



## **Board of Governors Retreat**

**Kansas City, Missouri**

**Thursday, 8/3/2023 1:00 PM -**

**Friday, 8/4/2023 2:00 PM CT**

### **I. Roll Call Presented By: Governor Chris Waters**

### **II. Approval of Minutes Presented By: Governor Chris Waters**

#### **A. Approval of the open and closed minutes of the June 23, 2023, Board of Governors Meeting**

*II.A. Minutes of the June 23, 2023, Board of Governors Meeting - Page 3*

### **III. Consent Agenda Presented By: Governor Chris Waters**

#### **A. President**

##### **1. Approval of FY2023-2024 Employment Agreements for University Athletics**

*III.A.1. Approval of FY2023-2024 Employment Agreements for University Athletics - Page 9*

#### **B. Facilities and Equipment**

##### **1. Approval of Activity Report for the month of June 2023**

*III.B.1. Approval of Activity Report for the month of June 2023 - Page 13*

#### **C. Human Resources**

##### **1. Approval of Actions Concerning Academic Employees**

*III.C.1. Approval of Actions Concerning Academic Employees - Page 16*

##### **2. Approval of Actions Concerning Nonacademic Employees**

*III.C.2. Approval of Actions Concerning Nonacademic Employees - Page 30*

#### **D. Procurement Activity Report**

##### **1. Approval of Procurement Activity Report**

*III.D.1. Approval of Procurement Activity Report - Page 39*

#### **E. West Plains Campus**

##### **1. Approval of Actions Concerning Academic Employees**

*III.E.1. Approval of Actions Concerning Academic Employees - Page 44*

##### **2. Approval of Actions Concerning Nonacademic Employees**

*III.E.2. Approval of Actions Concerning Nonacademic Employees - Page 47*

### **IV. President's Report Presented By: President Clif Smart**

#### **A. Overview of Meeting**

*IV.A. Pre-read - Five Things University Leaders are Prioritizing This Year (And Two They Should Be) - EAB - Page 49*

#### **B. Preview of Significant Issues for the Year Ahead**

##### **1. Funding Formula**

*IV.B.1.a. NCHEMS Report - Executive Summary - Page 56*

*IV.B.1.b. Funding Equity Tables - Page 61*

##### **2. Organizational Culture**

**V. Transformation Plan – Springfield Campus Presented By: President Clif Smart; Zora Mulligan, Executive Vice President; Dr. John Jasinski, Provost; and Brad Bodenhausen, Vice President for Community and Global Partnerships**

**A. Overview of 2023-2024 Plan**

*V.A. 2023-2024 Action Plan - Page 62*

**B. 2023-2024 Academic Affairs Continuous Agility Plan (CAP)**

*V.B. 2023-2024 Academic Affairs Continuous Agility Plan - Page 65*

**C. 2023-2024 Strategic Enrollment Management (SEM) Plan**

*V.C. 2023-2024 SEM Plan - Page 67*

**D. Other 2023-2024 Strategic Priorities**

**VI. West Plains Campus Presented By: Dr. Dennis Lancaster, Chancellor of the West Plains Campus**

**A. Overview of 2023-2024 Plan**

*VI.A. 2023-2024 West Plains Action Plan - Draft - Page 72*

**B. Other 2023-2024 Strategic Priorities**

**VII. Old Business**

**A. Discussion of Allocation of University Operating Reserves Presented By: President Clif Smart and Matt Morris, Vice President for Administration & Finance**

*VII.A. G8.09 - Operating Funds Cash Reserves Policy - Page 74*

**VIII. New Business**

**A. Development Report Presented By: Brent Dunn, Vice President for University Advancement**

**1. Foundation Year-End Report**

*VIII.A.1. Development Report - Page 76*

**2. Missouri State University Foundation Historical Overview of Gifts**

*VIII.A.2. MSUF Historical Overview of Gifts - Page 78*

**B. Office of Research Administration Year-End Report Presented By: Brad Bodenhausen, Vice President for Community and Global Partnerships**

*VIII.B. Office of Research Administration Year-end Report - Page 79*

**C. Discussion of 2024 Board of Governors Officers Presented By: Governor Chris Waters**

**D. Other Board Matters Presented By: Governor Chris Waters**

**IX. Resolution Authorizing Closed Meeting, Pursuant to Sections 610.021(1), (2), (3), (6), (9), (11), (12), (13), (14) and/or (17) of the Revised Statutes of Missouri**

*IX. Closed Meeting Resolution - Page 83*

**X. Adjournment Presented By: Governor Chris Waters**

II.A.

**MINUTES OF THE  
BOARD OF GOVERNORS  
MISSOURI STATE UNIVERSITY  
FRIDAY, JUNE 23, 2023**

The Board of Governors for Missouri State University held a meeting in the West Plains Civic Center, Magnolia Room in West Plains, Missouri, on Friday, June 23, 2023, with Governor Chris Waters, Chair of the Board of Governors, presiding. Governor Waters called the meeting to order at 8:28 a.m.

**Roll Call**

Present – Chris Waters, Chair of the Board  
Bradley Cooper, Student Governor  
Amelia “Amy” Counts, Governor (via Zoom webinar)  
Anson Elliott, Governor  
Tim Francka, Governor  
Lynn Parman, Governor  
Jeff Schrag, Governor  
Chris Waters, Governor

Absent – Ann Kampeter, Governor

Also present – Clif Smart, President  
Brad Bodenhausen, Vice President for Community and Global Partnerships  
Jeff Coiner, Chief Information Officer  
Rachael Dockery, General Counsel and Chief Compliance Officer  
Brent Dunn, Vice President for University Advancement  
Steve Foucart, Chief Financial Officer  
Algerian Hart, Interim Chief Diversity Officer and Assistant to the President  
John Jasinski, Provost  
Dennis Lancaster, Chancellor of the West Plains Campus  
Natalie McNish, Director of Internal Audit and Risk Management  
Kyle Moats, Director of Athletics  
Matt Morris, Vice President for Administrative Services  
Zora Mulligan, Executive Vice President  
Suzanne Shaw, Vice President for Marketing and Communications  
Dee Siscoe, Vice President for Student Affairs  
Rowena Stone, Secretary to the Board of Governors

**Approval of Minutes**

Governor Waters called for a motion to approve the open and closed minutes of the May 18, 2023, meetings. Governor Lynn Parman provided a motion for approval, receiving a second from Governor Carol Silvey.

Motion passed 7-0.

**Consent Agenda**

Governor Waters noted the next item of business on the agenda was the approval of the consent agenda. Items included in the consent agenda:

President

Approval of FY22-23 Employment Agreements for University Athletics (Human Resources No. 1728-23)

Facilities and Equipment

Approval of Activity Report for the month of May 2023 (Activity Report No 331-23)

Human Resources

Approval of Actions Concerning Academic Employees (Human Resources 1729-23)

Approval of Actions Concerning Nonacademic Employees (Human Resources 1730-23)

Approval of Actions Concerning Employee Salary Increases Effective July 1, 2023 (Human Resources 1731-23)

Approval of Actions Concerning Employee Salary Increases Effective August 1, 2023 (Human Resources 1732-23)

Approval of FY2024 Additional Fringe Benefits to be Funded by Missouri State University (Human Resources 1733-23)

Procurement and Financial

Approval of Procurement Activity Report (Purchasing Activity Report 521-23)

Approval of Rental Rates for Space in the Kenneth E. Meyer Alumni Center (Springfield campus) and the Richards House (West Plains campus) for Various Departments and University Related Offices (Agreement No. 466-23)

Student Affairs

Approval of the 2023 Revisions to the Code of Student Rights and Responsibilities (Student Policies No. 115-23)

West Plains Campus

Approval of the 2023 Athletics Coaching Contracts (West Plains Personnel No. 485-23)

Approval of Actions Concerning Nonacademic Employees (West Plains Personnel No. 486-23)

Approval of Revisions to the Missouri State University-West Plains Faculty Handbook (West Plains Faculty Policies No. 24-23)

Approval of the 2023 Revisions to the Code of Student Rights and Responsibilities (West Plains Student Policies No. 21-23)

Approval of Expenditures to Implement Student Approved Capital Projects (West Plains Finance No. 36-23)

Governor Tim Francka provided a motion for approval of the consent agenda, receiving a second from Governor Anson Elliott.

Motion passed 7-0.

### **Committee Reports**

Governor Elliott reported out on the June 22, 2023, Risk Management and Audit Committee meeting.

Governor Parman reported out on the June 22, 2023, Finance and Facilities Committee meeting.

Governor Waters reported out on the June 22, 2023, Programs and Planning Committee meeting.

### **President's Report**

President Smart welcomed everyone to the meeting and thanked Dr. Lancaster and his team for the hospitality shown to the Board and Springfield team.

President Smart presented a resolution for approval of the first amendment to the facility use and cooperation agreement by and between the Board of Governors of Missouri State University and Springfield Daily Citizen Inc. (Agreement No. 467-23). The amendment extends the original facility use and cooperation agreement of 18 months to 10 years. He shared that The Springfield Daily Citizen is doing excellent work in reporting on public affairs for the community in a nonpartisan fashion. Governor Francka provided a motion for approval, receiving a second from Governor Silvey.

Motion passed 7-0.

President Smart reviewed the appointment letter for Dr. Algerian Hart as Assistant to the President for Inclusive Engagement. He shared that it is important to have a person at the university with the primary responsibility of leading work to make the university a more welcoming place for all, to effectively connect the university with the community to make Springfield a more welcoming place for all, and to help with the work to close achievement gaps. Governor Elliott provided a motion for approval of the appointment, receiving a second from Governor Francka.

Motion passed 7-0.

### **West Plains Campus**

Dr. Dennis Lancaster, Chancellor of the West Plains Campus, provided an update on happenings of the West Plains campus. He shared an enrollment update with summer numbers being up 3.5% overall, up 4% in credit hours, and up 12.6% in new students. He commented that fall numbers are preliminary and may change yet with being up 6% overall, up 9% in credit hours, and up 19.6% in new students. The West Plains campus has received two grants, one from the Delta Regional Authority which will allow for hiring a new full-time welding instructor and offering an evening cohort in the welding program, and one from the Missouri Department of Elementary and Secondary Education to support Adult Education and Literacy programs. He shared that on June 14<sup>th</sup>, members of the Missouri House of Representatives visited campus as part of the freshmen legislative tour. He announced that the West Plains campus has received approval from the NJCAA to begin offering men's baseball at the Division I level with preseason play in fall 2024 and season competition in spring 2025.

As part of the Making our Missouri Statement moment, Dr. Lancaster shared a video created by and about the Grizzly Esports Team. Head Esports Coach Alex Pinnon introduced Assistant Esports Coach CJ Collins and members of the Esports team: Josh Burgess, William Cole, Shane Hull, Spencer Spreutels, and Jasmine Williams. Coach Pinnon highlighted team achievements of competing and placing at the national level, growth of the team, and goals of expansion. Students shared their positive experiences of being members of the team.

Dr. Linda Wulff-Risner, Immediate Past Chair of West Plains Faculty Senate, provided a report on happenings of the West Plains Faculty Senate. Highlights of her report included an Interscholastic Contest, student symposium, study abroad project, and department events. Dr. Jason McCollom, incoming Chair of Faculty Senate, shared plans for the upcoming year. Highlights of his report included student and faculty involvement with the Ozarks Heritage Research Center, engaging students outside of the classroom, and work on goals in the long-range plan.

Vickie Petkovic, Chair of West Plains Staff Senate, provided a report on happenings of the West Plains Staff Senate. Highlights of her report included volunteer work of faculty and staff in the community for the past year and plans for continued volunteer efforts to expand the Public Affairs Mission.

Trent Stine, Missouri State University – West Plains Student Body President, and Sophia Keeney, Missouri State University – West Plains Student Body Vice President, provided a report on happenings of the West Plains Student Government Association (SGA). Highlights of their report included plans for the next year to increase student knowledge and participation in SGA and volunteer work that includes street cleanup and various toy, blanket, and food drives for the community.

### **Executive Vice President’s Report**

Zora Mulligan, Executive Vice President, provided an enrollment update. Highlights of her report included numbers for summer 2023, indicators for fall 2023, drivers of growth, numbers for fall 2023, and fall to fall persistence comparison.

Ms. Mulligan shared information on Complete College America which provides support to improve college completion outcomes for low-income students and students of color. The university belongs to a cohort with five other institutions in which information and best practices are shared. The university has begun work on creating an intentional cross-campus community around student success and is looking for opportunities to work with the West Plains campus.

Ms. Mulligan shared a Government Relations update. Highlights of her report included hosting freshmen legislators on campus, an alumni event in Washington D.C. around the Smithsonian Folklife Festival, and engaging at the state level about the possibility of a funding formula model for higher education.

### **Academic Affairs**

Dr. John Jasinski, Provost, presented a resolution for Approval of Revisions to the Faculty Handbook (Faculty Policies No. 144-23). Governor Jeff Schrag provided a motion for approval, receiving a second from Governor Silvey.

Motion passed 7-0.

### **Human Resources**

Matt Morris, Vice President for Administrative Services, presented a resolution for approval of amendments to the Employee Handbook for Administrative, Professional and Support Staff employees and related policies (Human Resources No. 1734-23). Governor Francka provided a motion for approval, receiving a second from Governor Elliott.

Motion passed 7-0.

Governor Waters called for a recess at 10:20 a.m. The meeting reconvened at 10:30 a.m.

### **Facilities and Equipment**

Mr. Morris presented a resolution for approval of proposal and award of a contract for the FY24 job order contracting services (Bids & Quotations No. 1608-23). Governor Silvey provided a motion for approval, receiving a second from Governor Francka.

Motion passed 7-0.

### **Financial**

Steve Foucart, Chief Financial Officer, presented a resolution for approval of broker and authority to enter into a property and business interruption insurance policy for campus-wide property insurance for FY23 – FY24 (Purchasing Activity Report No. 522-23). Governor Francka made a motion for approval, receiving a second from Governor Parman.

Motion passed 7-0.

Mr. Foucart presented a resolution for approval of the FY2024 Internal Operating Budget (Finance No. 1107-23). Governor Schrag made a motion for approval, receiving a second from Governor Francka.

Motion passed 7-0.

### **New Business**

President Smart presented a resolution for approval of the 2024 Missouri State University Board of Governors Meeting Schedule (Administration No. 55-23). Governor Parman made a motion for approval, receiving a second from Governor Silvey.

Motion passed 7-0.

### **Closed Session**

It was determined that the Board of Governors needed to meet in a closed session to consider items of business provided in the Revised Statutes of Missouri. Governor Waters asked if a resolution authorizing a closed meeting of the Board was prepared. Thereupon, the following resolution was presented for consideration:

BE IT RESOLVED by the Board of Governors for Missouri State University that a closed meeting with closed records and closed vote, be held during a recess of this regular meeting of the Board of Governors to consider items pursuant to:

R.S.Mo. 610.021(1). “Legal actions, causes of action, or litigation involving a public governmental body...”

R.S.Mo. 610.021(2). “Leasing, purchase or sale of real estate by a public governmental body...”

R.S.Mo. 610.021(3). “Hiring, firing, disciplining or promoting of particular employees by a public governmental body...”

R.S.Mo. 610.021(13). “Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment...;”

Governor Francka provided a motion for approval, receiving a second from Governor Silvey.

A roll call vote was taken. Those voting in favor – Governors Counts, Elliott, Francka, Parman, Schrag, Silvey, and Waters; those voting against – none; those absent – Governor Kampeter.

The open meeting recessed at 10:40 a.m. to go into closed session.

The open meeting reconvened at 1:31 p.m.

### **Adjournment**

With no additional information needing to be discussed, Governor Waters called for a motion to adjourn the meeting. Governor Francka provided a motion to adjourn, receiving a second from Governor Silvey.

Motion passed 7-0.

Meeting adjourned at 1:32 p.m.

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Chris Waters  
Board Chair

Approved at the meeting of  
August 3-4, 2023

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Rowena Stone  
Secretary to the Board



III.A.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1735-23  
Approval of FY2023-2024 Employment  
Agreements for University Athletics

**WHEREAS**, the University desires to employ those Athletic Coaches/Administrators designated as New Hires in Schedule 1, pursuant to the terms and conditions of a mutually executed Athletics Employment Agreement.

**WHEREAS**, the University desires to continue the employment of those Athletic Coaches/Administrators designated as Continuing Employees in Schedule 1, pursuant to the terms and conditions of a mutually executed Athletics Employment Agreement.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Governors of Missouri State University approves and authorizes the President to execute the applicable Employment Agreement for Athletics for individuals listed in Schedule 1.

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Christopher Waters  
Board Chair

Passed at meeting of  
August 3-4, 2023

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Rowena Stone  
Secretary to the Board

**Comments:**

Salaries for continuing employees Randall Peele, Sheldon Everett, and Betram Caruthers have been increased by reallocating funds from the assistant coaches' pool of monies.

Elizabeth Perine served as the Associate Head Coach for Softball from July 1-31, 2023, and effective August 1, 2023, transferred to serving as an Academic Advisor.

The salary increase and change in title for Kasey Griffith was the result of the reallocation of funds from the assistant coaches' pool of monies. No new monies were used.

Individuals listed may also be eligible to earn achievement payments contingent upon the athletic success of certain athletics teams, pursuant to the terms of their Employment Agreement.

