



Board of Governors Meeting
<https://us02web.zoom.us/j/89096049343>
Thursday, 12/10/2020
1:00 - 5:00 PM CT

I. Roll Call Presented By: Governor Craig Frazier

II. Approval of Minutes of October 16, 2020 Meeting Presented By: Governor Craig Frazier

II. Approval of the October 16, 2020 Board of Governors Meeting Minutes - Page 4

III. Consent Agenda Presented By: Governor Craig Frazier

A. President

1. Approval of Employment Agreement for Athletics

III.A.1. Approval of Employment Agreement for Athletics - Page 11

B. Procurement and Financial

1. Approval of Procurement Activity Report

III.B.1. Approval of Procurement Activity Report - Page 14

2. Approval of transfer of fifteen tracts of land in Taney County from the MSU Foundation to the Board of Governors of Missouri State University

III.B.2. Approval of transfer of fifteen tracts of land in Taney County from the MSU Foundation to the Board of Governors of Missouri State University - Page 18

C. Facilities and Equipment

1. Approval of the Second Amendment to Single Site Agreement – Joplin (Amendment) by and between SBA Structures, LLC and the Board of Governors of Missouri State University for the renewal, amendment, and supplementation of the current broadcast tower lease

III.C.1. Approval of the Second Amendment to Single Site Agreement - Joplin Amendment by and between SBA Structures, LLC and the Board of Governors of Missouri State University - Page 23

D. Human Resources

1. Approval of Actions Concerning Academic Employees

III.D.1. Approval of Actions Concerning Academic Employees - Page 27

2. Approval of Actions Concerning Non-Academic Employees

III.D.2. Approval of Actions Concerning NonAcademic Employees - Page 39

E. West Plains Campus

1. Approval of Actions Concerning Non-Academic Employees

III.E.1. Approval of Actions Concerning NonAcademic Employees West Plains Campus.pdf - Page 47

IV. Making Our Missouri Statement - Board of Governors Citizen Scholar Award Recipients Presented By: Dr. Dee Siscoe, Vice President for Student Affairs

A. Approval of a Resolution to Acknowledge the Board of Governors Citizen Scholar Award Recipients

IV.A. Approval of a resolution to acknowledge the Board of Governors Citizen Scholar Award Recipients - Page 48

V. Committee Reports

A. Executive Committee Presented By: Governor Craig Frazier

B. Risk Management and Audit Committee Presented By: Governor Amy Counts

C. Finance and Facilities Committee Presented By: Governor Carrie Tergin

D. Programs and Planning Committee Presented By: Governor Carol Silvey

VI. President's Report Presented By: President Clif Smart

A. Preview Winter Graduations

B. COVID-19 Update

VI.B. COVID-19 Update - Page 49

C. Government Relations Update

VI.C. 2021 Legislative Materials - Page 50

VII. West Plains Campus Presented By: Dr. Dennis Lancaster, Interim Chancellor of the West Plains Campus

VII. Chancellor's Report - December 2020 BOG - Page 61

VIII. Academic Affairs

A. Faculty Senate Report Presented By: Dr. Cameron Wickham, Chair of Faculty Senate

VIII.A. Faculty Senate Report - Page 63

B. Report from the Provost Presented By: Dr. Frank Einhellig, Provost

1. Introduction of Dr. Barri Tinkler as Interim Dean of the College of Education
2. Faculty Hiring Processes Initiated for Fall 2021 Appointments
3. Planning for Spring and Summer 2021 Classes
4. Updates of Nursing and Nurse Anesthesia Programs

IX. Research and Economic Development (written report only)

A. Report from the Vice President for Research and Economic Development & International Programs - Vice President Jim Baker will provide a written report on Sponsored Research

IX.A. Research Administration Activity Report - Page 73

X. Diversity and Inclusion (written report only)

A. Diversion for Diversity and Inclusion Report - Assistant to the President/Chief Diversity Officer Wes Pratt will provide a written report regarding activities associated with the Division for Diversity and Inclusion

