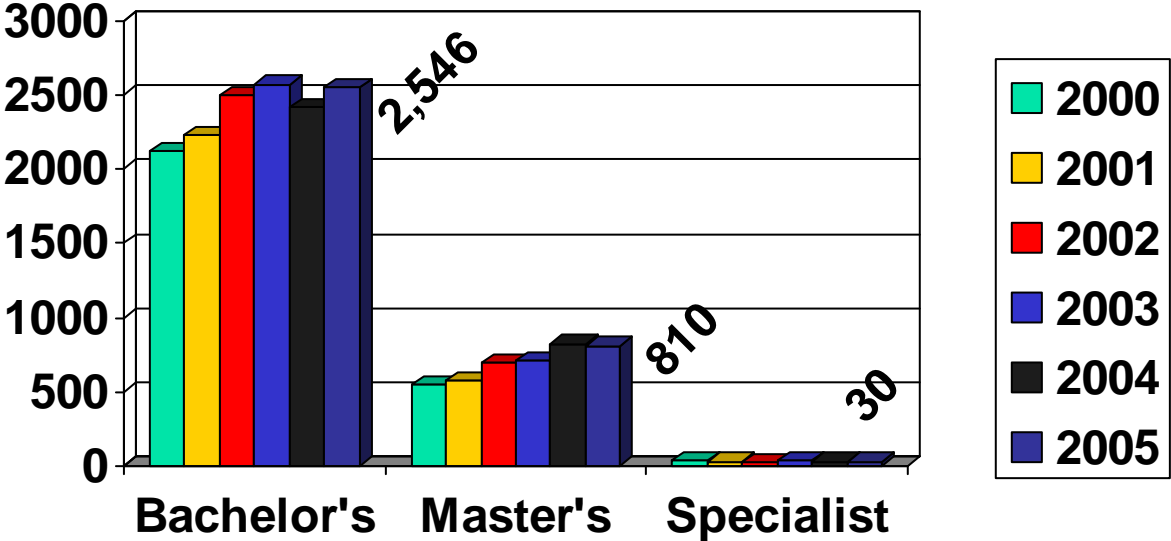
| 70.4% | 72.5% | 72.6% | 73.6% | 73.0% | 72.4% |

Graduation Rate of Fall Semester Freshman Cohorts



Cohort Percentages			
	Four Years	Five Years	Six Years
1997	19.3	41.8	47.9
1998	22.1	45.3	50.8
1999	22.7	43.4	48.6

Degrees Granted by Level Fiscal Year 2000-2005



Tuition and Fees Per Year for Missouri Resident Undergraduates

	2000 - 2001	2001 - 2002	2002 - 2003	2003 - 2004	2004 - 2005	2005 - 2006
Central Missouri State University	3210	3510	4110	4980	5340	5340
Harris-Stowe State College	2700	2850	3760	4060	4255	4650
Lincoln University	3314	3638	3968	4562	4952	4602
Missouri Southern State University	2496	2866	3886	3976	3976	3886
Missouri Western State College	3026	3224	4064	4464	4778	4778
Northwest Missouri State University	3330	3600	4110	4845	5325	5455
Southeast Missouri State University	3390	3525	4035	4575	4845	5145
Missouri State University	3564	3748	4274	4636	5128	5454
Truman State University	3612	3832	4300	4756	5482	5808
University of Missouri - Columbia	4726	4887	5552	6558	7100	7415
University of Missouri - Kansas City	4754	5036	5573	6726	7192	7425
University of Missouri - Rolla	4805	4975	5661	6839	7299	7545
University of Missouri - St Louis	4940	5116	5816	6866	7378	7618



Initiatives for Discussion

- **Develop long-term tuition policy**
 - predictable, affordable, high-value
 - options:
 - pre-paid tuition
 - guaranteed tuition
 - full-time rate tuition
 - differential tuition



- **Expanded scholarship programs**

- attract and retain excellent students, both undergraduates and graduates
- merit-based scholarships for non-resident students
- diversity enhancement scholarships
- need-based scholarships
- scholarship endowment program



II. Incubate new ideas

- universities will continue to be the source of most new scientific discoveries and technological innovations
- Missouri State must expand its research investments and initiatives
- expansion must be strategic
- expansion must touch students and enrich curriculum

Office of Sponsored Research & Programs (SRP)

Sponsored Program Activity FY 2000 – FY 2005

Fiscal Year	Proposals Submitted	Number of Awards					\$ Millions	
		Education	Equipment	Research	Service	Total Awards	Requested	Awarded
00	297	103	3	82	29	217	20.4	6.7
01	324	93	2	103	39	237	16.4	8.1
02	314	99	7	101	27	234	20.0	10.0
03	301	72	5	87	51	215	40.5	11.0
04	323	75	5	68	103	251	38.5	15.4
05	313	34	2	79	123	238	49.5	16.6
	1,872	476	24	520	372	1,392	185	68