Schedule 1

Administrator's Name	Area	Position	Contract Salary	Designation
Chastity Hunt	Intercollegiate Athletics	Sr. Associate AD/Senior Woman Administrator	\$113,355 annual	Continuing employee
Melissa Goodman	Athletics Business Administration	Assistant Director of Athletics for Business Administration	\$56,320 annual	Continuing employee
Danielle Richesin	Athletics Marketing & Promotions	Director of Athletics Marketing and Promotions	\$40,680 annual	Continuing employee
Daniel Raines	Dr. Mary Jo Wynn Achievement Center for Intercollegiate Athletics	Assistant Director	\$65,031 annual	Continuing employee
Ethan Swingle	Dr. Mary Jo Wynn Achievement Center for Intercollegiate Athletics	Director of Learning Services	\$58,800 annual	Continuing employee
Elizabeth Perine	Dr. Mary Jo Wynn Achievement Center for Intercollegiate Athletics	Academic Advisor	\$44,100 annual	Continuing employee
Celestine Akoro	Dr. Mary Jo Wynn Achievement Center for Intercollegiate Athletics	Academic Advisor	\$42,000 annual	New hire
A'dja Jones	Intercollegiate Athletics	Assistant Director of Athletics for Inclusive Engagement and Student Services	\$57,750 annual	Continuing employee
Katelynn Christian	Dr. Mary Jo Wynn Achievement Center for Intercollegiate Athletics	Academic Advisor	\$42,000 annual	Continuing employee
James Penkalski	Athletics Medical & Rehab Services	Assistant Director of Athletics for Health, Wellness, Medical and Rehabilitation Services	\$82,298 annual	Continuing employee
Shannon Derricks	Athletics Medical & Rehab Services	Assistant Director, Athletics Medical and Rehabilitation Services	\$61,462 annual	Continuing employee
Megan Won	Athletics Medical & Rehab Services	Athletic Trainer, Athletics Medical and Rehabilitation Services	\$46,935 annual	Continuing employee
Mark Ortiz	Athletics Medical & Rehab Services	Athletic Trainer, Athletics and Rehabilitation Services	\$46,956 annual	Continuing employee
Susan Atkinson	Athletics Medical & Rehab Services	Athletic Trainer, Athletics Medical and Rehabilitation Services	\$48,402 annual	Continuing employee
Andrew Cheney	Athletics Medical & Rehab Services	Athletic Trainer, Athletics Medical and Rehabilitation Services	\$48,825 annual	Continuing employee
Josh Bell	Athletics Medical & Rehab Services	Athletic Trainer, Athletics Medical and Rehabilitation Services	\$44,700 annual	New hire
Mitch Hauschildt	Athletics Medical & Rehab Services	Prevention, Rehabilitation and Physical Performance Coordinator, Athletics Medical and Rehabilitation Service	\$55,894 annual	Continuing employee

Schedule 1

Administrator's Name	Area	Position	Contract Salary	Designation
Tuamafa Reilly	Athletics Compliance	Assistant Director of Athletics for Compliance	\$65,100 annual	Continuing employee
Kathryn Coulson	Athletics Compliance	Compliance Coordinator	\$17.55 hourly	New hire
Richard Kindhart	Athletics Communications	Assistant Director of Athletics for Athletics Communications	\$85,367 annual	Continuing employee
Benjamin Adamson	Athletics Communications	Associate Director for Athletics Communications	\$58,007 annual	Continuing employee
Megan Fisher	Athletics Communications	Assistant Director for Athletics Communications	\$38,841 annual	Continuing employee
Regan Jones	Athletics Communications	Video Coordinator-Athletics Communications	\$38,841 annual	Continuing employee
Grant Carnahan	Strength & Conditioning	Assistant Strength and Condition Coach	\$43,050 annual	Continuing employee
David Consiglio	Strength & Conditioning	Assistant Strength and Condition Coach-Football	\$45,666 annual	Continuing employee
Nicole Jimenez	Strength & Conditioning	Assistant Strength and Condition Coach-Women's Basketball and Women's Golf	\$44,100 annual	Continuing employee
Marcus Brock	Strength & Conditioning	Assistant Strength and Condition Coach-Men's Basketball and Men's Golf	\$40,000 annual	New hire
Coach's Name	Area	Position	Contract Salary	Designation
Joseph "Joey" Hawkins	Baseball	Associate Head Coach	\$80,850 annual	Continuing employee
Nicholas Petree	Baseball	Assistant	\$69,300 annual	Continuing employee
Ashley Emery	Beach Volleyball	Head Coach	\$39,900 annual	Continuing employee
Jay Spoonhour	Men's Basketball	Assistant Coach	\$110,000 annual	New hire
Randall Peele	Men's Basketball	Special Assistant to the Head Coach	\$65,000 annual	Continuing employee
Sheldon Everett	Men's Basketball	Assistant Coach	\$110,000 annual	Continuing employee
Betram Caruthers	Men's Basketball	Assistant Coach	\$110,000 annual	Continuing employee
Darreon Reddick	Men's Basketball	Operations Assistant, Athletics	\$20.19 hourly (approx. \$42,000 annual)	New hire
Darren Guensch	Women's Basketball	Associate Head Coach	\$126,000 annual	Continuing employee
Makenzie Kostas	Women's Basketball	Assistant Coach	\$73,500 annual	Continuing employee
Olivia Applewhite	Women's Basketball	Assistant Coach	\$84,000 annual	Continuing employee

Schedule 1

Hailey Diestelkamp	Women's Basketball	Operations Assistant, Athletics	\$17.67 hourly (approx. \$36,750 annual)	Continuing employee
Blake Richter	Women's Basketball	Video Coordinator	\$35,000 annual	New hire
<b>Coach's Name</b>	<b>Area</b>	<b>Position</b>	<b>Contract Salary</b>	<b>Designation</b>
Kevin Kane	Women's Golf	Head Coach	\$47,837 annual	Continuing employee
David Collins	Men's and Women's Swimming and Diving	Head Coach	\$82,014 annual	Continuing employee
Chelsea Dirks-Ham	Men's and Women's Swimming and Diving	Associate Head Coach	\$50,614 annual	Continuing employee
Lee Smothers	Men's and Women's Swimming and Diving	Assistant Coach	\$32,000 annual	New hire
James Huelskamp	Men's and Women's Swimming and Diving	Diving Coach	\$19.94 hourly	Continuing employee
Neal Stafford	Men's Golf	Head Coach	\$44,900 annual	Continuing employee
Cory Herchenroeder	Women's Soccer	Associate Head Coach	\$38,220 annual	Continuing employee
Sara Halihodzic	Women's Soccer	Assistant Coach	\$20.41 hourly	Continuing employee
Jordan Valentine	Men's Soccer	Assistant Coach	\$36.73 hourly	Continuing employee
Mary "Ellie" Burger	Women's Tennis	Head Coach	\$42,000 annual	Continuing employee
Jordan Fife	Women's Track and Field/Women's Cross County	Director of W. Track and W. Cross County	\$70,410 annual	Continuing employee
Bryan Mack	Women's Track and Field	Assistant Coach	\$43,680 annual	Continuing employee
Taryn Smiley	Women's Track and Field	Assistant Coach	\$43,680 annual	Continuing employee
Russell Friedland	Volleyball	Associate Head Coach	\$62,537 annual	Continuing employee
Briana Walsh	Volleyball	Assistant Coach	\$43,500 annual	New hire
Kasey Griffith	Softball	Associate Head Coach	\$61,413 annual	Continuing employee
Elizabeth Perine	Softball	Associate Head Coach	\$59,426 annual	Continuing employee
Donte Ellington	Football	Co-Special Teams Coordinator/Wide Receivers Coach	\$48,500 annual	New hire

III.B.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

ACTIVITY REPORT NO. 332-23  
Approval of Activity Report for the  
month of June 2023

BE IT RESOLVED by the Board of Governors for Missouri State University that the attached Activity Report for the month of June 2023, as presented by Planning, Design and Construction, be accepted and approved.

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Chris Waters  
Board Chair

Passed at meeting of  
August 3-4, 2023

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Rowena Stone  
Secretary to the Board

**COMMENTS:**

This report lists activities of Planning, Design and Construction with respect to bids received, notices to proceed, and activity on consultant contracts for projects that are greater than or equal to \$100,000.00 and did not exceed a project budget of \$250,000.00.

It is recommended that the attached report be accepted.

**ACTIVITY REPORT  
MISSOURI STATE UNIVERSITY  
PLANNING, DESIGN AND CONSTRUCTION  
June 2023**

This report documents activities managed by Planning, Design and Construction for the month of June 2023. The projects listed here are greater than or equal to \$100,000.00 and did not exceed a project budget of \$250,000.00. Those project bids, notices to proceed, and activity on consultant contracts are listed on this activity report.

**June 29, 2023**

**FY23 Parking Lot Maintenance  
Springfield Campus**

**Project Budget  
\$249,000.00**

A bid was received for FY23 Parking Lot Maintenance on the Springfield Campus. Upon approval, a notice to proceed was issued to Ball Paving, Inc. in the amount of \$221,380.00.

The bid received on this project is as follows:

<b>Contractor</b>	<b>Base Bid</b>	<b>Alt. 1</b>	<b>Alt. 2</b>	<b>Total (Base Bid Only)</b>
<b>Ball Paving, Inc.</b>	\$221,380.00	\$34,290.00	\$95,400.00	\$221,380.00

The project budget has been established as follows:

<b>Project Budget</b>	
Consulting Fees	\$0.00
Construction Contracts	\$221,380.00
Project Administration	\$5,482.00
Construction Contingency	\$22,138.00
Furniture, Fixtures, and Equipment	\$0.00
Telecommunications	\$0.00
Relocation Costs	<u>\$0.00</u>
<b>Total Project Budget</b>	<b>\$249,000.00</b>

This project includes repair and maintenance work for various parking lots on the Springfield campus. Work includes removing and replacing small sections of asphalt that are broken, spalling, cracked, or deteriorating. After parking lot repairs are complete, each lot will be crack filled, sealed, and restriped. The work is scheduled to be completed prior to the fall 2023 semester.

Alternate 1 would have provided parking lot maintenance in lot 14. Alternate 2 would have provided parking lot maintenance in lot 22. None of these alternates are being accepted due to cost.

While only one bid was received for this project, it is in line with the anticipated costs.

This project will be funded by the Parking Services (\$249,000.00) budget.

**Water Infiltration  
Plaster Stadium East Bleacher**

**Project Budget  
\$120,000.00**

A proposal was received to resolve the water infiltration issues at Plaster Stadium East Bleacher. Upon approval, a notice to proceed was issued to Weatherproofing Technologies, Inc. in the amount of \$60,491.52.

The proposal received on this project is as follows:

<b>Contractor</b>	<b>Base Bid</b>
<b>Weatherproofing Technologies, Inc.</b>	\$60,491.52

The project budget has been established as follows:

<b>Project Budget</b>	
Consulting Fees	\$0.00
Construction Contracts	\$60,491.52
Project Administration	\$1,000.00
Construction Contingency	\$58,508.48
Furniture, Fixtures, and Equipment	\$0.00
Telecommunications	\$0.00
Relocation Costs	<u>\$0.00</u>
<b>Total Project Budget</b>	<b>\$120,000.00</b>

This project includes grinding out and recaulking the joints on the walkway of the east bleacher at Plaster Stadium. The contingency for this project is larger than normal to allow for additional repairs that may be necessary outside the proposed scope of work such as replacing additional caulking, water testing and addressing unforeseen items. The work is scheduled to be completed during the fall 2023 semester.

This project will be funded by the President’s Program Enhancement Fund (\$120,000.00).

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1736-23  
Approval of Actions Concerning  
Academic Employees

BE IT RESOLVED by the Board of Governors for Missouri State University that the actions indicated for academic employees, as itemized below, are hereby approved.

**RANKED FACULTY APPOINTMENT:**

<u>Name</u>	<u>Position-Department</u>	<u>Salary</u>	<u>Effective</u>
Amber Howard	Assistant Professor Childhood Ed & Family Studies	\$55,000 annually	08/14/23
Perry Mears	Assistant Professor Music	\$65,000 annually	08/14/23
Matthew Wommack	Assistant Professor Environmental Plant Science & Natural Resources	\$65,000 annually	08/14/23

**UNRANKED FACULTY APPOINTMENTS (Term):**

<u>Name</u>	<u>Position-Department</u>	<u>Salary</u>	<u>Effective</u>
Shianne Walther	Instructor Animal Science (12-month appointment)	\$51,000 annually	07/01/23 06/30/24
Katy Jessee	Instructor Merchandising & Fashion Design	\$47,000 annually	08/14/23 05/10/24

(See Addendum A for Per Course Faculty Appointments)

(See Addendum B for Summer Appointments)

(See Addendum C for Supplemental Payments)

(See Addendum D for Graduate Teaching Assistant Appointments)

**RESIGNATIONS:**

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Abdullah Jamos	Associate Professor Communication Sciences & Disorders	05/19/23



**RETIREMENTS:**

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Richard Burton	Instructor Information Technology & Cybersecurity	05/19/23
Mara Cohen Ioannides	Senior Instructor English	05/19/23

**NON-REAPPOINTMENTS:**

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Samuel Bass	Instructor School of Accountancy	05/19/23

**CHANGE OF STATUS:**

<u>Name</u>	<u>Position-Department</u>	<u>Action</u>	<u>Effective</u>
Kenneth Brown	Chief Academic Strategy Officer Office of the Provost From: \$174,000 annually To: \$182,700 annually	Correction of Salary Increase	07/01/23
Lisa Cox Hall	From: Associate Professor Psychology To: Associate Professor Sociology & Anthropology	Transfer	07/01/23
Xiang Guo	Interim Department Head Assistant Professor Information Technology & Cybersecurity	Reappointment	07/01/23 06/30/24

Academic Personnel Board Actions, cont'd.

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Carrisa Hoelscher	<p>From: Interim Associate Dean Graduate College Associate Professor Communication \$62,523 annually (\$2,141 monthly Supplemental) 12-month appointment</p> <p>To: Associate Dean Graduate College Associate Professor Communication \$107,100 annually (12-month appointment)</p>	Status Change	07/01/23
Ajay Katangur	<p>Department Head Computer Science</p>	Reappointment	07/01/23 06/30/28
Robert Mayanovic	<p>Department Head Physics, Astronomy &amp; Materials Science</p>	Reappointment	07/01/23 06/30/28
Vonda Yarberry	<p>Department Head Art &amp; Design</p>	Reappointment	07/01/23 06/30/28
Mara Cohen Ioannides	<p>From: Senior Instructor English</p> <p>To: Faculty Emeritus English</p>	Status Change	08/01/23
Angela Bell	<p>Visiting Associate Professor English</p>	Reappointment	08/14/23 05/10/24
Sara Burge	<p>Senior Instructor English</p>	Reappointment	08/14/23 05/10/24
Joel Coltharp	<p>Instructor English</p>	Reappointment	08/14/23 05/10/24
Tracy Dalton	<p>Senior Instructor English</p>	Reappointment	08/14/23 05/10/24

Academic Personnel Board Actions, cont'd.

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Sean Herring	Practitioner-in-Residence English	Reappointment	08/14/23 05/10/24
David Joswick	Senior Instructor Technology & Construction Management	Reappointment	08/14/23 05/10/24
Amy Knowles	Clinical Assistant Professor English	Reappointment	08/14/23 05/10/24
Joye Norris	Professor Counseling Leadership & Special Ed From: \$125,685 annually To: \$131,969 annually	Correction of Salary Notification	08/14/23
Tayo Obafemi-Ajayi	Associate Professor Cooperative Engineering Program From: \$92,686 annually To: \$102,570 annually	Correction of Salary Increase	08/14/23
Lori Rogers	Senior Instructor English	Reappointment	08/14/23 05/10/24
Linda Sun	Instructor Mathematics	Reappointment	08/14/23 05/10/24
Judy Tarbox	Instructor English	Reappointment	08/14/23 05/10/24
John Turner	Senior Instructor English	Reappointment	08/14/23 05/10/24

Passed at meeting of  
August 3-4, 2023

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Rowena Stone  
Secretary to the Board

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Chris Waters  
Board Chair

**COMMENTS:**

**Amber Howard, Assistant Professor, Childhood Ed & Family Studies**

Ed.D. University of Missouri State University, 2022

M.S.Ed Missouri State University, 2014

B.S.Ed. Missouri State University, 2009

Experience: 2021 – Present, Clinical Instructor, Missouri State University, Springfield, Missouri; 2020 – 2021, Launch Virtual Learning, Springfield, Missouri; 2014 – 2020, Teacher, Springfield Public Schools, Springfield, Missouri; 2014 – 2019, Per Course Faculty, Missouri State University, Springfield, Missouri; 2014, Title I Reaching Interventionist, Springfield Public Schools, Springfield, Missouri; 2013 – 2014, K-5 Tutor, Springfield Park Board After School Programs, Springfield, Missouri; 2012 – 2014, Graduate Research Assistant, Missouri State University, Springfield, Missouri; 2011 – 2012, Essential Skills Classroom Paraprofessional, Liberty Public Schools, Liberty, Missouri; 2010 – 2011, AmeriCorps KEYS Service Corps Member, Tutor, Mentor and Teacher, Operation Better Block, Pittsburgh, Pennsylvania; 2009 – 2010, K-12 Substitute Teacher, Kelly Educational Staffing, Springfield, Missouri.