X.A. Diversity and Inclusion Report - Page 77

XI. Student Affairs

A. Report from the Student Body President Presented By: Ms. Tara Orr, Student Body President

XI.A. Report from Student Body President - Page 91

B. Student Affairs Report (written report) - Vice President for Student Affairs Dee Siscoe will provide a written report regarding activities in the Division of Student Affairs

XI.B. Student Affairs Report - Page 93

XII. Staff Senate (written report only)

A. Staff Senate Report - Dr. Ryan Reed, Chair of Staff Senate, will provide a written report regarding activities associated with Staff Senate

XII.A. Staff Senate Report - Page 96

XIII. Financial

A. Development Report (written report) - Vice President for University Advancement Brent Dunn will provide a written report from the MSU Foundation

XIII.A. Development Report - Page 98

B. Approval of Budget Revision and Salary Increases Presented By: Mr. Steve Foucart, Chief Financial Officer

XIII.B. Approval of FY2021 Internal Operating Budget Adjustments - Page 102

XIV. Marketing and Communications (written report only)

A. Marketing and Communications Report - Vice President for Marketing and Communications Suzanne Shaw will provide a written report regarding activities in the Division of Marketing and Communications

XIV.A. Marketing and Communications Report - Page 103

XV. Information Services (written report only)

A. Information Services Report – Chief Information Officer Jeff Coiner will provide a written report regarding activities in the Division of Information Services

XVI. Old Business

A. Updates on University Planning

1. Visioning Guide Update Presented By: Mr. Mark Wheeler, University Architect and Director of Planning, Design, and Construction

XVI.A.1. Visioning Guide Update - Page 110

2. Approval of Strategic Enrollment Management (SEM) Plan Presented By: Drs. Rob Hornberger, Associate Vice President for Enrollment Management and Services, and Tammy Jahnke, Dean of the College of Natural and Applied Sciences

XVI.A.2. Approval of the 2020-2026 Strategic Enrollment Management (SEM) Plan - Page 111

XVII. New Business

A. Key Performance Indicator Update

1. Key Performance Indicator Update – Springfield Campus Presented By: Dr. Frank Einhellig, Provost

XVII.A.1.a. KPIs and Measurable Goals for the LRP Fall 2020 - Page 125

XVII.A.1.b. Measurable Goals 2020 Comparison Report Fall 2020 - Page 129

2. Key Performance Indicator Update – West Plains Campus Presented By: Dr. Dennis Lancaster, Interim Chancellor of the West Plains Campus

XVII.A.2. KPIs and Measurable Goals for West Plains Campus - Page 130

B. Board Recognitions for Outgoing Board Members Presented By: President Clif Smart

1. Approval of Resolution of Recognition for Governor Gabriel Gore

XVII.B.1. Approval of Resolution of Recognition for Governor Gabriel Gore - Page 136

2. Approval of Resolution of Recognition for Governor Beverly Miller Keltner

XVII.B.2. Approval of Resolution of Recognition for Governor Beverly Miller Keltner - Page 137

3. Approval of Resolution of Recognition for Governor Carrie Tergin

XVII.B.3. Approval of Resolution of Recognition for Governor Carrie Tergin - Page 138

C. Approval of the 2021 Executive Committee of the Board of Governors Presented By: Governor Amy Counts

XVII.C. Approval of the 2021 Executive Committee of the Board of Governors - Page 139

D. Announcement of Board Committee Appointments Presented By: Governor Amy Counts

XVIII. 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

XVIII. Closed Meeting Resolution - Page 140

XIX. Adjournment Presented By: Governor Craig Frazier

XX. Date of Next Meeting: Friday, February 19, 2020, 1 p.m.

MINUTES OF THE BOARD OF GOVERNORS
MISSOURI STATE UNIVERSITY
OCTOBER 16, 2020, 1:00 P.M.
<https://us02web.zoom.us/j/86246366118>

Roll Call

Present – Mr. Craig Frazier, Chair
Ms. Amelia “Amy” Counts, Governor
Mr. Gabriel Gore, Governor
Ms. Beverly Miller Keltner, Governor
Ms. Lynn Parman, Governor
Ms. Carol Silvey, Governor
Ms. Carrie Tergin, Governor
Mr. Jay Wasson, Governor
Mr. Chris Waters, Governor
Mr. Briar Douglas, Student Governor