Sponsored Program Activity Comparisons FY05 vs FY04

Major Unit	\$ Awarded in FY04	\$ Awarded in FY05	Percent of 2005 vs 2004
Administration & Finance	\$363,750	\$372,726	102%
Broadcast Services	856,094	938,662	110%
College of Arts & Letters*	611,065	62,637	10%
College of Business Administration	323,466	276,498	85%
College of Education	1,810,432	1,460,304	81%
College of Health & Human Services	1,443,662	1,253,668	87%
College of Humanities & Public Affairs	261,323	1,204,386	461%
College of Natural & Applied Sciences**	8,763,182	2,676,935	31%
Library	70,508	128,580	182%
Office of Academic Affairs***	743,730	8,008,676	1077%
Office of Student Affairs	220,000	220,000	100%
University Advancement	16,911	12,836	76%
Total \$\$ Awarded	\$15,484,123	\$16,615,908	107%

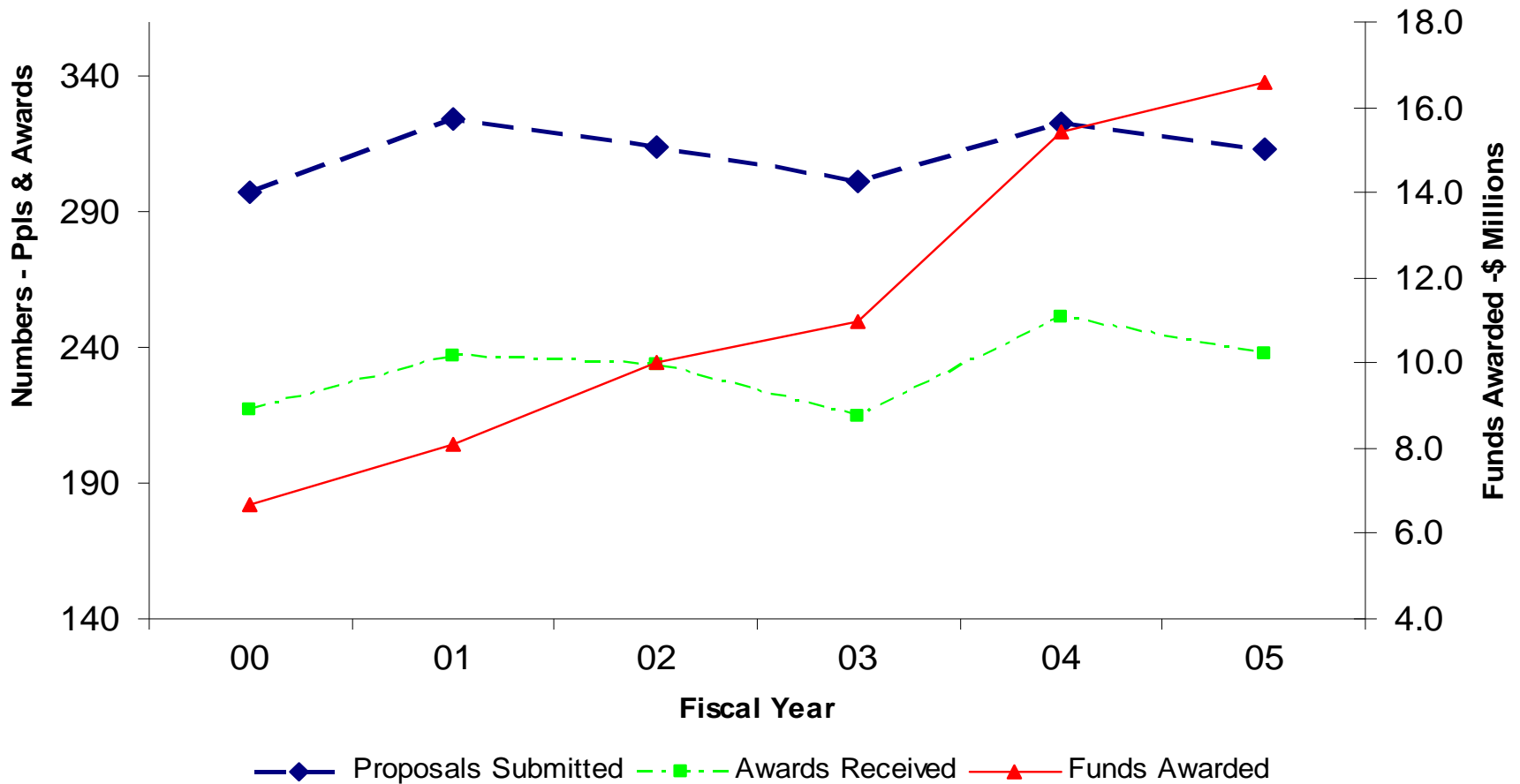
* Decrease due to Missouri Fine Arts Academy FY05 in FY04 report