**Perry Mears, Assistant Professor, Music**

D.M.A. University of Memphis, 2016

M.M. University of Maryland, 2007

M.C.M. Lee University, 2004

B.A. Lee University, 2002

Experience: 2016 – Present, Adjunct Faculty, St. Ambrose University, Davenport, Iowa; 2016 – Present, Private Teaching Studio, Bettendorf, Iowa; 2015 – 2017, Adjunct Faculty, Rhodes College, Memphis, Tennessee; 2010 – 2013, Lecturer, Lee University, Cleveland, Tennessee.

**Matthew Wommack, Assistant Professor, Environmental Plant Science & Natural Resources**

M.S. Missouri State University, 2017

B.S. Missouri State University, 2010

Experience: 2014 – Present, Agronomic Research Manager, Monsanto Company/Bayer Crop Science; 2011 – 2013, Research Assistant, Monsanto Company.

**ADDENDUM A**

**The following have been appointed as Per Course Faculty for the fall semester: August 21, 2023 through December 15, 2023.**

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Appelquist, John	Criminology	\$3,000.00
Athmer, Keith	Information Tech & Cybersecurity	\$8,000.00
Barnes, Jessica	History	\$2,700.00
Barnett, Stephen	History	\$5,400.00
Belle, Carla	History	\$2,700.00
Bench, Lucas	Information Tech & Cybersecurity	\$3,000.00
Blackwell, Taylor	Information Tech & Cybersecurity	\$3,000.00
Bodenstein, Amanda	History	\$1,800.00
Bridges, Holden	Information Tech & Cybersecurity	\$6,000.00
Conley, Patrick	History	\$5,400.00
Crooke, James	Physics Astronomy & Materials Sci	\$2,850.00
Dalton, Rebecca	Psychology	\$2,445.00
Davis, Cheryl	Criminology	\$6,000.00
Embree, David	Religious Studies	\$2,850.00
Griffin, Logan	Psychology	\$4,890.00
Hampton, Rakeisha	School of Social Work	\$2,445.00
Hardee, Amy	Information Tech & Cybersecurity	\$6,000.00
Hill, David	History	\$3,000.00
Hobbs, Lora	Religious Studies	\$3,550.00
Karuppan, Corrine	College of Education	\$9,500.00
Kimura, Clyde	Kinesiology	\$931.00
Knight, Jack	Philosophy	\$6,308.00
Lukavich, Andrew	Information Tech & Cybersecurity	\$8,000.00
Miller, Kyle	History	\$5,400.00
Moore, Paul	Public Health & Sports Med	\$6,000.00
Newman, Kenneth	Information Tech & Cybersecurity	\$3,000.00
Pendley, Robert	Information Tech & Cybersecurity	\$3,000.00
Peterson, Don	Kinesiology	\$798.00
Potter, Ethan	School of Social Work	\$4,890.00
Rice, Judith	History	\$5,400.00
Simpson, Ashley	History	\$5,400.00
Slone, Allison	Comm Sciences & Disorders	\$2,445.00
Smith, Logan	History	\$5,400.00
Temple, Renee	Kinesiology	\$1,862.00
Umbarger, Annesha	Criminology	\$3,000.00

Woody, Chad

Art & Design

\$2,448.00

**ADDENDUM B**

**The following have been appointed as Summer Faculty for the summer semester: June 12, 2023 through August 4, 2023.**

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Agnew, William	Counseling Leadership & Special Ed	\$7,161.00
Alsup, Clydette	Environmental Plant Sci & Natural Recourses	\$120.00
Amberg, Richard	Media Journalism & Film	\$5,038.00
Ampleman, James	Marketing	\$500.00
Anderson, James	Defense & Strategic Studies	\$7,500.00
Ausmus, Kristin	Childhood Ed & Family Studies	\$1,630.00
Babel, Alexander	Chemistry & Biochemistry	\$5,000.00
Baker, Andrew	Childhood Ed & Family Studies	\$4,645.00
Baker, Marsha	Counseling Leadership & Special Ed	\$2,445.00
Banerjee, Tuhina	Chemistry & Biochemistry	\$18,000.00
Barnett, Joann	Childhood Ed & Family Studies	\$1,147.00
Behrend, Bonni	Counseling Leadership & Special Ed	\$4,467.00
Bell, Angela	English	\$4,042.00
Benedict-Chambers, Mandy	Childhood Ed & Family Studies	\$5,230.00
Benzer, Faith	Art & Design	\$8,862.00
Besara, Tiglet	Physics Astronomy & Materials Sci	\$2,800.00
Bishop, Rhonda	Childhood Ed & Family Studies	\$3,445.00
Bledsoe, Melissa	International Leadership & Training Ctr	\$6,000.00
	Environmental Plant Sci & Natural Recourses	\$360.00
Bonebrake, Tara	Greenwood Laboratory School	\$2,324.00
Brunner, Judy	Reading Foundations & Tech	\$4,804.00
Busdieker-Jesse, Nichole	Agriculture Business	\$180.00
	College of Agriculture	\$4,427.00
Chenoweth, Amelia	Counseling Leadership & Special Ed	\$6,423.00
Chuchiak, John	Honors College	\$12,126.00
Cornelius-White, Jeffrey	Counseling Leadership & Special Ed	\$8,000.00
Davis, Tammi	Childhood Ed & Family Studies	\$5,020.00
Day, Danielle	Counseling Leadership & Special Ed	\$2,445.00
Debode, Jason	Education Abroad	\$9,943.00
DeVore, Natasha	Chemistry & Biochemistry	\$500.00
Dixon, Stephanie	Psychology	\$2,445.00
Durham, Paul	Biology	\$17,068.00
Entlicher-Stewart, Ronda	School of Nursing	\$5,270.00
Estrella, Ana	Education Abroad	\$3,548.00
Faa, Balazs	English	\$510.00

Academic Personnel Board Actions, cont'd.

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Fondren, Robyn	Counseling Leadership & Special Ed	\$1,630.00
Freeman, Shawn	Psychology	\$3,660.00
Gibson, Tobias	Defense & Strategic Studies	\$6,000.00
Goeringer, Michael	Counseling Leadership & Special Ed	\$7,719.00
Goerndt, Michael	Environmental Plant Sci & Natural Recourses	\$180.00
	College of Agriculture	\$5,479.00
Gones, Tracie	Childhood Ed & Family Studies	\$1,630.00
Hammerschmidt, Melinda	Greenwood Laboratory School	\$1,418.00
Hellman, Andrea	English	\$4,038.00
Holder, Tamara	International Leadership & Training Ctr	\$6,000.00
Hudson, Michael	Public Health & Sports Medicine	\$536.00
Kartchner, Kerry	Defense & Strategic Studies	\$7,500.00
Kim, Junyoung	Kinesiology	\$7,977.00
Kiras, James	Defense & Strategic Studies	\$7,500.00
Koffarnus, Nathan	Public Health & Sports Medicine	\$2,400.00
Lazzelle, Lenae	Childhood Ed & Family Studies	\$3,045.00
Long, Toby	Chemistry & Biochemistry	\$3,300.00
Loughary, Jeffrey	English	\$1,200.00
Lowe, Abby	Greenwood Laboratory School	\$2,077.00
Marlo, Francis	Defense & Strategic Studies	\$7,500.00
Mazanec, Brian	Defense & Strategic Studies	\$7,500.00
McClain, Will	Environmental Plant Sci & Natural Recourses	\$80.00
McCoy, Katelyn	Agriculture Business	\$240.00
McGee, Adam	College of Agriculture	\$1,623.00
	Animal Science	\$120.00
McKinney, Jared	Defense & Strategic Studies	\$7,500.00
McNamara, Vicki	Counseling Leadership & Special Ed	\$3,045.00
Moodie, Amanda	Defense & Strategic Studies	\$7,500.00
Moon, Natalie	Childhood Ed & Family Studies	\$1,630.00
	Animal Science	\$120.00
Morrison, Sarah	Physics Astronomy & Materials Sci	\$3,200.00
Mundinac, Stephanie	Counseling Leadership & Special Ed	\$2,445.00
Murphy, Lindsey	Childhood Ed & Family Studies	\$6,619.00
Myers, Charlie	Counseling Leadership & Special Ed	\$8,000.00
Newman, Mary	Psychology	\$5,586.00
Novik, Melinda	Public Health & Sports Medicine	\$12,054.00
Novotny, Daniela	Public Health & Sports Medicine	\$3,595.00
Obafemi-Ajayi, Tayo	Cooperative Engineering	\$1,000.00
Ongaga, Kennedy	Counseling Leadership & Special Ed	\$8,000.00
Opat, Kelsi	College of Agriculture	\$4,602.00
Pearman, Cathy	Reading Foundations & Tech	\$3,000.00



Academic Personnel Board Actions, cont'd.

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Perryman, Amber	Reading Foundations & Tech	\$3,423.00
Phelps, Quinton	Biology	\$21,996.00
Phillips, April	Counseling Leadership & Special Ed	\$2,030.00
Pickett, Kaleigh	Counseling Leadership & Special Ed	\$1,630.00
Pilarski, Autumn	Chemistry & Biochemistry	\$5,000.00
Price, Debra	Childhood Ed & Family Studies	\$3,617.00
Pullan, Andrea	Childhood Ed & Family Studies	\$2,030.00
Quinn, Nathaniel	Counseling Leadership & Special Ed	\$6,338.00
Raza, Muhammad	Childhood Ed & Family Studies	\$4,467.00
Rico, Cyren	Chemistry & Biochemistry	\$500.00
Rimal, Arbindra	College of Agriculture	\$7,752.00
	Agriculture Business	\$60.00
Rippee, Reeda	Counseling Leadership & Special Ed	\$4,890.00
Roam, Kimberly	Childhood Ed & Family Studies	\$7,848.00
Roberts, Jenifer	Merchandising & Fashion Design	\$5,471.00
Rothschild, Phillip	Management	\$8,417.00
Schneider, Steven	International Leadership & Training Ctr	\$6,000.00
	Environmental Plant Sci & Natural Recourses	\$180.00
Smith, Leslee	Counseling Leadership & Special Ed	\$3,045.00
Sottile, James	Counseling Leadership & Special Ed	\$1,000.00
Stanbrough, CaSandra	Psychology	\$4,480.00
Stephens-Cantu, Heather	Psychology	\$2,445.00
Stout, Kristen	Communication	\$2,400.00
Sudbrock, Christine	College of Agriculture	\$11,173.00
Sukovaty, Lacy	Animal Science	\$180.00
Swan, Karrie	Counseling Leadership & Special Ed	\$8,000.00
Swearingen, Rebecca	Reading Foundations & Tech	\$8,000.00
Tapis, Gregory	School of Accountancy	\$10,846.00
Taylor, Emily	Defense & Strategic Studies	\$3,750.00
Tipton, Sara	Childhood Ed & Family Studies	\$4,419.00
Uribe-Zarain, Ximena	English	\$3,300.00
Visio, Michelle	Psychology	\$6,530.00
Walker, Elizabeth	Animal Science	\$6,454.00
	College of Agriculture	\$2,051.00
Walters, Heather	Communication	\$3,900.00
Webb, Gary	College of Agriculture	\$2,446.00
	Animal Science	\$180.00
Werhan, Amanda	Childhood Ed & Family Studies	\$1,630.00
Werner, Margaret	Counseling Leadership & Special Ed	\$2,527.00
Woodard, Rebecca	Kinesiology	\$536.00
Yu, Hae Min	Childhood Ed & Family Studies	\$1,523.00

Academic Personnel Board Actions, cont'd.

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Zhang, Ying	Finance & Risk Management	\$14,634.00
Zook, Sherrie	Mathematics	\$2,460.00

**ADDENDUM C**

**Supplemental payment for teaching assignments:**

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Basu Roy, Subhasree	School of Anesthesia	\$6,879.00
Bedell, Kenneth	School of Social Work	\$8,850.00
Brown, Michele	School of Social Work	\$8,774.00
Dollar, Susan	School of Social Work	\$14,518.00
Dudley, Kelly	School of Social Work	\$6,552.00
Jackson, Wendy	School of Social Work	\$6,552.00
Johns, Justin	School of Social Work	\$2,445.00
Muchnick, Amy	Education Abroad	\$4,478.00
Rollinson, Paul	Geography Geology & Planning	\$6,218.00
Tate, Krista	Reading Foundations & Tech	\$2,063.00
Wiecierzewska, Aleksandra	Art & Design	\$3,710.00

**ADDENDUM D**

**The following have been appointed as Graduate Teaching Assistants for the summer semester: June 5, 2023 through August 4, 2023.**

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Chapman, Hannah	Communication	\$2,392.00
Flint, Zachary	Chemistry & Biochemistry	\$2,392.00
Hernandez Solis, Alvaro	Mathematics	\$2,392.00
Martinez, Lydia	Communication	\$2,392.00
McGilvry-James, Tyler	Mathematics	\$2,392.00
Oduor, Lilian	Mathematics	\$2,392.00
Ogundele, Olamide	Chemistry & Biochemistry	\$2,912.00
Rogers, Logan	Geography Geology & Planning	\$2,392.00
Tiller, Matthew	Finance & Risk Management	\$2,392.00
Watson, Christopher	Biology	\$1,456.00
Willis, Grace	English	\$2,392.00

**The following have been appointed as Graduate Teaching Assistants for the fall semester: August 14, 2023 through December 15, 2023**

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Dyslin, Cora	Biology	\$6,115.00

**The following have been appointed as Graduate Teaching Assistants for the academic year: August 14, 2023 through May 10, 2024.**

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Barnette, Samantha	Media, Journalism & Film	\$12,230.00
Benbow, Shakhilil	Media, Journalism & Film	\$12,230.00
Brewer, Howard	Mathematics	\$12,230.00
Brown, Hailey	Media, Journalism & Film	\$12,230.00
Cannon, Jacob	Media, Journalism & Film	\$12,230.00
Corredor Silva, Daniel	Music	\$6,115.00
Durstock, William	Biology	\$12,230.00
Eastman, Erich	Music	\$12,230.00
Harris, Seth	Biology	\$12,230.00
Khaw, Aaron	Media, Journalism & Film	\$12,230.00
Lauf, Hunter	Communication	\$12,230.00
Le, Nhi	Biology	\$12,230.00
Lee, Jueun	English	\$12,230.00

Academic Personnel Board Actions, cont'd.

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Lolley, Carson	Media, Journalism & Film	\$12,230.00
Malloy, Alyssa	Media, Journalism & Film	\$12,230.00
Marinero, Carlie	Social Work	\$10,046.00
Miles, Sidney	Communication	\$12,230.00
Murtuza, H M	Communication	\$12,230.00
Ogu, Cynthia	Communication	\$12,230.00
Reifsteck, Alexis	Biology	\$12,230.00
Ryan, Alexander	Music	\$6,115.00
Savage, Aleana	Biology	\$12,230.00
Teoh, Belle Yishu	Music	\$6,115.00
Turnbaugh, Brodee	Communication	\$12,230.00
Zageris, Larissa	Media, Journalism & Film	\$12,230.00

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1737-23  
Approval of Actions Concerning  
Nonacademic Employees

BE IT RESOLVED by the Board of Governors for Missouri State University that the actions indicated for non-academic employees, as itemized below, are hereby approved.

**APPOINTMENTS:**

<u>Name</u>	<u>Position-Department</u>	<u>Grade</u>	<u>Salary</u>	<u>Effective</u>
Kasey Keyes	Autism Resource Specialist	42	\$50,000	06/05/23
	DESE Project Access		annually	
	Project Access			
Brent Skinner	Mental Health Clinician	44	\$52,372	06/12/23
	Counseling Center		annually	
Meadow Eddleman	Academic Advisor/Retention	42	\$42,000	6/14/23
	Specialist		annually	
	College of Business			
Joshua Bell	Athletic Trainer	44	\$44,700	06/20/23
	Athletic Medical & Rehabilitation		annually	
	Services			
Michelle Herbert	Administrative Assistant III	13	\$36,338	06/20/23
	Residence Life, Housing & Dining		annually	
	Services			
Cody Smith	Custodian I	21	\$31,200	06/20/23
	Residence Life, Housing & Dining		annually	
	Services			
Faizan Khan	Web Programmer/Analyst	32	\$47,000	06/26/23
	Web Strategy & Development		annually	
Morgan Townsend	Residence Hall Director	42	\$40,500	06/26/23
	Residence Life, Housing & Dining		annually	
	Services			
Brena Viani	Centralized User Support	33	\$49,149	06/30/23
	Specialist		annually	
	Computer Services			

Non-academic Personnel Board Actions, cont'd.