Also present – Clifton M. Smart III, President
Jim Baker, Vice President for Research and Economic Development & International Programs
Amanda Brodeur, Public Affairs Fellow
Jeff Coiner, Chief Information Officer
Ryan DeBoef, Chief of Staff and Assistant to the President for Governmental Relations
Brent Dunn, Vice President for University Advancement
Frank Einhellig, Provost
Steve Foucart, Chief Financial Officer
Keri Franklin, Associate Provost for Public Affairs and Assessment
David Hall, Director of University Safety
Rob Hornberger, Associate Vice President for Enrollment Management & Services
Tammy Jahnke, Dean of the College of Natural and Applied Sciences
Dennis Lancaster, Interim Chancellor of the West Plains Campus
Matt Morris, Vice President for Administrative Services
Wes Pratt, Chief Diversity Officer and Assistant to the President
Ryan Reed, Chair of Staff Senate
Suzanne Shaw, Vice President for Marketing and Communications
Dee Siscoe, Vice President for Student Affairs
Rowena Stone, Secretary to the Board of Governors
Shawn Wahl, Dean of the Judith Enyeart Reynolds College of Arts and Letters
Kelly Wood, Associate Provost for Student Success

- 1. Presiding** – The presiding officer for the meeting was Mr. Craig Frazier, Chair of the Board of Governors. He called the meeting to order at 1:00 p.m. in the Christopher S. Bond Learning Center Ballroom at the Darr Agriculture Center in Springfield, Missouri. The meeting was broadcast live via Zoom webinar.

- 2. Approval of Minutes** – Mr. Frazier mentioned that the first order of business was the approval of minutes for the meeting that took place on September 11, 2020. Ms. Carol Silvey so moved, receiving a second from Ms. Carrie Tergin.

Motion passed 9-0.

- 3. Consent Agenda** – Mr. Frazier noted that the next item of business on the agenda was the approval of the consent agenda. The items included in the consent agenda:

President

Approval of FY2020/2021 Athletics Employment Agreement for an Assistant Coach (Human Resources No. 1659-20)

Academic Affairs

Approval of Revisions to G3.05 Honorary Doctoral Degrees (Faculty Policies No. 141-20)

West Plains Campus

Approval of Actions Concerning Academic Employees (West Plains Personnel No. 454-20)

Approval of Actions Concerning Non-Academic Employees (West Plains Personnel No. 455-20)

Procurement and Financial

Approval of Procurement Activity Report (Purchasing Activity Report No. 494-20)

Facilities and Equipment

Approval of Activity Report for the month of July 2020 (Activity Report No. 312-20)

Approval of Activity Report for the month of September 2020 (Activity Report No. 313-20)

Ratification of the Greene-County Multi-Jurisdictional Hazard Mitigation Plan (Administration No. 49-20)

Human Resources

Approval of Actions Concerning Academic Employees (Human Resources No. 1660-20)

Approval of Actions Concerning Non-Academic Employees (Human Resources No. 1661-20)

Ms. Lynn Parman made a motion to approve the consent agenda, receiving a second from Ms. Beverly Miller Keltner.

Motion passed 9-0.

- 4. Making Our Missouri Statement – Excellence in Public Affairs Awards** – Dr. Keri Franklin, Associate Provost for Public Affairs and Assessment, read the resolution recommending approval

to acknowledge the 2020 Excellence in Public Affairs Award Recipients (Awards No. 92-20). Faculty award winners included Drs. Kevin Evans, Lisa Hall, and Elizabeth Sobel. Staff award winners included Samantha Francka, Diana Garland, and A'dja Jones. Ms. Amy Counts made a motion to approve the resolution, receiving a second from Mr. Chris Waters.

Motion passed 9-0.

5. **President's Report – COVID-19 Update** – President Smart provided a COVID-19 update, sharing data for the first eight weeks of the semester. Numbers of cases, tests, and cases in campus housing were reviewed by each week. Numbers of cases have steadily declined. President Smart shared that the numbers are promising and that his leadership team agreed that the semester will continue as is. Lastly, President Smart shared information on course modalities for the fall 2020 and spring 2021 semesters.