** Decrease in CNAS due to transfer of CASE management to Academic Affairs

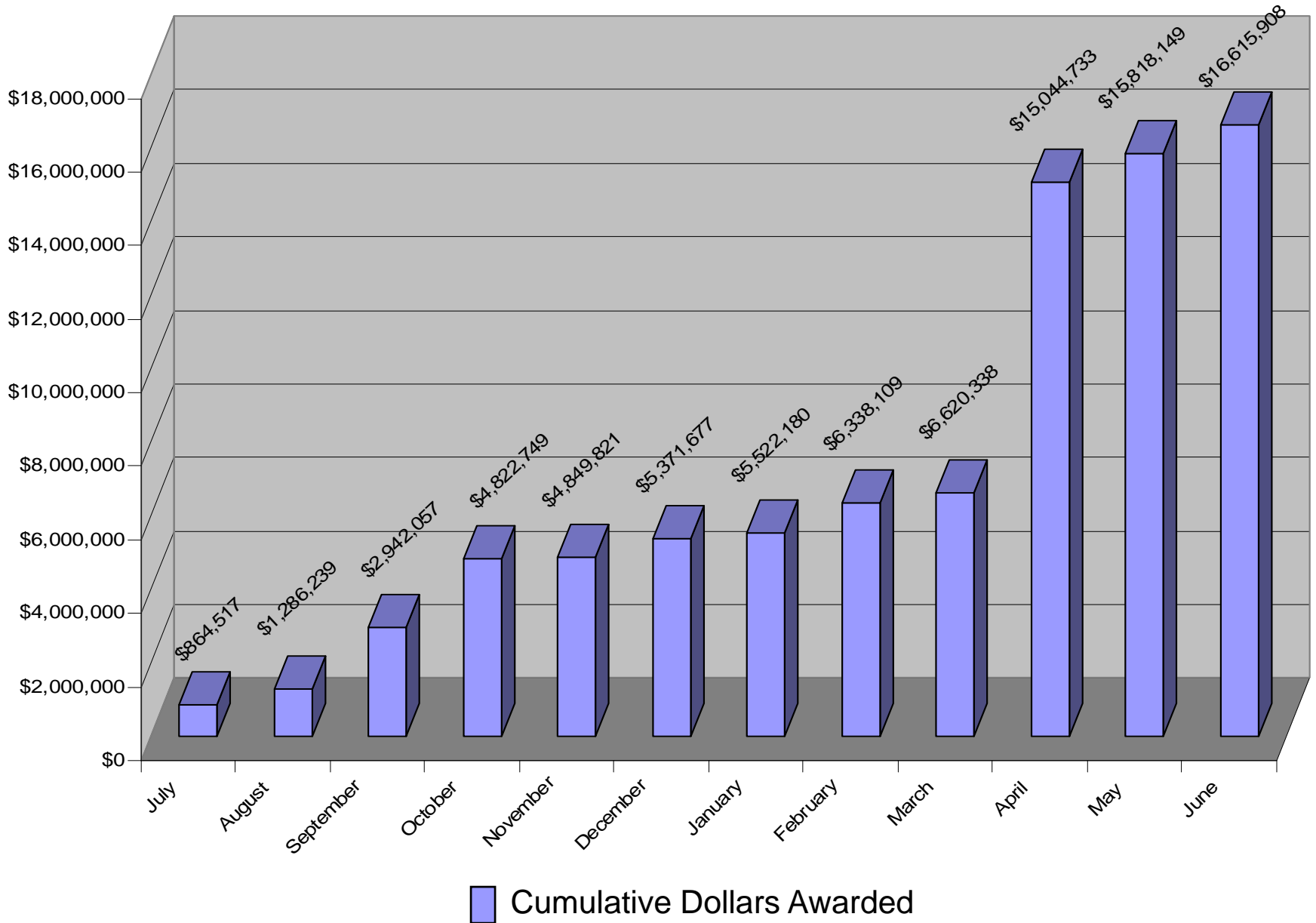
*** Increase in Academic Affairs due to transition of CASE to Academic Affairs

Office of Sponsored Research & Programs (SRP)

Sponsored Program Activity FY 2000 – FY 2005



FY 2005 Dollars Awarded





Initiatives for Discussion

■ Futures Committee

- assess current status of the University's scholarly and educational strengths and best opportunities
- recommend up to 12 areas of contemporary scholarship that should be priorities for investments of new and reallocated resources, particularly the addition of faculty lines



Futures Con't.