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Celestine Akoro	Academic Advisor Athletics Intercollegiate Athletics	41	\$42,000 annually	07/01/23
Darreon Reddick	Operations Assistant-Athletics Intercollegiate Athletics	13	\$41,995 annually	07/01/23
Blake Richter	Basketball Video Coordinator Intercollegiate Athletics	41	\$35,000 annually	07/01/23
Julie Jones	Academic Advisor/Retention Specialist McQueary College of Health & Human Services	42	\$42,000 annually	07/05/23
Tammy Shelton	Academic Administrative Assistant II School of Nursing	12	\$34,840 annually	07/05/23
Emma Watkins	Academic Advisor/Retention Specialist McQueary College of Health & Human Services	42	\$42,000 annually	07/05/23
Roxanne Barnett	Licensed Practical Nurse Magers Family Health & Wellness Center	41	\$42,578 annually	07/10/23
Julie Ferguson	Field Placement & Compliance Specialist Education Field Experiences	42	\$38,225 annually	07/10/23
Melynda Van Note	Professional Developer-Special Education Improvement Agency for Teaching, Leading & Learning	45	\$53,500 annually	07/10/23
Betty Glasgow	Professional Developer Agency for Teaching, Leading & Learning	45	\$53,500 annually	07/17/23

Yulia Whittington	Director of Development Office of Development	44	\$65,000 annually	07/17/23
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**RESIGNATIONS:**

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Michael Barrett	Custodial Supervisor Custodial Services	06/06/23
Cora Dayton	Senior Pharmacy Technician Magers Family Health & Wellness Center	06/16/23
Trai Hashmi	Administrative Assistant III Communication	06/16/23
Cody Cox	Regional Small Business Consultant Efactory – Center for Business & Economic Development	06/23/23
Ashley Raines	Executive Assistant IV Diversity, Equity & Inclusion	06/26/23
Kennedy Johnson	Assistant Teacher Childhood Ed & Family Studies	06/27/23
Martin Gross	Operations Assistant – Athletics Intercollegiate Athletics	06/30/23
Darreon Reddick	Operations Assistant Athletics Intercollegiate Athletics	07/01/23
Kristin Bilyeu	Senior Accountant-Analyst Financial Services	07/05/23
Caleb Weiss	Maintenance Technician II Facilities Management	07/05/23
Peggy Gibson	Custodian I Custodial Services	07/10/23
Alexander Murphy	Coordinator of High School Football Relations-Athletics Intercollegiate Athletics	07/10/23



Non-academic Personnel Board Actions, cont'd.

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Strausie Stephens	Accounting Technician Financial Services	07/21/23
Kathleen Lebeck	Field Placement/Compliance Specialist Professional Education Services	07/28/23
Kimberly Iler	Resource Coordinator School of Social Work	08/08/23
Sara Cook	Physician Magers Family Health & Wellness Center	08/20/23

**RETIREMENTS:**

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Dennis Perry	HVAC – Food Service Equipment Mechanic Facilities Maintenance	05/31/23
Belinda Pearson	Non-Credit Program Coordinator Community Outreach	06/30/23
Julie Anderson-Ituarte	Associate Director of Disability Resource Center, Access Technology Center Legal Affairs	07/31/23
Mark Arnold	Library Systems Administrator/Support Specialist University Libraries	07/31/23

**RESENDERED RESIGNATION:**

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Kelly Brennan	Executive Assistant IV Marketing & Communications	06/13/23

**LEAVE WITHOUT PAY:**

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Emily Denniston	Director, Community Engagement & Operations Efactory – Center for Business & Economic Development	05/18/23 06/21/23

**SEPARATION FROM EMPLOYMENT:**

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Gautam Balasundaram	Assistant Director Procurement/Senior Procurement Card Coordinator Office of Procurement	05/12/23

**CHANGE OF STATUS:**

<u>Name</u>	<u>Position-Department</u>	<u>Action</u>	<u>Effective</u>
Denise Kettering	From: Director of Advancement Services Advancement Services To: Staff Emeritus Advancement Services	Status Change	06/01/23
William Hader	From: Information Technology Administrator Community & Global Partnerships GR 34, \$63,607 annually To: Director of Technology Infrastructure Community & Global Partnerships GR 36, \$75,000 annually	Reclassification	06/15/23
Tyler Barton	From: Administrative Assistant I Residence Life, Housing & Dining Services GR 11, \$31,200 annually To: Administrative Assistant II Residence Life, Housing & Dining Services GR 12, \$32,760 annually	Promotion	06/26/23
Kristin Thomas	From: Academic Advisor College of Education GR 42, \$38,743 annually To: Assistant Director Professional Education Services GR 43, \$46,500 annually	Reclassification	06/26/23
Toni Bass	Professional Developer Agency for Teaching, Leading & Learning	Continuation of Appointment	07/01/23 06/30/24

Non-academic Personnel Board Actions, cont'd.

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Jesse Blades	Blindness Skills Specialist Agency for Teaching, Leading & Learning	Continuation of Appointment	07/01/23 06/30/24
Anyta Cavitt	Academic Advisor Education Advisement From: GR 42, \$38,743 annually To: GR 42, \$42,000 annually	Correction of Salary Increase	07/01/23
Jacob Clark	Academic Advisor College of Education From: GR 42, \$37,253 annually To: GR 42, \$42,000 annually	Salary Adjustment	07/01/23
Carol Cozort	Professional Developer Agency for Teaching, Leading & Learning	Continuation of Appointment	07/01/23 06/30/24
Debra Donnellan	Assistant Director Human Resources Organizational & Talent Development Office of Human Resources From: GR 43, \$65,201 annually To: GR 45, \$65,201 annually	Reclassification	07/01/23
Dylan Earnshaw	Academic Advisor College of Natural & Applied Sciences From: GR 42, \$38,743 annually To: GR 42, \$42,000 annually	Correction of Salary Increase	07/01/23
Ronnie Evans	Professional Developer Agency for Teaching, Leading & Learning	Continuation of Appointment	07/01/23 06/30/24
Kevin Freeman	Professional Developer Agency for Teaching, Leading & Learning	Continuation of Appointment	07/01/23 06/30/24

Non-academic Personnel Board Actions, cont'd.

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Warren Frerichs	Assistant Director Graduate Interdisciplinary Program Graduate College From: GR 42, \$39,884 annually To: GR 42, \$47,250 annually	Correction of Salary Increase	07/01/23
Chuck Garner	Director Agency for Teaching, Leading & Learning	Continuation of Appointment	07/01/23 06/30/24
William Hader	Director of Technology Infrastructure Community & Global Partnerships From: GR 36, \$75,000 annually To: GR 36, \$78,750 annually	Correction of Salary Increase	07/01/23
Laura Harris	Professional Developer Agency for Teaching, Leading & Learning	Continuation of Appointment	07/01/23 06/30/24
Joanna Haskins	Professional Developer Agency for Teaching, Leading & Learning	Continuation of Appointment	07/01/23 06/30/24
Adja Jones	From: Director, Student-Athletic Development Community Relations Mary Jo Wynn Academic Achievement Center To: Assistant Director of Athletics For Inclusive Engagement & Student Services Mary Jo Wynn Academic Achievement Center	Title Change	07/01/23
Jana Loge	Professional Learning Community Project Coordinator Agency for Teaching, Leading & Learning	Continuation of Appointment	07/01/23 06/30/24
Stacey Maddeaux	Professional Developer Agency for Teaching, Leading & Learning	Continuation of Appointment	07/01/23 06/30/24

Non-academic Personnel Board Actions, cont'd.

Page 8

Shannon McComb	Administrative Specialist III Education Advisement From: GR 13, \$34,319 annually To: GR 13, \$36,035 annually	Correction of Salary Increase	07/01/23 06/30/24
Charles Miller	English Language Institute Instruction Specialist English Language Institute	Continuation of Appointment	07/01/23 06/30/24
Michelle Norgren	Project Director VESTA College of Agriculture	Continuation of Appointment	07/01/23 06/30/24
Belinda Pearson	From: Non-Credit Program Coordinator Community Outreach To: Staff Emeritus Community Outreach	Status Change	07/01/23
James Penkalski	From: Director Athletic Medical & Rehabilitation Services To: Assistant Director of Athletics Health, Wellness, Medical & Rehabilitation Services Athletics Medical & Rehabilitation Services	Title Change	07/01/23
Amy Phipps	Special Education Compliance Consultant Agency for Teaching, Leading & Learning	Continuation of Appointment	07/01/23 06/30/24
Jordan Politte	Professional Developer Agency for Teaching, Leading & Learning	Continuation of Appointment	07/01/23 06/30/24
Kristen Ricker	Professional Developer Agency for Teaching, Leading & Learning	Continuation of Appointment	07/01/23 06/30/24

Non-academic Personnel Board Actions, cont'd.

Page 9

Angela Rose	English Language Institute Instruction Specialist English Language Institute	Continuation of Appointment	07/01/23 06/30/24
Kelly Schlinder	Academic Advisor College of Education From: GR 42, \$39,783 annually To: GR 42, \$42,000 annually	Correction of Salary Increase	07/01/23
Kaitlyn Seery	Academic Advisor-Marketing & Recruitment Specialist Hospitality Leadership From: GR 41, \$39,884 annually To: GR 41, \$42,000 annually	Correction of Salary Increase	07/01/23
Trang Minh Tran	Academic Advisor – Marketing, Recruitment & Retention Specialist College of Natural & Applied Sciences From: GR 42, \$36,509 annually To: GR 42, \$42,000 annually	Salary Adjustment	07/01/23
Paula Wilhelm	From: Assistant Director Human Resources Performance Management Office of Human Resources To: Assistant Director Human Resources Employee Relations Office of Human Resources	Title Change	07/01/23
Matthew King	Residence Hall Director Residence Life, Housing & Dining Services	Revision of Start Date	07/12/23

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Chris Waters  
Board Chair

Passed at meeting of  
August 3-4, 2023

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Rowena Stone  
Secretary to the Board

III.D.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

PURCHASING ACTIVITY REPORT NO. 523-23  
Approval of Procurement Activity Report

**BE IT RESOLVED** by the Board of Governors for Missouri State University that the attached Activity Report for all reportable actions since the last Board of Governors' meeting, as presented by the Office of Procurement Services, be approved.

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Chris Waters  
Board Chair

Passed at meeting of  
August 3-4, 2023

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Rowena Stone  
Secretary to the Board

**COMMENTS:**

Recommend the attached report summarizing all reportable Office of Procurement Services activity from June 13, 2023 through July 25, 2023 be approved.





**ACTIVITY REPORT  
PAGE TWO**

**FOR INFORMATIONAL PURPOSES ONLY**

**Single purchase > \$100,000 from established cooperative contract**

<b>Software Subscription Renewals Computer Services</b>	<b>\$160,000.00 (Estimated)</b>
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Pursuant to University policy, which allows for participation in contract agreements established by other public entities, the University is requesting approval to purchase Adobe Value Incentive Plan (VIP) Software Subscription Renewals utilizing NASPO Cooperative Contract ADSP016-138244 with Insight Public Sector.

Adobe Value Incentive Plan (VIP) is a discounted volume-license subscription licensing program that allows the University to purchase, deploy, and manage Adobe products. The University's Adobe Value Incentive Plan (VIP) program has a fixed term of August through July and software costs are prorated monthly as software is added throughout the year. At the end of each annual term the existing subscriptions need to be renewed if they are still in use. This purchase is for the renewal of the subscriptions purchased in the August 2023 through July 2024 license term.

Purchase of two license types, Named-User and Shared-Device, are allowed under the Adobe Value Incentive Plan (VIP) program. Named-User licenses are assigned to individuals and allow the users to work at home and on campus with up to two deployments per license. Shared-Device licenses are assigned to computers and allow multiple people to use the software in shared environments, such as laboratories and classrooms.

**Note: Funding to be from the FY 2024 operational budget.**

**Single Feasible Source > \$100,000**

<b>Software, LLC Telecom System, Maintenance, and Support Networking and Telecommunications</b>	<b>\$187,020.00 (Three-Years )</b>
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Pursuant to University policy which allows for single feasible source purchases, a three-year agreement is to be issued to Calero Software, LLC for the hosted Telecommunications Management System, Maintenance, and Support.

June 13, 2023 through July 25, 2023

**ACTIVITY REPORT  
PAGE THREE**

Calero Software, LLC is the University’s long-standing Telecommunications management system application, and the new three-year agreement is to replace an expiring one-year term.

**Note: Funding to be from ongoing operational budgets.**

**Single Feasible Source > \$100,000**

<b>Digital Advertising Services</b>	<b>\$199,600.00</b>
<b>College of Business</b>	<b>(Estimated)</b>

Missouri State University’s College of Business seeks to enter into a \$199,600.00 Addendum to add funds to an existing digital advertising agreement with Encoura L.L.C.

The past academic year agreement, Digital Addendum to *NRCCUA Membership Application & Encoura Data Lab Subscription Agreement* for \$107,850.00 was entered into in August 2022 with \$75,000.00 in additional funds approved in February 2023, for a total of \$182,850.00. The amount of \$199,600.00 is for the upcoming 2023 through 2024 academic year.

Audiences targeted for this service are prospective undergraduate students and families, as well as prospective graduate students. Today’s prospective undergraduate and graduate students are increasingly learning about and conducting research on academic programs and institutions online.

Services provided via this contract will assist the College of Business in gaining exposure, raising awareness, and meeting prospective students where they are, which is online. The primary goal will be to increase enrollment, and the secondary goal will be to increase awareness about programs and offerings.

Encoura has been selected by the College due to its focus on higher education marketing/recruiting, use of distinct strategies to increase awareness, applications and yield, and use of marketing mediums that appeal to prospective college students. It will use prospective student data provided by the University to increase awareness and applications, and admitted student data to increase yield (i.e., enrollment) of the same.

Recruiting/advertising campaigns associated with this contract will be conducted from approximately August 1, 2023 through July 31, 2024.

June 13, 2023 through July 25, 2023

**ACTIVITY REPORT  
PAGE FOUR**

**Note: Funding to be from College of Business Undergraduate Course Fees B02436 112001 73601 011 (\$110,000) and Graduate Course Fees B02380 112001 73601 011 (\$89,600).**

**Single purchase > \$100,000 from established cooperative contract**

<b>Equipment and Maintenance Services</b>	<b>\$230,000.00</b>
<b>Networking and Telecommunications</b>	<b>(Estimated)</b>

Pursuant to University policy, which allows the University to participate in contract agreements established by other public entities, the University seeks approval to utilize BlueAlly Cooperative Contract 533902-087 through PEPPM, a national public procurement cooperative.

Juniper network equipment and maintenance services are to be procured to provide a secondary Internet connection, and to replace older equipment on the Springfield campus.

**Note: Funding to be from the FY24 operational budget.**

III.E.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

WEST PLAINS PERSONNEL NO. 487-23  
Approval of Actions Concerning Academic  
Employees

**BE IT RESOLVED** by the Board of Governors for the Missouri State University that the actions indicated for academic employees of the West Plains Campus, as itemized below, are hereby approved.

**FULL-TIME FACULTY EQUITY ADJUSTMENTS**

<u>Name</u>	<u>Amount</u>	<u>Effective</u>
Ana Estrella	\$1,000 Annually	8/1/2023

**SABBATICALS**

The faculty member listed below is recommended for sabbatical leave. Faculty members receive ½ pay for leave of one full academic year.