Enrollment Update – President Smart also provided an update on enrollment. He shared that national enrollment trends show 4% fewer students in college, 10% fewer in community colleges, and 16% fewer first year students from a year ago. Missouri State as a system is above 26,000 students for the fifth consecutive year and the Springfield campus grew over the past year. He added that the mix of students is different with more online, graduate, dual credit, and transfer students, but fewer international and continuing students. He shared that while West Plains enrollment is down, it is significantly less than the national average.

President Smart shared that while undergraduate enrollment is down, numbers are better than anticipated. The downward trend in undergraduate enrollment was a major factor in developing a strategic enrollment management plan. He noted that the McQueary College of Health and Human Services and the College of Education had significant growth for undergraduate enrollment. Graduate and dual credit enrollment had record setting years. President Smart added that 13.7% of the student body is made up of underrepresented students which is another record for Springfield. The decline in international students was due to the pandemic and many of the students attended Missouri State from their home countries rather than coming to the Springfield campus.

President Smart's final highlight was on first to second year retention rates for first-time, full-time new in college students. Over the past five years, retention rates have been maintained between 77% and 79%. The university has a goal of 82% retention for 2021.

What's New at MSU Video – President Smart shared the latest What's New at MSU video which highlighted important happenings for the university over the past year.

Approval of the 2020 Bronze Bear Award Recipient – President Smart recommended approval to award the 2020 Bronze Bear Award to Bob and Marlese Gourley (Awards No. 93-20) for their service to and support of Missouri State University. Ms. Silvey made a motion to approve, receiving a second from Ms. Counts.

Motion passed 9-0.

Approval of the 2020 Government Excellence Award Recipient – President Smart recommended approval to award the 2020 Government Excellence Award to Mayor Charles Kenneth “Ken” McClure (Awards No. 94-20) for his outstanding leadership in the community throughout the COVID-19 pandemic and for his constant support of Missouri State University. Mr. Jay Wasson made a motion to approve, receiving a second from Ms. Tergin.

Motion passed 9-0.

6. Committee Reports

Executive Committee – Ms. Counts provided a summary of the September 16, 2020, Executive Committee meeting. During the meeting, President Smart provided an update on the university’s plans and actions in response to the COVID-19 pandemic. Dr. Dennis Lancaster, Interim Chancellor of the West Plains Campus, presented a proposal to revise the West Plains academic calendar by moving spring break up a week to split the semester into two, eight-week blocks; the resolution was approved. The Board also approved a procurement activity report allowing the university to purchase additional COVID-19 tests with federal CARES Act funding awarded to Missouri State by Greene County.

Finance and Facilities Committee – Ms. Tergin provided a summary of the Finance and Facilities Committee meeting that was held earlier in the day. During the meeting, the FY2020 preliminary financial statements were reviewed and updates were provided on the FY2020 budget and facilities projects. A development report from the Foundation was provided in addition to an update on the Onward, Upward campaign. Lastly, the procurement activity report included in the consent agenda was reviewed.

Programs and Planning Committee – Ms. Silvey provided a summary of the Programs and Planning Committee meeting that was held earlier in the day. During the meeting, Ms. Miller Keltner provided an update from the Citizen Scholars Subcommittee. The subcommittee received 17 applications for the Citizen Scholars Award. Recipients will be announced at the December Board meeting. Dr. Tyrone Bledsoe, founder and CEO of the Student African American Brotherhood (SAAB), and his team provided a presentation on the organization. SAAB relocated to Springfield in the summer from Toledo, Ohio, with the help of the Community Foundation of the Ozarks. Lastly, Dr. Frank Einhellig, Provost, and Dr. Joseph Price, Department Head of Theatre and Dance, provided a presentation on the Department of Theatre and Dance. The Department of Theatre and Dance offers eight degree programs, puts on seven productions each year, and is home to the historic tent theatre.

Risk Management and Audit Committee – Ms. Counts provided a summary of the August 3, 2020, Risk Management and Audit Committee meeting. At the meeting, a follow-up discussion was had on changes implemented in response to a prior report about distributed computer servers. The committee members also reviewed internal audit reports including purchases made on the university’s Amazon Prime membership, the Greenwood Laboratory School, and a follow-up to the Bookstore audit. All reports are publicly available on the internal auditor’s webpage.