- propose options for academic restructuring and reorganization that will promote interdisciplinary innovations, strengthen research and degree programs, increase administrative efficiency, and generate additional savings in administrative costs that can be reallocated to academic priorities



Missouri's Research Needs and Opportunities

- materials sciences
- life sciences and biotechnology
- risky behavior
- environmental and energy sciences
- exceptionality
- design/media
- performance arts
- health
- business development and commercialization
- American culture



- **Community and Social Issues Institute**

- the mission of the Community and Social Issues Institute is to catalyze, organize and apply the research and service capacity of the University to assist public and private institutions address significant social issues facing the community



CSII Con't.

- the Institute will be a partner in the broad network of organizations that promote collaboration and social entrepreneurship as strategic tools for sustainable community development



Develop Indirect Cost (IDC) Policy

- designed to reinvest funds in the research enterprise
- formula for department, college, centers and University-wide allocation
- advance and reward multidisciplinary scholarship
- advance and support core functions and facilities



III. Imagine Missouri's future

- Missouri State should be an institution that:
 - educates about choices among priorities and values
 - champions informed dialogue and scholarly engagement about public policy
 - is a leader in the region and the state in global education



Curriculum

- **Successes**

- coherent liberal arts core
- public affairs mission – national recognition and reputation (Templeton...Princeton Review)
- initial internationalization efforts

- **Concerns**

- retention and graduation rates
- rigorous expectations
- major requirements

Well-educated students: Versatile



- serious readers
- cultivated tastes
- critical thinkers
- private curiosity
- engaged citizens



Initiatives for Discussion

■ Public Affairs Mission

- build on decade of success
- find new vehicles to express – such as Community and Social Issues Institute
- more closely link to academics and research
- engaged, ethical, energetic, and eloquent citizens



■ **International Education**

- build on successes in China, India, other countries
- consider an undergraduate major in international studies
- provide scholarships for need-based study abroad
- develop an organizational structure to support the goals



IV. Help make Missouri's future

- our graduates should be well-informed, confident and conscientious leaders, the result of both a breadth of opportunities and a depth of learning that comes from rigorous standards in the classroom, in research, and in extracurricular activities
- an education that prepares students not just to take jobs, but also to make jobs



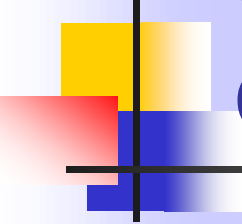
What Sets Our Students Apart?

- first year experiences
- capstone courses
- internships
- undergraduate research opportunities
- scholarship in action
- higher purposes



Higher Expectations for Student Achievement

- increase study abroad
- increase external scholarship and fellowship awards
 - Truman
 - Marshall
 - Goldwater
 - Rhodes



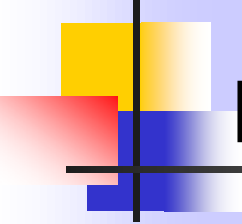
Expand joint and cooperative degree programs

- engineering with University of Missouri-Rolla
- health with University of Missouri-Columbia
- accelerated master's degree programs with local colleges

Economic development initiatives



- major community employer
- commercialize intellectual property
- magnet for economic expansion
- workforce preparation
- research and development dollar multiplier (1.8)
- new economy clusters
- University investments in Springfield



V. Model ethical and effective behavior

- to be true to our statewide mission in public affairs, we must be an institution known not just for the quality of its outcomes, but also the constant integrity of how it does its work, especially when it comes to:
 - inclusiveness and social progress
 - creative, flexibility, and entrepreneurial spirit
 - fiscal integrity



- **Being inclusive**

- president's Commission for Diversity
- recruiting faculty and students
- looking more like the world





■ **Being entrepreneurial**

- Compensation Committee
- moving budget responsibility and accountability to unit level
- streamlining – moving from vertical to horizontal
- reallocating the internal budget to priorities
- facility three R's: renewal, renovation and reutilization



■ **Fiscal Policy and Initiatives**

- establish performance-based compensation
- improve policies on promotion and tenure, sabbaticals, retirement and post-retirement positions
- examine classified step system
- develop benchmark cohort for performance and compensation



Time for Audacity

- establish and maintain high standards for academic achievement
- never be satisfied with status quo
- insist on an expectation of excellence



The FIRST Campaign for Missouri State: Where we imagine and make Missouri's future

- new endowed chairs and professorships – from 4 to 10 on the way to 20 or more
- leveraged endowment strategy
- cultivating donors – investors who care and dream about Missouri State's future



■ **Public Report Card**

- measures performance
- provides accountability
- builds trust
- prioritizes our performance indicators



Missouri StateTM

UNIVERSITY