Rajiv Thakur	Professor Geosciences Fall 2023 – Spring 2024 Science and Technology Policy Fellow in the US Department of State with a working designation of Science and Technology Policy Advisor in the Office of the Science and Technology Adviser to the Secretary of State)
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**(See Addendum A for Per Course Faculty Payments for the Summer 2023 semester)**

**(See Addendum B for Supplemental Payments for the Summer 2023 semester)**

\_\_\_\_\_  
Chris Waters  
Board Chair

Passed at meeting of  
August 3-4, 2023

\_\_\_\_\_  
Rowena Stone  
Secretary to the Board

**ADDENDUM A**

**Per Course payments for the Summer 2023 semester:**

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Patricia Chalfant	VIN	\$ 937.03
Dennis Emslie-Drummond	VIN	\$1,800.00
Joseph Geller	VIN	\$1,800.00
Esme Johnson	ART	\$1,800.00
Candace Killian	HST	\$2,100.00
Typhanie Myers	EDU	\$2,100.00
Shelia Priest	REL	\$1,800.00
Janice Sperry	MUS	\$1,800.00
Randy Story	COM	\$1,800.00

**ADDENDUM B**

**Supplemental payments for the Summer 2023 semester:**

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Craig Albin	ENG	\$ 2,870.48
Cathy Boys	CIS	\$ 5,509.83
Thora Broyles	MTH	\$ 3,827.30
Judy Carr	EDU/PSY/SOC	\$19,508.80
Charles Cook	Program Coord. Duties	\$ 250.00
Melinda Denton	MTH	\$ 2,502.46
Ana Estrella	BIO	\$ 5,078.54
Phillip Howerton	ENG	\$ 4,732.50
Renee Keith	CFD	\$ 2,183.12
Krista Lair	CIS	\$ 2,004.00
Jason McCollom	HST/Dept. Chair Duties	\$ 8,658.20
Carla Neff	ALH	\$ 3,750.00
Michael Orf	PLS	\$10,885.02
Gary Phillips	Dept. Chair Duties	\$ 500.00
Alex Pinnon	PHI	\$ 5,520.15
Jacob Poulette	Prog. Coord. Duties	\$ 250.00
Frank Priest	ENG	\$ 2,649.67
Sharath Rongali	BIO	\$ 2,208.06
Joseph Rugutt	CHM	\$ 7,421.10
Dasha Russell	CIS	\$ 4,040.06
Tresa Ryan	Dept. Chair Duties	\$ 500.00
Brenda Smith	Prog. Coord. Duties	\$ 250.00
Jay Towell	MTH/Dept. Chair Duties	\$ 7,311.62
Abel Jerry Trick	MTH	\$ 2,502.47
Jane Ward	EDU	\$ 2,208.06
Benjamin Wheeler	BMS/ENV/Dept. Chair Duties	\$12,968.38
David White	BUS/IDS/MGT/Prog. Coord Duties	\$ 5,823.55
Linda Wulff-Risner	AGR/IDS/Internships/Prog. Coord. Duties	\$ 5,498.75

III.E.2.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

WEST PLAINS PERSONNEL NO. 488-23  
Approval of Actions Concerning  
Nonacademic Employees

**APPOINTMENTS:**

<u>Name</u>	<u>Position-Department</u>	<u>Grade</u>	<u>Salary</u>	<u>Effective</u>
Trevor Cressman	Asst. Dir, Workforce Development WP Workforce Development	42	\$45,000 annually	07/17/2023
Todd Stockton	Technology Support Specialist WP Info. Technology Services	33	\$46,945 annually	07/17/2023
Gregory Wolf	Groundskeeper-General Maintenance Worker WP Facility Operations	23	\$33,280 annually	07/24/2023
Tanya Miller	Support Coordinator WP ASCEND	42	\$40,000 annually	07/25/2023

**CHANGE OF STATUS:**

<u>Name</u>	<u>Position-Department</u>	<u>Action</u>	<u>Effective</u>
Dawn Dionne	From: Food Services Manager WP Food Services To: Staff Emeritus WP Food Services	Status Change	06/01/2023
Richard W. Cahoj	From: Senior Buyer WP Drago College Store GR 14, \$41,270 annually To: Bookstore Manager WP Drago College Store GR 44, \$54,500 annually	Promotion	08/01/2023

**RESIGNATIONS:**

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Ethan Hatley	Technology Support Specialist WP Information Technology Services	06/20/2023
Braxton Williams	Assistant Athletics Coach WP Men's Basketball	07/13/2023

**LAYOFF:**

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Patricia Y. Bowers	Technology Assistant WP Workforce Development	06/30/2023

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Chris Waters  
Board Chair

Passed at meeting of  
August 3-4, 2023

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Rowena Stone  
Secretary to the Board



# Five Things University Leaders are Prioritizing This Year (And Two They Should Be)



By Tony Donatelli  
May 17, 2023 10 min read

Tony is a senior director of research growth strategy at EAB.

The results from EAB's Spring 2023 Pulse Survey are in! We interviewed and surveyed a combined 107 CBOs, Provosts, and Heads of Strategy to understand the challenges dominating cabinet agendas today and get a read on what senior leaders are worried about tomorrow.

While our analysis validated many topics on our research agenda, we also surfaced a handful of surprises. To get started we'll discuss the top 5 issues our analysis identified as being the most mission or financially consequential this year:

Tackling the escalating student mental health & wellbeing crisis (58%)

The effect of demographic decline on enrollment (49%)

The impact of inflation and higher cost of living on students, faculty, and staff (46%)

Staff engagement & retention issues (45%)

Decreasing public confidence in the value of a college degree (43%)

## Methodology

EAB launched a pulse survey and interview campaign to Provosts, Heads of Strategy, and Chief Business Officers across North America between March 2023 and April 2023 with the intent of surfacing urgent cabinet challenges and validating our research priorities (n=107).

# No.1 Tackling the Escalating Student Mental Health & Wellbeing Crisis

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Looking back on the early days of the pandemic it was clear that issues impacting student mental health & well-being would persist beyond mask mandates and social distancing. The early warning signs showed up most prominently in traditionally marginalized groups, with those students experiencing food and housing insecurity at higher rates than their peers – requiring more support to not only persist in their programs but also to live.

Now in 2023, issues with academic readiness and social isolation are having meaningful impacts on retention and student success, including an entirely new phenomenon – “*move-in melt*.” Several partners have shared anecdotes of students arriving to campus, moving into dorms, and abruptly withdrawing upon re-entering more social settings.

While this new type of melt may not be widespread enough to cause concern, it does speak to the severity of some of the social & emotional challenges faculty, student affairs staff, and behavioral intervention teams have found themselves dealing with over the past academic year.

## Successful Mental Health and Well-Being Strategy Requires Cross-Campus Effort

To answer this call for increased mental health support, EAB launched the Mental Health Collaborative in Spring 2022. During this collaborative experience, EAB experts fill skill, knowledge, and capacity gaps to help student success leaders:

- Embed well-being support into more student touch points

- Leverage data to make the case for investing in student mental health & well-being initiatives

- Empower faculty and graduate students to serve as mental health champions

- Partner with Advancement to launch campaigns to fund mental health & well-being needs

Over 50 institutions have now participated in the Mental Health & Well-Being Collaborative, and EAB will welcome the third cohort of this program this Summer.

## No. 2 The Effect of Demographic Decline on Enrollment

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For years, Nathan Grawe's predictions of the coming demographic cliff have been part of executive planning discussions – forcing changes in strategy to prepare for an ever-shrinking pool of prospective students. While the demographic cliff is indeed approaching, EAB began to see the edges of a new, unexpected force further pressurizing the system – fewer prospective students opting to enroll in a degree program. We call this *non-consumption*.

While we are studying the root causes of non-consumption and how executive leadership teams can best prepare for smaller, more skeptical pools of prospective students – I'd encourage administrators to start examining their student value proposition if they have not already. My colleague Madeleine Rhyneer recently fielded a survey with enrollment and admissions leaders, and Differentiating the Student Value Proposition was among the top three priorities cited.

Arguably however, in the context of increasing competition and more skeptical buyers, it is imperative institutions seriously interrogate their student value prop today and bet harder into the experiences they deliver better than anyone else.

EAB research identified *strategic thinking* and *differentiation* as key challenges many presidents and leadership teams struggle with, and surprisingly, at the heart of the issue was a general misunderstanding of what “strategy” even is. During my listening tour, one senior finance leader shared that they have invested in several leadership interventions to help former faculty, now administrators build their strategic thinking muscles. After all, *strategy* as a mode of thinking may not be obvious to some former-faculty-turned-administrators because they are trained to be ultra-specialists in a discipline. Administrators though must develop the broad, business-minded thinking skills associated with strategy to chart a course that will enable success for the institution.

## No. 3 The Impact of Inflation and Higher Cost of Living on Students, Faculty, and Staff

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Geopolitical tensions, higher borrowing costs, and market volatility have created a toxic environment for everyone's personal finances – with soaring costs for staples, housing, and energy. Cost-of-living adjustments are not keeping pace in any industry and employees in higher ed are feeling the pinch most with wages already lower than out-of-sector competitors. Increased union activity has corrected this issue for some, but resources are not unlimited and will require leaders to re-examine their budget models and program portfolios. Compounding these resource challenges, the pandemic brought sharply into view the massive campus footprints many institutions sit on, demonstrating possibilities to reclaim and strategically re-deploy one of their biggest assets.

### Institutions Are Expending Resources in Ways No Longer Aligned with Needs and Priorities of the Day

Helping senior leadership teams navigate resource constraints and refine their budget models is core to the research and advice EAB has been delivering for the past 15 years. EAB helps leadership teams examine their academic and administrative portfolios for opportunities to efficiently deploy instructional resources and contain costs.

One staple of our research canon many finance leaders have leaned on over the years is our compendium of tactics to improve efficiency and service quality while managing costs.

We also provide more hands-on support through our newly launched *Financial Performance Collaborative*. Among analyses related to strategic space allocation and program assessment, this virtual series of workshops helps senior leaders find opportunities to improve instructional capacity by consolidating smaller course sections and surfacing courses that may be having a disproportionately negative impact on retention.

# No. 4 Staff Engagement and Retention Issues

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When I first entered the research and advisory business, the first C-level executive I learned to support was the Chief Human Resources Officer (CHRO). Early on, I had a hard time grasping why HR was so important to overall “organizational effectiveness.” My view had always been that HR was a simple back-office function that provided payroll and benefits administration. From dozens of conversations with cabinet leaders, this thinking is not all that dissimilar to how many have viewed HR at their own institutions.

That said, as my understanding of management and organizational effectiveness grew, it became clear that HR can have a significant impact on organizational performance, employee experience, and growth.

## Talent Strategy is Perhaps the Most Important Leadership Imperative for Higher Ed Today

Following that thread, EAB debuted our initial research into the myriad of talent challenges facing higher education leaders at *EAB's IgnitED* event in August 2022. At the start of our event series, we shared views into the road ahead and focused on the near-term pain of managing turnover and recruitment. Across the duration of the series, it became clear to most participants that talent was a major strategic risk for their institution, and by the Winter our teaching focused on understanding the longer-range strategic decisions required to continue to attract and retain the best and brightest in higher ed.

As our research teams have continued to refine point of view on modernizing talent management in higher education, decades of underinvestment have come into focus and are clearly on display in essays like the Chronicle's “Higher Ed Is a Land of Dead-End Jobs.”

EAB's Fall 2023 research agenda will continue to extend and expand our support for crafting a strategic approach to talent management tailored to the unique organizational structures and realities of higher education. To support some of the immediate talent challenges leaders were facing, EAB introduced the Recruiting and Retention Resource Center this January, including custom audits to help improve Career Websites and Job Descriptions.

One piece of advice I'd share with any higher ed leader is to keep an open mind when it comes to making changes to the way you manage talent. The organizational structures and traditions of shared governance in higher ed make it hard to import some practices from the private sector, however, we can still learn from those approaches. For instance, the concept and idea of the Employee Value Proposition is something almost entirely foreign in higher ed, but it is critical senior leadership teams embrace this idea and understand how it is different from their student value proposition.

# No. 5 Decreasing Public Confidence in the Value of a College Degree

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An explosion of inexpensive, non-credit training and certification programs has called the ROI of the four-year degree into question, with some employers eliminating degree requirements from their job postings. While this isn't necessarily new, the uptick in this public skepticism is now paired with worrying patterns of non-consumption, making this phenomenon feel different than it has in the past.

In one set of research shared by Google and IPSOS at the April 2023 ACE Conference, 1 in 4 degree holders who also have completed short courses said their degree *qualified* them for their job, but short courses better prepared them to *do* their job.

During our listening tour with senior cabinet leaders this spring, the idea of better communicating the value of a degree featured prominently in several conversations. This challenge is tightly related to institutions honing their student value proposition and focusing on the experiences that make their campus unique. It also signals that institutions need to do a better job helping students tie classroom learning to real-world application.

## It's Past Time to Reclaim the Value of a Degree by Illustrating ROI

This Spring our research agenda is packed with new studies focused on academic innovation and the career outcomes to interrogate what education and career readiness must look like in the future. EAB is also updating our research on *Integrating Academic and Career Development* to help faculty and provosts help their students better understand and communicate their skills and value to employers.

# Gaps of Concern: Where is Diversity, Equity, and Inclusion? And why is AI so Far Down the List?

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When I first reviewed the results of our Pulse survey, I was surprised DEI was not even in the Top 10 and further surprised that generative AI and its implications on instruction and administration landed nearly last among 19 issues.

As one of EAB's DEI experts and researchers, it was concerning to see DEI so far down the list and suggests a deceleration in the urgency and importance of the work to be done.

Our point of view at EAB is that DEI is both mission *and* margin critical. **Right now is not the time to take your foot off the gas.** As demographics shift in the US and competition for smaller pools of prospective students intensifies, the impact on margin will only be amplified. Leaders need to be preparing for and investing in institutional initiatives that will promote hiring diverse faculty and staff to support an increasingly diverse student body. Losing focus on DEI today puts future enrollment, persistence, and graduation rates at risk. With EAB's Institutional Strategy Index for DEIJ, we can help you prioritize your DEI commitments and focus, among a list of initiatives that often feels paralyzingly long.

Generative AI not appearing as a topic of concern for cabinet leaders was also curious. From an innovation standpoint, we've heard some administrators compare the hype around AI to the emergence of things like MOOCs that threatened to upend higher ed as we know it.

Comparing AI tools like GPT3 and GPT4 to innovations like MOOCs is misguided at best. Generative AI introduces an entirely new set of capabilities to the market that are not bound by industry and likely will have an impact similar to the introduction of the calculator in the 70s. One Provost we spoke with shared:

*"I was in grad school and I remember calculators were a big deal in the intro chem class because of all the premeds and the argument was some students could afford calculators and some couldn't...now...imagine teaching a class and telling people they weren't allowed to use calculators. I think that is where we are with AI."*

Our research teams are hard at work studying the landscape of AI and the implications this new capability can have on all aspects of university life. If you are interested in participating in a research interview with our team, please reach out.

### **Executive Summary**

In response to Missouri House Bill 3003, the Missouri Department of Higher Education and Workforce Development (MDHEWD) contracted with the National Center for Higher Education Management Systems (NCHEMS) to conduct a review of state higher education performance funding models, create a recommended funding model for the state of Missouri, and review efficiency measures for Missouri's public postsecondary institutions.

A review of higher education performance funding models finds that performance funding approaches have mixed results when it comes to achieving their goals. In some cases, they may lead to exacerbating success gaps among students or manipulation by institutions or systems in ways that yield unintended results. Additionally, performance models that do not reform the base funding model to which they are appended will have limited impact, generally because the base funding model has not funded institutions adequately or equitably and because the performance model has exacerbated competitive impulses among the institutions in ways that are unproductive and misaligned with state goals. Finally, most states do not use performance funding to direct large shares of state appropriations.

Moreover, Missouri's public four-year institutions have experienced a reduction in funding provided by the state on a per-student, inflation-adjusted basis, with these losses being absorbed by students through increased tuition payments that have risen faster than the nation's as a whole. This state- and sector-wide reality obscures substantial variation among the institutions, ranging from institutions that depend on the state for as much as 80 percent of total funding to others that receive just about a third of their support from the state. This calls into question the degree to which institutions receive state support at levels that equitably provide them with adequate levels of total support from the state, local government, and students (via tuition).

Based on these findings, NCHEMS has designed a new funding model for Missouri that:

- Links institutional costs and state funding in policy and in practice.
- Recognizes that institutions vary in their missions, reflected in the programs they offer and the students they serve.
- Prioritizes the state of Missouri's responsibility to maintain its state assets, such as the maintenance of institutional facilities but also curricula that are relevant and oriented toward workforce needs and students' educational aspirations.
- Operationalizes the imperative to provide educational services to all Missourians, regardless of their background or where they live within the state.
- Rewards institutions for improvement in making contributions to the achievement of state priorities related to raising educational attainment levels, driving economic growth, operating efficiently, and that ensuring educational opportunities are widely available to all.

In the report, we explain the funding components used to carry out these design principles and provide a simulation of institution-level funding results driven by the formula. The model accomplishes these purposes by developing total cost estimates based on a straightforward



conceptual framework (Figure 1). This framework suggests that there are some core foundational costs that any institution needs to “open the doors” and to preserve the value of the institution as an asset of the state (or, in the case of the community colleges in Missouri, the local taxing district). These funding requirements represent an institution’s fixed costs. Next are variable costs, which are determined by the institution’s overall enrollment, its mix of academic and professional programs, and the characteristics of its student population. Because different programs cost different amounts to offer, institutions’ costs of instruction vary widely. This is likewise the case with different populations of students; some students need more support services than others if they are to be successful in their academic pursuits.

**Figure 1. A Conceptual Framework for New Funding Model in Missouri**

		Expenditure Type Category	Funding Responsibility
Funding Model		Non-Instructional Mission-Related Activities and Other Activities	External Funders & Self-Support
		Capacity Building	Mix (State/Local, Tuition, & External Funders)
		Performance	State
		Variable Costs	Mix (State/Local & Tuition)
		Fixed Costs	State/Local

The fixed and variable costs together establish an adequate level of funding for each institution, while comparisons of total revenue collected relative to total costs provide an empirically based assessment of how equitably funded the state’s institutions are, by sector.

Beyond the adequacy calculations is the performance component of the model. With fixed and variable costs and adequacy understood, performance factors can be added to drive institutional improvement in a manner reflective of the General Assembly’s priorities. Explicit performance metrics recommended for implementation include measures that reward institutions for improving students’ academic progress, completions, alignment to workforce needs, employment outcomes, as well as operational efficiency and collaborative behavior with their institutional counterparts. In addition, performance expectations are also embedded throughout the model by benchmarking Missouri institutions against sector-based peers nationally on achieving frugal levels of

administrative and instructional operations, by removing financial barriers to the development of high-cost and workforce-relevant programs, and by counting the semester credit hours students earn rather than just those attempted.

The model also recognizes the reality that the institutions, as well as the state, will have an interest in building capacity to meet evolving workforce and enrollment demands from students. It accounts for other aspects of institutional budgets that are not generally subsidized by states.

Once an institution's total costs are estimated, the model intentionally raises the question about who bears responsibility for what share of these costs—the state, local government, or students. Throughout, this model deliberately reflects important differences between the respective missions of each public institution in Missouri.