- 7. Academic Affairs – Provost’s Report** – Dr. Frank Einhellig, Provost, provided updates from the Division of Academic Affairs.

Higher Learning Commission Assurance Report – Dr. Einhellig provided a follow-up on the report completed by the university and submitted to the Higher Learning Commission (HLC) in July. He shared that the HLC accreditation is an essential accreditation that assures quality of an institution by verifying that an institution meets standards and is engaged in continuous improvement. The university has been accredited with HLC since 1915. He shared that the university has over 30 other college and program specific accreditations, but without the HLC accreditation, these hold no value. Dr. Einhellig shared that the criteria for accreditation includes: mission; integrity: ethical and responsible conduct; teaching and learning: quality, resources, and support; teaching and learning: evaluation and improvement; and institutional effectiveness, resources, and planning. The university successfully completed its Year 4 Assurance Review with no recommended monitoring. The final report can be viewed on the university’s website.

Mind’s Eye – Dr. Einhellig shared one of the Mind’s Eye videos that highlights research being completed at the university. Additional Mind’s Eye videos are available on the Missouri State University website.

Report on the Public Affairs Conference – Dr. Einhellig called upon Dr. Amanda Brodeur, Provost Fellow for Public Affairs, to provide a report on the 2020 Fall Public Affairs Conference. Highlights of Dr. Brodeur’s report included how the planning committee shifted the conference to a virtual format due to the COVID-19 pandemic. She shared that conference attendance was up 60% with 5,096 participants and poll completion was up from 28% in 2019 to 57%. Of the poll responses received, 94% felt the presentations at the conference were excellent or good.

Outcome of Fall 2020 Student Check-in Survey – Dr. Einhellig called upon Dr. Keri Franklin to provide a report on the fall 2020 student check-in survey. Dr. Franklin shared that the survey’s goal was outreach. It focused on making sure our students have the tools to succeed. The survey had a response rate of 44% with 7,321 students completing the survey. Additional highlights of Dr. Franklin’s report included responses pertaining to retention and the physical and mental wellbeing of students. Dr. Franklin concluded her report by sharing information on various ways the university is following up with students.

- 8. Diversity and Inclusion Progress Report** – Mr. Wes Pratt, Chief Diversity Officer and Assistant to the President, provided an update on progress being made with Diversity and Inclusion efforts on campus. Mr. Pratt’s report included efforts being pursued in relation to cultural consciousness. He highlighted efforts made each year towards achieving the goals for diversity and inclusion in the current long-range plan both internally and externally.

9. Staff Senate Report – Dr. Ryan Reed, Chair of Staff Senate, provided a report on happenings within Staff Senate. Highlights of his report included introducing the Staff Senate cabinet, developing the staff satisfaction survey, creating a workgroup to explore expanding the credit fee waiver, continuing to raise funds for the Staff Senate scholarship, and committees working on how keep employees engaged during the COVID-19 pandemic.

10. Financial – Mr. Brent Dunn, Vice President for University Advancement, presented a resolution for renaming the Professional Building the Ann Kampeter Health Sciences Hall (Gift No. 175-20). The gift will be used in support of renovation of the Professional Building, specifically a centrally located students access and advisement center, as well as updates to the Speech Language and Hearing Clinic and additional meeting and student spaces. Ms. Tergin made a motion to approve the resolution, receiving a second from Ms. Counts.

Motion passed 9-0.

11. Old Business

Long Range Plan Update – Ms. Suzanne Shaw, Vice President for Marketing and Communications, and Dr. Shawn Wahl, Dean of the Reynolds College of Arts and Letters, provided an update on developing the new long-range plan. Highlights of the report included plans to engage campus through theme-specific exploration sessions and focus groups, information on the steering committee, and a timeline for developing the plan. A final draft is scheduled to be presented to the Board in May of 2021 for approval.