Finally, NCHEMS assessed the efficiency with which Missouri's public institutions carry out their assigned missions. We find that Missouri's public research universities are the among the most efficient in the nation. Missouri's public comprehensive sector outpaces much of the nation in producing graduates relative to revenue. By contrast, Missouri's public two-year institutions are slightly less efficient. As a whole, they produce awards at a lower rate—but operate with less revenue per student, than the national average. NCHEMS complemented this quantitative analysis with a survey of Missouri's postsecondary institutions, finding that they largely prioritize redeploying and reallocating resources for state and institutional priorities, and they place value on reducing administrative costs without compromising services.

The report concludes with several recommendations for stakeholders in Missouri, including ways to adopt and implement the proposed funding model. Critical recommendations to the Missouri General Assembly urge that it should:

1. Enact into statute the broad general framework for a funding model—incorporating benchmarked data about costs—as guidance to MDHEWD for its annual budget submission to the legislature.
2. Establish expectations that the model be designed using a cost-based approach in which the formula yields an estimated total amount of funding required to serve each institution's instructional mission.
3. Treat the performance component of the funding model as a crucial tool to drive improvement in student success and efficient operations that builds on a design that supports a frugal level of funding adequacy for all public institutions in an equitable manner, while recognizing that incentives to spur institutional efficiency and performance are embedded throughout the funding model, not just the performance component.
4. The legislature should direct the Department to prepare a set of recommendations regarding how costs are to be shared among the state, students and local taxing districts for consideration and adoption by the legislature.
5. The legislature should direct MDHEWD to propose a plan for implementation of a new funding model including timelines and staging (for example, the conditions for funding the

basic adequacy component of the model before funds are distributed through the performance component).

6. The legislature should recognize that there will be some modest additional costs incurred to properly administer this new funding model and to provide the necessary support to MDHEWD.
7. The legislature should direct the Missouri Coordinating Board for Higher Education (CBHE) and MDHEWD to conduct a study of historic funding inequities in funding the state’s public HBCUs, with a particular focus on state and other funding support for capital improvements and renewal. Such a study will help provide important context for how those institutions manage their operating budgets.
8. The legislature should direct the Missouri Coordinating Board for Higher Education and MDHEWD to ensure that role and scope designations for the public institutions are current and sufficiently descriptive to provide guidance about an institution’s distinct program array, the characteristics of the students it serves, and any other special aspects of its mission (e.g., Land-grant status).
9. The legislature should direct MDHEWD to develop ideas for how Missouri might provide dedicated funding to seed and sustain productive collaborative efforts among its public institutions.

In addition, the report offers recommendations appropriate for adoption by the Coordinating Board for Higher Education and MDHEWD:

1. Develop the detailed specifications for the funding model designed in accordance with the guidance provided by the General Assembly, doing so in consultation with the institutions.
2. Establish the performance funding component of the model based on a fixed per-point dollar amount in order to ensure that institutions are able to count on funding at or very near that amount.
3. Prepare an implementation plan for submission to the legislature that:
  - a. Provides for a transitional period of 2-4 years.
  - b. Gives priority to meeting adequacy—and closing gaps in institutional funding equity—even as consideration is given to the performance component of the model.
  - c. Focuses attention on maintaining (or improving) affordability to students, in part through periodic assessments of affordability at each institution followed by adjustments in the cost-sharing targets in the model.
  - d. Assures fidelity to the intent of the funding model even when fiscal conditions are unfavorable by protecting the commitment of state funds that pay for the fixed costs in the model.
4. Establish policies that call for:
  - a. Periodic review of the funding model, with technical reviews occurring annually and policy reviews occurring at least every five years.
  - b. Improving MDHEWD’s data collection to ensure appropriate data are available for use in the model.

- c. Role and scope designations for each of the institutions to be used as the primary framework for program review and approval, as well as in helping the legislature direct investments in new capacity.
- d. A policy for the consideration by the legislature to incentivize collaboration among institutions in the sharing of administrative services and the delivery of academic programs.
- e. Renewed focus on the role MDHEWD can play in disseminating information and lessons about campus initiatives aimed at improving efficiency.

## Total Funding Equity, Missouri's Four-Year Institutions

### June 16 Version

Institution	Total Adjusted Revenue, FY2021	Adequacy Model Cost Estimates, FY2021	Funding Equity Ratio	Specified Cost-Share	Students' Share of Total Revenue
Harris-Stowe	\$22,464,692	\$21,174,161	6.1%	70%	45.1%
Lincoln	\$26,466,484	\$28,162,019	-6.0%	70%	43.1%
Missouri Southern	\$49,811,290	\$55,830,003	-10.8%	70%	53.1%
Missouri State	\$247,417,283	\$296,755,902	-16.6%	75%	66.5%
Missouri Western	\$54,689,956	\$53,259,909	2.7%	70%	55.9%
Northwest Missouri State	\$93,446,179	\$101,174,459	-7.6%	70%	61.2%
SEMO	\$119,333,478	\$126,625,011	-5.8%	70%	65.3%
Truman	\$61,807,888	\$66,276,818	-6.7%	70%	40.4%
UCM	\$125,401,283	\$145,715,128	-13.9%	70%	59.4%
University of Missouri System	\$1,079,806,403	\$1,028,063,377	5.0%	80%	65.7%

### June 26 Version; Included in Final Report

Institution	Total Adjusted Revenue, FY2021	Adequacy Model Cost Estimates, FY2021	Funding Equity Ratio	Specified Cost-Share	Students' Share of Total Revenue
Harris-Stowe	\$22,464,692	\$21,705,530	3.5%	70%	45.1%
Lincoln	\$26,466,484	\$28,656,239	-7.6%	70%	43.1%
Missouri Southern	\$49,811,290	\$56,616,482	-12.0%	70%	53.1%
Missouri State	\$247,417,283	\$300,759,569	-17.7%	Springfield – 75% West Plains – 70%	66.5%
Missouri Western	\$54,689,956	\$53,946,617	1.4%	70%	55.9%
Northwest Missouri State	\$93,446,179	\$103,093,703	-9.4%	70%	61.2%
SEMO	\$119,333,478	\$129,149,998	-7.6%	70%	65.3%
Truman	\$61,807,888	\$65,253,875	-5.3%	70%	40.4%
UCM	\$125,401,283	\$149,628,988	-16.2%	70%	59.4%
University of Missouri System	\$881,128,902	\$1,004,199,042	-12.3%	80%	68.4%

# Missouri State

U N I V E R S I T Y

## 2023-2024 Action Plan

### 1. TRANSFORMATION PLAN

- Academic Affairs Continuous Agility Plan
- Strategic Enrollment Management Plan

### 2. GLOBAL ENGAGEMENT

- Continue implementation of the university's international enrollment strategy, with a focus on increasing yield in international student admissions. (Also appears in SEM Plan.)
- Explore adding a second major at the LNU-MSU College of International Business.
- Advance new dual degree and pipeline programs in collaboration with international partner universities.
- Promote increased participation in education abroad and international virtual exchange.

### 3. INCLUSIVE EXCELLENCE DRIVING UNIVERSITY SUCCESS

- Develop the Inclusive Excellence Institute to serve as a central hub for access work and repository of resources for members of the campus community and external partners.
- Update the Collaborative Diversity Conference.
- Increase participation in the Inclusive Excellence Scholarship program.
- Increase the number of access partnerships and participants.

### 4. COMMUNITY LEADERSHIP AND PARTNERSHIPS

- Operationalize Employer Partnerships strategy, including external announcement, deployment of the business/industry sector outreach plan, integration with academic structure, and identification of staffing resources. (Also appears in SEM Plan.)
- Continue to implement Jordan Valley Innovation Center's mission of product development for corporate partners and interdisciplinary educational experiences for students, with an emphasis on establishment of the Missouri NextFlex Node for flexible hybrid electronics.
- Update advocacy strategy for federal funds.

## 5. INFRASTRUCTURE AND FUNDING

- Advocate for state and federal operating and capital funds.
- Pursue gifts to support naming of new academic schools and centers and funding to enhance capital improvement projects.
- Begin first phase of preparation for next comprehensive campaign.
- Engage in succession planning for Foundation Board of Trustees and internal advancement staff.
- Advance projects included in the facilities master plan, including the braider facility and Building #4 infill at the Roy Blunt Jordan Valley Innovation Center, Cheek Hall, Darr Agricultural Center Small Animal Education Center and Agriculture Innovation Hub, Kampeter Hall, Kemper Hall, and Roy Blunt Hall.
- Continue to strengthen efforts to recruit and retain faculty and staff. Goals will be finalized with the Enterprise Risk Management – Personnel Subcommittee in August.
- Prioritize employee compensation in the university budgeting process.
- Manage university finances to further the university’s mission and achieve the objectives established by the Board of Governors. Examples include evaluating bonding capacity for the auxiliary system and maintaining a balanced budget.
- Successfully bid Preferred Provider Organization (PPO) and Pharmacy Benefits Manager (PBM) contracts.
- Streamline processes by implementing dynamic forms to replace paper personnel action forms and approval processes.
- Mitigate risk of internet outage and cybersecurity events by providing a disaster recovery instance to ensure business continuity by building a geographically separate ERP cloud environment and adding a redundant internet connection.
- Improve data centers, including Blair Shannon Hall, Cheek Hall, and West Plains.
- Monitor the impact and influence of artificial intelligence as it relates to academic and university operations, and update policies and operations to reflect the support for strategic and ethical usage of AI. (An output on AI specific to academic affairs also appears in the CAP.)
- Enhance security by upgrading/expanding the door access system; updating identity and access management policies, processes, and systems; and upgrading/replacing video surveillance cameras.

- Strengthen audit capabilities by implementing audit management and risk management systems, beginning implementation of analytics and continuous monitoring, and developing hotline services.

## **6. ATHLETICS**

- Support work to achieve the Athletics Department's 2023-2024 goals.
- Add two women's sports to maintain Title IX compliance.
- Hire a psychologist to increase student athletes' access to mental health resources.

## **7. COMPLIANCE**

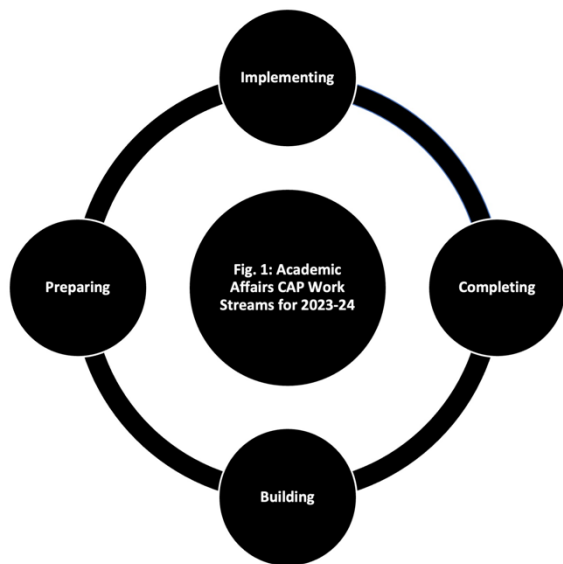
- Prepare for and implement changes required by significant shifts in federal laws and regulations, including Title IX, gainful employment, third-party servicer requirements, and FAFSA simplification.

## **8. WEST PLAINS**

- Support implementation of West Plains' 2023-2024 action plan.
- Advance facilities projects including the Autism Center, IT upgrades in the Looney Hall Sim Lab, and student housing.



## MSU's Academic Affairs CAP Work Streams and Outputs for 2023-24 (last updated July 21, 2023)



The Academic Affairs Continuous Agility Process (CAP) is a systematic and ongoing process to keep academic affairs fresh, relevant and market-savvy. As part of a learning and growing organization, the process is designed to be continuous and agile. Work streams can be inserted into the system in both an as needed and cyclical nature.

The 2023-24 CAP addresses four work streams as found in **Fig. 1**. They are intertwined and parallel in nature.

Throughout 2023-24, we will address 20 outputs across the four work streams as follows. Not all outputs will be fully completed, and some will ebb and flow throughout the year. A continuous analysis will be on “stop doing” activities as well.

### Work Stream 1: Implementing

- **Output 1: College realignment changes (Phase 3)**
  - ⇒ *Intended output: Complete all elements related to July 1, 2023 realignment and prepare for the changes to be effective July 1, 2024; all to be completed by July 1, 2024*
  - ⇒ *Responsible: College deans; Accountable: John Jasinski*
- **Output 2: Brightspace learning management system (LMS)**
  - ⇒ *Intended output: Ensure complete changeover to Brightspace effective May 13, 2024*
  - ⇒ *Responsible: Nancy Gordon; Accountable: John Jasinski*
- **Output 3: Faculty Success**
  - ⇒ *Intended output: Ensure full changeover to use of Faculty Success by all faculty effective February 2024*
  - ⇒ *Responsible: Letitia White-Minnis; Accountable: John Jasinski*
- **Output 4: Advising changes + transfer enhancements**
  - ⇒ *Intended output: Update master articulation agreements for all 12 community colleges and prioritize development or updates for other 2+2 agreements*
  - ⇒ *Responsible: Ross Hawkins, Kelly Wood; Accountable: Zora Mulligan*
- **Output 5: Academic unit dashboard pilot use**
  - ⇒ *Intended output: Go live with the pilot dashboard by September 2023*
  - ⇒ *Responsible: Michelle Olsen; Accountable: Ken Brown*
- **Output 6: Data warehouse (Edify)**
  - ⇒ *Intended output: Work with Information Services to implement Edify*
  - ⇒ *Responsible: Theresa McCoy, Chelsey Giles; Accountable: Jeff Coiner, Ken Brown*
- **Output 7: Curricular workflow process changes (note: continuing process improvements, too)**
  - ⇒ *Intended output: Ensure changeover to new software is successful and other key elements from the spring 2023 report are addressed*
  - ⇒ *Responsible: Angela Young; Accountable: Ken Brown*

### Work Stream 2: Completing

- **Output 1: Study teams from academic realignment, phase 2**
  - ⇒ *Intended output: Ensure the work of each of the seven study teams is concluded by February 2024*
  - ⇒ *Responsible: Assigned team leads (Shawn Wahl – ROTC; Tammy Jahnke – Honors College; Barri Tinker – Outreach; Barri Tinker – Haseltine Library; Bio/BMS – Tammy Jahnke and Mark Smith; three student pathways – Tammy Jahnke; e-journal of Public Affairs – Lucie Amberg; Enrollment Management and Student Success – TBD; Accountable: John Jasinski*
- **Output 2: Academic Performance System (APS)**
  - ⇒ *Intended output: Complete draft #1 by October 1, 2023 and ensure readiness for HLC response in 2024*
  - ⇒ *Responsible: Mark Woolsey; Accountable: Ken Brown*

- **Output 3: OER study team (AAC&U year-long membership)**
  - ⇒ *Intended output: Complete year-long study and produce report recommendations by summer 2024*
  - ⇒ *Responsible: Tracy Stout; Accountable: John Jasinski*

### **Work Stream 3: Building**

- **Output 1: Academic reinvestment strategy**
  - ⇒ *Intended output: Ensure budget process uses established reinvestment guidelines*
  - ⇒ *Responsible: Deans' Team; Accountable: John Jasinski*
- **Output 2: Data analytics approach**
  - ⇒ *Intended output: Develop short-term and long-term approaches to revamping institutional research and invoke short-term measures by spring 2024*
  - ⇒ *Responsible: Ken Brown; Accountable: John Jasinski*
- **Output 3: Comparator and CUPA approaches (institutional peers, individual positions, respectively)**
  - ⇒ *Intended output: Define and select institutional peers and ensure CUPA data submission for individual positions is complete, accurate and up to date*
  - ⇒ *Responsible: Ken Brown; Accountable: John Jasinski*
- **Output 4: Artificial Intelligence (AI) use and approaches**
  - ⇒ *Intended output: Update academic integrity policy and include AI as appropriate and/or develop separate AI policy by August 2023; develop and deploy approach to addressing AI within the classroom throughout 2023-24*
  - ⇒ *Responsible: Ken Brown; Accountable: John Jasinski (note: Information Services is addressing the institutional component to this topic)*
- **Output 5: Research strategy and research compliance**
  - ⇒ *Intended output: Develop strategy for research, update centers and institutes policy and develop annual review mechanism for centers and institutes, delineate as-is process for research compliance and produce recommended changes*
  - ⇒ *Responsible: Paul Durham and Amy Hulme, respectively; Accountable: Ken Brown*
- **Output 6: Online strategy (and other offerings/modalities)**
  - ⇒ *Intended output: Develop online strategy*
  - ⇒ *Responsible: Subha Basu Roy; Accountable: Ken Brown*
- **Output 7: Classroom technology approach (e.g., hy-flex, immersive/active learning classrooms and facilities)**
  - ⇒ *Intended output: Develop approach for short- and long-term investment in classroom technology*
  - ⇒ *Responsible: Nancy Gordon, Brian Leas, Subha Basu Roy, Corey Tracey; Accountable: John Jasinski*
- **Output 8: Professional development approach**
  - ⇒ *Intended output: Revamp professional development offerings for new faculty, academic unit leaders and administrative assistants*
  - ⇒ *Responsible: Judith Martinez, Julie Masterson, Mark Smith, Mary Lynne Golden; Accountable: John Jasinski*
- **Output 9: Academic advocacy and communication approach**
  - ⇒ *Intended output: Complete communications audit, develop overall approach to academic advocacy and communication and deploy actions*
  - ⇒ *Responsible: Lucie Amberg; Accountable: John Jasinski*

### **Work Stream 4: Preparing**

- **Output 1: Draft Higher Learning Commission (HLC) Assurance Argument responses and reaffirmation of accreditation visit**
  - ⇒ *Intended output: Refine responses to Assurance Argument by summer 2024 and submit materials by early fall 2024 for the 2025 Higher Learning Commission (HLC) visit*
  - ⇒ *Responsible: Mark Woolsey and team; Accountable: Ken Brown*



## 2023-2024 Strategic Enrollment Management Plan

The Strategic Enrollment Management (SEM) Plan identifies priorities that will be addressed during the upcoming year and, where possible, includes numeric goals. The plan is linked to the [SEM goals and strategies](#) updated in December 2020. This plan will be updated and revised throughout the year, particularly as the SEM Council is reestablished in Fall 2023.

### Recruitment

#### Workstream 1: Grow Fall 2024 Enrollment

- **Output 1.1:** Increase Fall 2024 first-time new-in-college student (FTNIC) enrollment to 2,700 (+5.6%) by continuing to build awareness of MoState Access, emphasizing affordability to key market segments, and increasing the university's in-school visibility to high school students. *Responsible: Rob Hornberger, Teresa Haney, Suzanne Shaw. Accountable: Zora Mulligan.*
- **Output 1.2:** Increase Fall 2024 domestic transfer student enrollment to 1,200 (+6.5%) by evaluating and updating communication efforts to transfer students, increasing integration with admissions systems, increasing messaging on MoState Access, strengthening relationships with community college leaders, and completing/updating master transfer agreements and 2+2 plans. *Responsible: Rob Hornberger, Teresa Haney, Bart Tibbs, Kelly Wood, Jaime Ross. Accountable: Zora Mulligan.*
- **Output 1.3:** Continue implementation of the university's international enrollment strategy, with a focus on increasing yield in international student admissions and advancing new collaborative programs with international partner universities. *Responsible: Patrick Parnell, Dandan Liu. Accountable: Brad Bodenhausen.*
- **Output 1.4:** For graduate education, continue lead identification, digital ads, and name purchasing strategy first implemented in Spring 2023 and evaluate return on investment. Complete an inventory of tasks necessary to support all stages of the enrollment funnel in order to identify areas of strength and needs and ensure sufficient support and accountability. *Accountable: Julie Masterson.*
- **Output 1.5:** Recognize and celebrate the important role colleges, faculty, and staff play in recruiting students. *Accountable: Zora Mulligan.*

## Workstream 2: Implement Strategies to Drive Long-Term Enrollment Growth

- **Output 2.1:** Increase communication with populations that have potential to drive enrollment growth, which could include male, Hispanic/Latino, employer-connected, adult, and homeschool students. *Responsible: Rob Hornberger, Teresa Haney, Jaime Ross, Suzanne Shaw, Brad Bodenhausen. Accountable: Zora Mulligan.*
- **Output 2.2:** Develop pilot on direct admissions<sup>1</sup> to impact enrollment in Fall 2025. *Responsible: Rob Hornberger, Teresa Haney. Accountable: Zora Mulligan.*
- **Output 2.3:** Update/replace Welcome Center branding and technology. *Responsible: Rob Hornberger, Teresa Haney. Accountable: Zora Mulligan.*
- **Output 2.4:** Develop new Outreach sites at Ozarks Technical Community College's Table Rock and Republic campuses. Will impact enrollment beginning Fall 2024. *Responsible: Tim Tucker. Accountable: Zora Mulligan.*

## Student Success

### Workstream 3: Continue to Make Progress on Retention Goals

- **Output 3.1:** Increase freshman-to-sophomore retention rates by 1% by using survey data to help advisors understand and support student goals, pairing undeclared FTNICs with a career resource specialist to enhance conversations about majors and career paths, and implementing refined messaging and support strategies for first-generation students. *Responsible: Kelly Wood. Accountable: Zora Mulligan.*
- **Output 3.2:** Increase overall retention rates by 1% by increasing the number of course mentors and peer-assisted study sessions and increasing the number of staff trained in success coaching. *Responsible: Kelly Wood. Accountable: Zora Mulligan.*
- **Output 3.3:** Reduce DFW<sup>2</sup> rates across gateway courses. *Responsible: Academic deans. Accountable: John Jasinski.*
- **Output 3.4:** Establish a work group to review data on student success and develop recommendations about how to increase retention rates for all students, especially those with significant risk factors. The work group will include academic affairs (including

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<sup>1</sup> Direct admissions is a process by which colleges make offers of admission to students without requiring them to go through the admissions process first.

<sup>2</sup> The DFW rate is the percentage of grades of D or F or of students withdrawing entirely from a course.

institutional research), inclusive excellence, information services, student affairs, and student success. *Accountable: Zora Mulligan.*

## **Workstream 4: Increase Student Engagement**

- **Output 4.1:** Increase response rate at the end of program evaluation for URSA. Data shows positive correlation between participation and engagement, but the response rate is 18%. The goal will be to increase the response rate to at least 50% while maintaining the high levels of positive outcomes identified in the 2022 survey. *Responsible: Priscilla Childress, Andrea Weber. Accountable: Dee Siscoe.*
- **Output 4.2:** Create connections between Living Learning Community (LLC) residents and faculty/staff partners through intentional programming and resource sharing. The goal is for 40% of LLC residents to report benefit gained by participating in an LLC. *Responsible: Carole Douglas, Teresa Frederick. Accountable: Dee Siscoe.*
- **Output 4.3:** Increase first-year student participation in fraternity and sorority life by 5% of first-year students by the end of the year. *Responsible: Carlye Genisio, Tara Benson, Terry Weber. Accountable: Dee Siscoe.*
- **Output 4.4:** Launch revised Multicultural Services scholarship programming and track first-to-second year retention/persistence data for students awarded Inclusive Excellence and/or Bears LEAD scholarships. *Responsible: Ryan Reed. Accountable: Dee Siscoe.*
- **Output 4.5:** Track student participation in the new Mental Health Personalized Care Model. Pursue correlation between participation and retention. *Responsible: Allicia Baum, Andrea Weber. Accountable: Dee Siscoe.*
- **Output 4.6:** 1,500 freshmen students will attend at least one Welcome Week activity, as tracked in BearLink. *Responsible: Briar Douglas, Tara Benson, Terry Weber. Accountable: Dee Siscoe.*
- **Output 4.7:** Implement introductory Campus Recreation programs and opportunities focused on the first-year experience. Track outcomes and retention correlations from programs designed to facilitate connections. *Responsible: Ashleigh Lewellen. Accountable: Dee Siscoe.*

## **Workstream 5: Update Advising Model and Address Policy Issues to Drive Long-Term Success**

- **Output 5.1:** Implement changes to the university's advising model, including establishing advising centers at each college. *Responsible: Ross Hawkins/Advising Coordination Work Group. Accountable: Zora Mulligan.*
- **Output 5.2:** Evaluate early alert systems and, if recommended, plan for adoption in the 2024-2025 academic year. *Responsible: Kelly Wood. Accountable: Zora Mulligan.*

- **Output 5.3:** Show students clear pathways to graduation that include curricular requirements and suggest extra- and co-curricular opportunities. Includes communication about strategies to graduate on time. *Responsible: Kelly Wood, Andrea Mostyn. Accountable: Zora Mulligan.*
- **Output 5.4:** Review academic appeals policies and procedures, as well as other policy barriers, and recommend changes. *Responsible: Kelly Wood. Accountable: Zora Mulligan.*

## Foundational

### Workstream 6: Build Internal Effectiveness

- **Output 6.1:** Reestablish Strategic Enrollment Management Council and committees. *Responsible/Accountable: Zora Mulligan.*
- **Output 6.2:** Finish work on a model to make enrollment projections and explore possibility to build a predictive model. *Responsible: Rob Hornberger. Accountable: Zora Mulligan.*
- **Output 6.3:** Bring Enrollment Management Services and Marketing and Communications leaders together to align on priorities, track progress, and identify opportunities to use the customer relationship management tool more effectively. *Responsible: Rob Hornberger, Suzanne Shaw. Accountable: Zora Mulligan.*
- **Output 6.4:** Implement BearLink system to collect data about student participation in programs and activities led by the Office of Student Affairs.

### Workstream 7: Communication

- **Output 7.1:** Develop a communication plan to provide the advising community, faculty, and other stakeholders with updates on progress on advising recommendations and opportunities to engage in the process. *Responsible: Ross Hawkins/Advising Coordination Work Group. Accountable: Zora Mulligan.*

### Workstream 8: Encourage Innovation

- **Output 8.1:** Hold an Innovation Accelerator event to identify ideas students, faculty, and staff have for ways to increase student success, save money, or otherwise improve the university. Goal is to have at least 50 ideas submitted and 25 participants. *Responsible/Accountable: Zora Mulligan.*

### Workstream 9: Stop Doing/Pause

- **Output 9.1:** Identify programs with low/declining participation and make recommendations on continuation. *Accountable: Zora Mulligan.*

- **Output 9.2:** Explore possibility of reducing time-intensive adult student recruiting/readmissions campaigns by contracting with ReUp. *Responsible: Jaime Ross. Accountable: Zora Mulligan.*
- **Output 9.3:** Reduce number of manual admissions reports by automating processes or using Edify. *Responsible: Rob Hornberger. Accountable: Zora Mulligan.*
- **Output 9.4:** Develop proposal to fund and implement StudentForms, which could significantly streamline processes in the Office of Student Financial Aid if successfully implemented. *Responsible: Rob Moore. Accountable: Zora Mulligan.*

## VI.A.

### **Missouri State University-West Plains 20223-2024 Action Plan (7-28-23 DRAFT)**

1. Reaffirmation of HLC Accreditation
  - a. Make all necessary preparations to receive another 10-year period of accreditation by the Higher Learning Commission (HLC). A site visit to the West Plains Campus by an HLC team of consultant-evaluators is scheduled to occur in November. HLC's review will likely include a visit and review of the Dalian, China, campus.
2. Recruitment and Retention
  - a. Continue to work the Enrollment Management Plan to increase the number of degree-seeking students. This would include adding focused certificate and degree programs relevant to the south-central Missouri region, expanding and/or enhancing student life and development programming, and continuing retention efforts through student coaching, hands-on learning experiences, mental health counseling and programs, and advising services focused on successful, on-time degree completion.
  - b. Additionally, deploy SLATE web application, partner with University Communications to improve avenues of communication to prospective students, improve communication pathways with admitted students, establish streamlines processes for VA students, and prepare for changes required by the anticipated US Department of Education's promised FAFSA simplification.
3. Residential Student Housing
  - a. Continue to assess the housing needs required to build a robust residential student life program. This assessment will necessarily include the Grizzly House, and if available, the Grizzly Lofts. If required, additional options will be explored.
4. New and Enhanced Academic Programs
  - a. Develop Vet Assistant, Vet Tech, and Equine Therapy Assistant programs, with intent to offer courses in Fall 2024.
  - b. Seek approval to expand AS in Nursing program by another 45 students, for a total of 185 students enrolled at any one time during the academic year.
  - c. Work with Springfield campus to add additional four-year completion programs at the West Plains Campus. These would be offered through a variety of modalities.
  - d. Expand workforce development programs to include adding certificate and degree programs in the construction trades, begin an evening welding program cohort, and develop and promote a "maker-space" that offers a variety of non-credit programming to the community.
5. Facilities
  - a. Along with the Office of Design & Construction, facilitate and oversee construction projects on the West Plains Campus. The projects include completion of the nursing simulation lab at Looney Hall and the start of construction of the ASCEND Student Center.



6. Athletics
  - a. Develop men's Grizzly Baseball program with intent to begin pre-season play in Fall 2024.
  - b. Raise startup funding and develop co-ed Grizzly Rodeo team with intent to begin pre-season activity in Fall 2024.
  - c. Begin startup development of women's (and perhaps men's) Grizzly Cross Country team and co-ed Grizzly Shooting Sports team, with intent to begin play in both areas in the Fall 2025.
7. Resources
  - a. Continue to monitor state efforts to create a performance funding appropriations model.
  - b. Submit a MoExcels proposal that would, if approved, fund startup operations for a planned gift of a farm to the West Plains Campus as well as planned development of the vet assistant and vet tech programs.
  - c. Work across all West Plains campus divisions to develop the initial stages of a budget model that would look three years ahead. This is especially needed as we implement our long-range plan, enrollment plan, and additions to both academic and athletic programs.
8. System Coordination
  - a. Continue to development relationships, processes, policies, and, when appropriate, fiscal and contractual efficiencies as well as joint academic programming with the Springfield Campus.

# Missouri State<sup>®</sup>

Policy Library

## Chapter Eight: Business Policies

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# Operating Funds Cash Reserves Policy

*G8.09 Operating Funds Cash Reserves Policy*

The purpose of this policy is to memorialize the university's philosophy regarding the creation, utilization and prioritization of its cash reserves. As directed by its Board of Governors, the university has established cash reserves for its operating funds with minimum limits of not less than \$40 million for the University System ("Cash Reserves"). Moreover, no less than \$40 million of the university's Cash Reserves shall be in U.S. Treasury or Federal Agency Securities. On an annual basis, the total amount of Cash Reserves will be reported to the Board of Governors by university administration.

In spending money from its Cash Reserves, the university is committed to ensuring full satisfaction of its bonded financial obligations. Accordingly, the university's first priority in spending down its reserves is to fully and timely make all bond payments, including payments for both principal and interest.

In theory, the university's Cash Reserves may be comprised of monies both appropriated by the State of Missouri and received from other revenue sources (e.g., tuition and fees). In practice, however, the amount of appropriations received by the university is less than the university's incurred instructional expenses, such that appropriations are not included in the university's Cash Reserves. In the unlikely future event that appropriations exceed expenses, such that the excess appropriations are added to the university's Cash Reserves, in spending money from its reserves, the university will first exhaust all appropriations (for the purpose(s) set forth in the applicable appropriation language) before spending money received from other revenue sources.

## Line of authority

**Responsible administrator and office:** Financial Services

**Contact person in that office:** Chief Financial Officer

## Effective date

**Approved by Board of Governors:** April 17, 2019



**Report of Gifts  
to the  
Missouri State University Foundation  
Monthly and Year-to-Date**

	Year	MONTHLY						YEAR-TO-DATE		
		Designations under \$1,000		Designations \$1,000 and over		Totals for June		Running Totals		Year
		No.	Amount	No.	Amount	No.	Amount	No.	Amount	
<b>Annual Gifts</b>	FY 22	6,660	\$189,886	69	\$624,442	6,729	\$814,328	79,374	\$10,525,741	FY 22
	<b>FY 23</b>	5,150	\$184,805	125	\$835,843	5,275	\$1,020,648	82,496	\$12,703,404	<b>FY 23</b>
<b>Special Campaigns</b>	FY 22	45	\$10,203	11	\$2,040,750	56	\$2,050,953	988	\$8,890,060	FY 22
	<b>FY 23</b>	9	\$799	11	\$1,603,060	20	\$1,603,859	1,304	\$5,508,360	<b>FY 23</b>
<b>One Time Gifts</b>	FY 22	0	\$0	10	\$8,576,387	10	\$8,576,387	163	\$12,759,395	FY 22
	<b>FY 23</b>	0	\$0	1	\$2,500	1	\$2,500	130	\$6,031,329	<b>FY 23</b>
<b>TOTALS</b>	FY 22	6,705	\$200,089	90	\$11,241,579	6,795	\$11,441,668	80,525	\$32,175,196	FY 22
	<b>FY 23</b>	5,159	\$185,604	137	\$2,441,403	5,296	\$2,627,007	83,930	\$24,243,093	<b>FY 23</b>

**MISSOURI STATE UNIVERSITY FOUNDATION  
INCOME SUMMARY TOTALS BY TYPE AND SOURCE  
07/01/2022 TO 6/30/2023**

SOURCE	UNRESTRICTED CURRENT	RESTRICTED CURRENT	ENDOWMENT	GIFTS OF PROPERTY	NON-GIFT INCOME*	TOTAL 07/01/2022 TO 6/30/2023	TOTAL 07/01/2021 TO 6/30/2022
ALUMNI	\$131,826	\$3,484,444	\$1,059,381	\$31,499	\$343,382	<b>\$5,049,660</b>	\$4,558,593
FRIENDS	18,733	2,471,410	258,788	861,257	268,123	<b>\$3,878,311</b>	4,603,838
PARENTS	2,072	160,306	41,994	965	21,100	<b>\$226,437</b>	209,529
FOUNDATIONS	9,624	3,061,383	50,491	0	52,790	<b>\$3,174,288</b>	3,051,231
ORGANIZATIONS	30,951	1,762,531	3,355,043	5,704	44,200	<b>\$5,198,429</b>	4,004,847
BUSINESSES	54,346	2,001,769	115,939	3,668,423	875,491	<b>\$6,715,968</b>	15,747,158
<b>GIFT TOTAL</b>	<b>\$247,552</b>	<b>\$12,941,843</b>	<b>\$4,881,636</b>	<b>\$4,567,848</b>	<b>\$1,605,086</b>	<b>\$24,243,093</b>	<b>\$32,175,196</b>

*\*Per the Tax Cuts and Jobs Act, the US Tax reform bill signed into law effective in 2021, income received from athletics seat assessments and suites are no longer tax deductible.*

**DEFERRED GIFT COMMITMENTS**

	UNRESTRICTED CURRENT	RESTRICTED CURRENT	ENDOWMENT	GIFTS OF PROPERTY	TOTAL 07/01/2022 TO 6/30/2023	TOTAL 07/01/2021 TO 6/30/2022
DEFERRED GIFTS	50,000	700,000	1,972,002	3,500,000	<b>\$ 6,222,002</b>	<b>\$ 5,054,723</b>

**GRAND TOTAL FOR TESTAMENTARY GIFTS YET TO BE RECEIVED: \$78M**

	NUMBER OF DONORS 7/1/2022 TO 6/30/2023	NUMBER OF DONORS 7/1/2021 TO 6/30/2022
ALUMNI	<b>6,138</b>	5,727
FRIENDS	<b>11,764</b>	11,245
PARENTS	<b>819</b>	867
FOUNDATIONS	<b>59</b>	52
ORGANIZATIONS	<b>317</b>	293
BUSINESSES	<b>749</b>	844
<b>TOTAL</b>	<b>19,846</b>	19,028

**MSU Foundation  
Historical Overview of Gifts**

<b>Year</b>	<b>Amount</b>
1982	\$ 376,161.00
1983	\$ 444,901.00
1984	\$ 798,349.00
1985	\$ 1,837,089.00
1986	\$ 1,652,676.00
1987	\$ 3,102,137.00
1988	\$ 2,821,647.00
1989	\$ 2,924,251.00
1990	\$ 3,268,440.00
1991	\$ 3,877,909.00
1992	\$ 4,173,243.00
1993	\$ 4,024,474.00
1994	\$ 4,521,526.00
1995	\$ 4,130,183.00
1996	\$ 5,666,691.00
1997	\$ 6,280,002.00
1998	\$ 5,463,415.00
1999	\$ 6,622,010.00
2000	\$ 6,370,580.00
2001	\$ 5,709,216.00
2002	\$ 8,365,498.00
2003	\$ 7,061,031.00
2004	\$ 9,285,422.00
2005	\$ 8,979,512.00
2006	\$ 11,826,286.00
2007	\$ 10,960,508.00
2008	\$ 14,050,400.00
2009	\$ 15,044,534.00
2010	\$ 15,512,371.00
2011	\$ 16,698,481.00
2012	\$ 20,311,218.00
2013	\$ 16,657,888.00
2014	\$ 18,377,965.00
2015	\$ 19,206,438.00
2016	\$ 18,010,206.00
2017	\$ 19,515,898.00
2018	\$ 21,534,074.00
2019	\$ 20,083,060.00
2020	\$ 22,663,988.00
2021	\$ 25,845,845.00
2022	\$ 32,151,319.00
2023	\$ 24,243,093.00
	<b>\$ 450,449,935.00</b>



**THE OFFICE OF RESEARCH ADMINISTRATION  
ACTIVITY REPORT – FISCAL YEAR 2023 THROUGH JUNE**

Missouri State University faculty, staff, and students are involved in research, education, and service projects through the support of governmental, business, and philanthropic entities. This report summarizes key aspects of this activity and highlights awards received in FY 2023 through the month of June.

**PROJECT HIGHLIGHTS**

- **Wenping Qiu**, Distinguished Professor of Environmental Plant Science & Natural Resources, received **\$88,000** from the **US Department of Agriculture** to produce virus-tested elite American hybrid grapevine cultivars that are regionally adapted, to provide diagnostics of grapevine viruses and virus-tested grapevines, to promote growing clean grapevines to the grape and wine industries in the heartland of the USA, and to engage with the National Clean Plant Centers and stakeholders.
- **Mikala King**, Director of the Autism Transition Program, received **\$1,500,000** from the **US Department of Education** to expand the ASCEND Transition Program for college students with autism.
- **Salina Bollinger**, Clinical Instructor of Social Work, received **\$164,975** from the **Missouri Department of Social Services** to prepare youth for personal success in employment, education, healthy lifestyles, and self-sufficiency through mentoring and support.

**RESULTS**

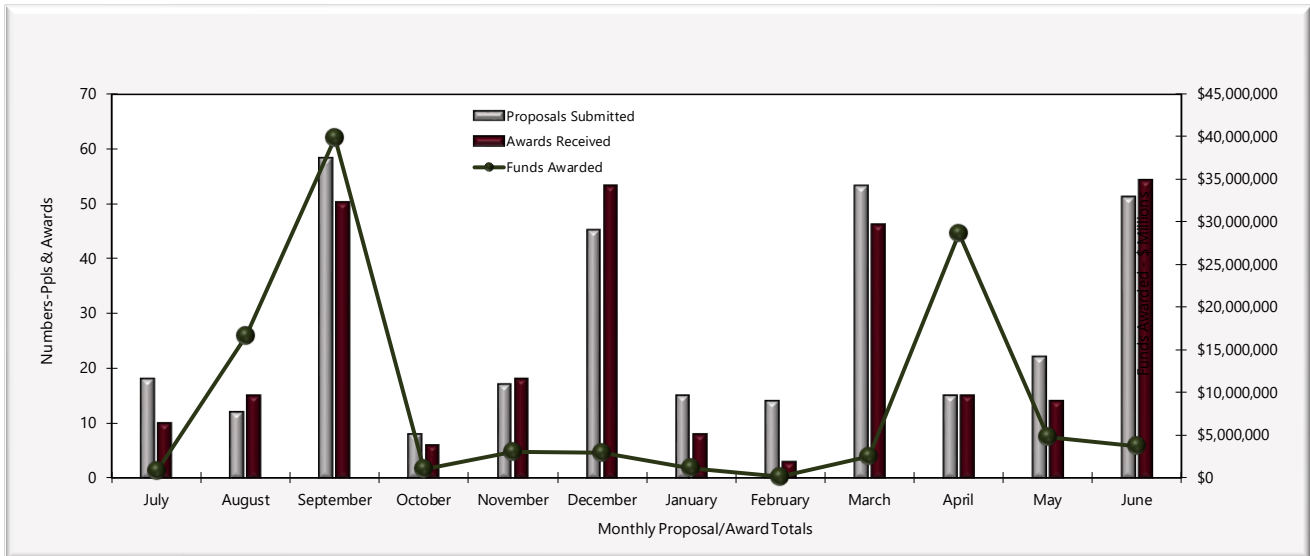
As of the end of June, the University has submitted 328 proposals for support of university-based projects. To date, 292 awards have been received – some of which are from proposals submitted during the previous fiscal year. The commitment of funds in these grants and contracts to date is \$104.9 million. Some of these awards are for projects that extend over more than one year, but the full commitment for funds is allocated to the first year. Additionally, we have received approximately \$42.5 million in ARPA and COVID funding that is not reflected in this report.

Key Indicators	Activity for FY 2023	% Change from FY 2022
Proposals Submitted	328	0%
Funds Requested	\$121,175,887	18%
Named Investigators	128	21%
Grants & Contracts Awarded	292	9%
Funds Awarded	\$104,969,860	264%

External funding activity so far in FY 2023:

Sponsored Program Activity FY 2023

Month	Proposals Submitted	Total Awards	Dollars Awarded
July	18	10	\$734,506
August	12	15	\$16,642,618
September	58	50	\$39,889,947
October	8	6	\$991,337
November	17	18	\$2,996,830
December	45	53	\$2,964,707
January	15	8	\$1,150,382
February	14	3	\$98,749
March	53	46	\$2,489,504
April	15	15	\$28,629,587
May	22	14	\$4,735,098
June	51	54	\$3,646,595
	328	292	\$104,969,860

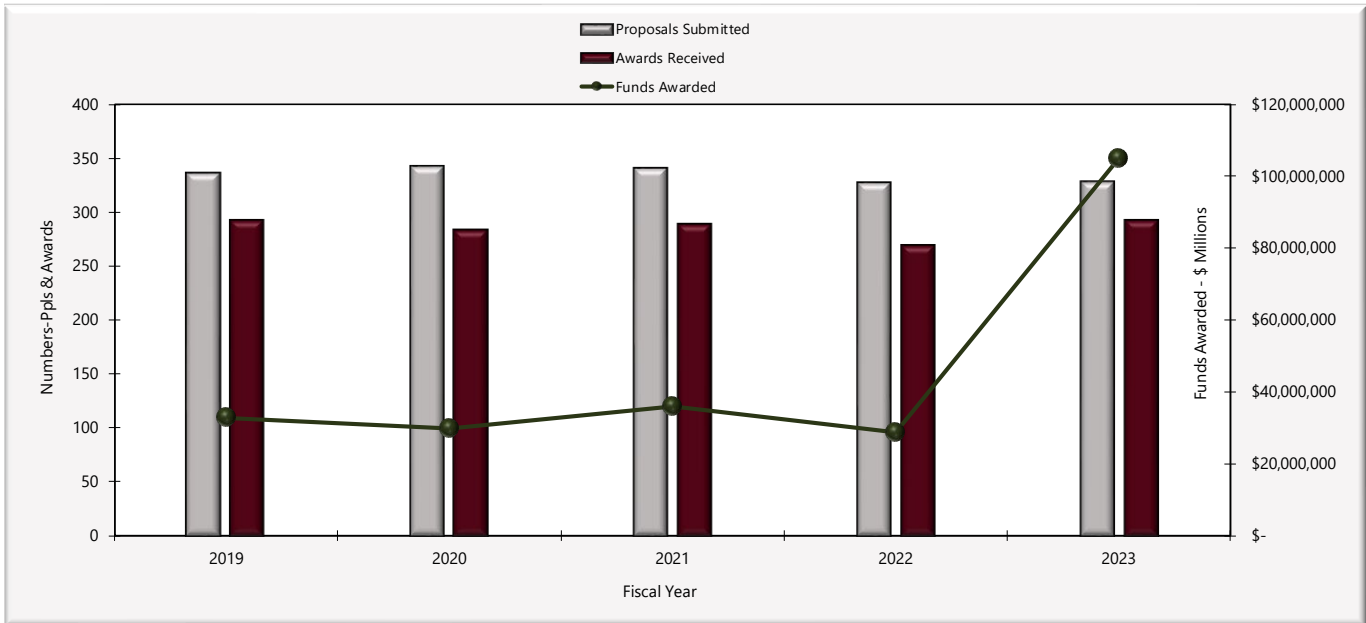




A comparison of activity over the last five years:

Cumulative Sponsored Program Activity Through the Month of June (FY 2019 - FY 2023)

Fiscal	Proposals Submitted	Number of Awards						\$Millions	
		Education	Equipment	Facilities & Infrastructure	Research	Service	Ttl Awds	Requested	Awarded
2019	336	45	1	2	42	202	292	\$ 48,007,205	\$ 32,802,989
2020	342	36	0	3	47	196	283	\$ 57,688,868	\$ 29,717,962
2021	340	43	0	1	41	203	289	\$ 79,975,823	\$ 35,982,627
2022	327	39	1	0	35	193	269	\$ 102,946,286	\$ 28,832,939
2023	328	54	1	6	37	190	292	\$ 121,175,887	\$ 104,969,860



Grant and contract activity for FY 2023, through June:

**Missouri State University**  
**FY 23 Grant/Contract Activity by Unit**

Unit	# Applying		# Awarded		Credit Share*			Actual**		
	Staff	Faculty	Staff	Faculty	Grants / Contracts		Award	Grants / Contracts		Award
					Submit	Awards	\$	Submit	Awards	\$
Administrative Services	5	0	6	0	10	10	\$ 44,933,326	6	7	\$ 49,913,326
The William H. Darr College of Agriculture	1	7	1	2	19	14	\$ 201,082	16	12	\$ 201,082
Center for Grapevine Biotechnology	0	1	0	1	3	1	\$ 88,000	3	1	\$ 88,000
Mid-America Viticulture & Enology Center	1	2	1	2	6	8	\$ 56,936	5	6	\$ 56,936
Judith Enyeart Reynolds College of Arts & Letters	0	4	0	4	9	9	\$ 818,494	8	9	\$ 818,494
Center for Dispute Resolution	0	1	0	1	1	1	\$ 35	1	1	\$ 35
Center for Writing in College, Career, & Community	0	1	0	1	2	2	\$ 20,000	2	2	\$ 20,000
College of Business	0	1	0	1	2	1	\$ 79,500	2	1	\$ 79,500
Center for Project Innovation & Management Education	0	0	0	0	0	0	\$ -	0	0	\$ -
College of Education	1	23	0	17	50	39	\$ 4,087,324	37	32	\$ 4,057,324
Agency for Teaching, Leading and Learning	1	0	1	0	5	5	\$ 3,278,660	4	5	\$ 3,278,660
Institute for Play Therapy	0	0	0	0	0	0	\$ -	0	0	\$ -
Institute for School Improvement	0	0	0	0	0	0	\$ -	0	0	\$ -
The McQueary College of Health & Human Services	2	18	2	10	35	27	\$ 2,752,565	25	25	\$ 1,252,565
Ozarks Public Health Institute	1	0	1	0	5	5	\$ 238,161	9	5	\$ 238,161
Southwest Missouri Area Health Education Center	1	0	1	0	12	12	\$ 380,739	12	12	\$ 380,739
College of Humanities & Public Affairs	1	5	1	3	5	4	\$ 6,975	2	2	\$ 6,975
Center for Archaeological Research	0	1	0	1	23	24	\$ 891,468	23	24	\$ 891,468
College of Natural & Applied Sciences	0	39	0	35	86	59	\$ 12,331,431	64	38	\$ 9,346,408
Bull Shoals Field Station	0	1	0	1	3	3	\$ 1,381	3	3	\$ 1,381
Center for Resource Planning & Management	3	0	0	1	8	5	\$ 494,220	5	5	\$ 494,220
Ozark Environmental Water Research Institute	1	1	1	1	12	13	\$ 964,834	7	8	\$ 964,834
Diversity & Inclusion	0	0	0	0	0	0	\$ -	0	0	\$ -
Graduate College	0	1	0	1	1	1	\$ 30,400	1	1	\$ 30,400
Information Services	0	0	0	0	0	0	\$ -	0	0	\$ -
Library	0	0	0	0	0	0	\$ -	0	0	\$ -
President	2	0	1	0	2	1	\$ 5,000	2	1	\$ 5,000
Executive Vice President	2	0	3	1	4	7	\$ 981,487	3	4	\$ 516,510
Provost	0	2	0	2	6	6	\$ 78,275	7	6	\$ 78,275
Center for Community Engagement	3	1	3	1	8	8	\$ 325,844	5	5	\$ 325,844
Community & Global Partnerships	8	0	7	0	20	19	\$ 2,440,149	20	18	\$ 2,440,149
Center for Applied Science & Engineering	3	0	3	0	6	9	\$ 12,670,174	6	8	\$ 12,670,174
Center for Biomedical & Life Sciences	0	1	0	0	1	0	\$ -	1	0	\$ -
Center for Business and Economic Development	2	0	2	0	3	4	\$ 600,726	2	3	\$ 600,726
International Leadership & Training Center	4	0	4	0	7	7	\$ 650,756	6	6	\$ 650,756
Jordan Valley Innovation Center	2	0	2	0	15	15	\$ 8,256,263	15	15	\$ 8,256,263
Small Business Development Center	1	0	1	0	9	9	\$ 497,737	9	9	\$ 497,737
Student Affairs	2	0	2	0	3	3	\$ 33,700	3	3	\$ 33,700
West Plains	2	5	3	4	16	15	\$ 6,774,218	14	15	\$ 6,774,218
<b>TOTAL</b>	<b>49</b>	<b>115</b>	<b>46</b>	<b>90</b>	<b>397</b>	<b>346</b>	<b>\$104,969,860</b>	<b>328</b>	<b>292</b>	<b>\$104,969,860</b>

\* Credit Share - divides the proposals/awards between the PI's, therefore proposals/awards may be reflected in the totals more than once.

\*\* Actual - proposals/awards will only be shown in the originating unit.

IX.

RECOMMENDED ACTION - Resolution authorizing closed meeting

BE IT RESOLVED by the Board of Governors for the Missouri State University that a closed meeting, with closed records and closed vote, be held during a recess of this retreat of the Board of Governors to consider items pursuant to...

- A. R.S.Mo. 610.021(1). "Legal actions, causes of action, or litigation involving a public governmental body..."
- B. R.S.Mo. 610.021(2). "Leasing, purchase or sale of real estate by a public governmental body..."
- C. R.S.Mo. 610.021(3). "Hiring, firing, disciplining or promoting of particular employees by a public governmental body..."
- D. R.S.Mo. 610.021(6). "Scholastic probation, expulsion, or graduation of identifiable individuals..."
- E. R.S.Mo. 610.021(9). "Preparation, including any discussions or work product, on behalf of a public governmental body or its representatives for negotiations with employee groups;"
- F. R.S. Mo. 610.021(11) and (12). "Specifications for competitive bidding...;" and "Sealed bids and related documents...;"
- G. R.S.Mo. 610.021(13). "Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment...;"
- H. R.S.Mo. 610.021(14). "Records which are protected from disclosure by law;" and
- I. R.S.Mo. 610.021(17). "Confidential or privileged communications between a public governmental body and its auditor,..."

VOTE: \_\_\_ AYE

\_\_\_ NAY