Strategic Enrollment Management Plan – Dr. Rob Hornberger, Associate Vice President of Enrollment Management and Services, and Dr. Tammy Jahnke, Dean of the College of Natural and Applied Sciences, provided an update on the Strategic Enrollment Management (SEM) Plan. Highlights of the report included updates made to the SEM committee structure and goals, development of strategies, ways to measure success, and a timeline for developing the plan. A final draft is scheduled to be presented to the Board in December 2020 for approval.

12. New Business – Key Performance Indicators – In the interest of time, the update on Key Performance Indicators was moved to the agenda for the December meeting.

Election of 2021 Officers of the Board of Governors – Mr. Frazier stated that the last order of business was for the election of the 2021 officers of the Board. He nominated Ms. Amy Counts to serve as Chair and Ms. Carol Silvey to serve as Vice Chair of the Board of Governors for 2021. Ms. Miller Keltner provided a motion, receiving a second from Ms. Tergin.

Motion passed 9-0.

13. Adjournment – Mr. Frazier adjourned the meeting at 4:27 p.m., on the motion of Ms. Miller Keltner, the second of Ms. Silvey, and the unanimous vote of the Board.

Rowena Stone

Rowena Stone
Secretary to the Board

DRAFT

III.A.1.

RECOMMENDED ACTION – Approval of Employment Agreement for Athletics

The following resolution was moved by _____ and seconded by _____.

WHEREAS, the University desires to employ Tramain Thomas as Assistant Football Coach and Mr. Thomas desires to accept such employment, as set forth in the attached Exhibit A and Exhibit B;

NOW, BE IT RESOLVED that the Board of Governors of Missouri State University approves and authorizes the President to execute the attached Athletics Employment Agreement for this Assistant Coach.

VOTE: AYE _____

NAY _____

Comments:

This individual is filling a vacant position, such that his salary will be paid from existing lines, and do not represent a new expense to the Athletics Department or University.

The University agrees to reimburse Mr. Thomas for any documented expenses associated with his relocation to Springfield, Missouri including but not limited to packing, unpacking and moving expenses/fees for household items.

The compensation is subject to any across-the-board reductions or furloughs implemented by the University.



Missouri State UNIVERSITY

ATHLETICS EMPLOYMENT AGREEMENT – ASSISTANT COACH

This Employment Agreement (“Agreement”) is by and between the Board of Governors of Missouri State University (“University”) and the employee identified below (“Coach”).

By executing this Agreement, the University agrees to employ Coach, and Coach agrees to be employed by University, for the position, sport, and term identified below. In exchange for Coach’s services, the University will provide Coach with the compensation, achievement payments (if the contingencies are satisfied), and other benefits and incentives identified below.

The parties further agree to be bound by, and that the terms set forth herein are subject to, the Athletics Employment Agreement Terms and Conditions – Assistant Coach*, which is incorporated herein by this reference.

Name of Coach: Tramain Thomas

Position: Assistant Coach

Sport: Football

Term: November 16,2020 - January 31, 2022

Compensation: \$55,000 annually

Other Benefits and Incentives:

Coach may participate in camps and/or clinics.
Coach shall receive 4 tickets to all home football games at no cost

Moving expenses: The University agrees to reimburse Mr.Thomas for any documented expenses associated with Mr. Thomas’s relocation to Springfield, Missouri, including but not limited to packing, unpacking and moving expenses/fees for household items.

COACH



Tramain Thomas, Assistant Coach

MISSOURI STATE UNIVERSITY

Clifton M. Smart III
President

11/17/2020

Date

Date

*Athletics Employment Agreement Terms and Conditions – Assistant Coach dated February 28, 2013

ATHLETICS EMPLOYMENT AGREEMENT TERMS AND CONDITIONS – ASSISTANT COACH

1. Term and Termination. This Agreement will automatically terminate at the end of the term identified in this Agreement (“Term”). If the parties do not execute a new agreement but Coach remains employed by the University at the end of the Term, all terms and conditions of this Agreement will continue to govern the parties’ relationship.

The University may terminate this Agreement, with or without advance notice, in its sole discretion, without owing any continuing obligation to pay Coach’s salary or perform any other obligations under this Agreement, if:

- a. The University’s employment of the current head coach of the sport identified in this Agreement (“Sport”) ends for any reason; or
- b. Coach fails to perform as agreed, Coach otherwise breaches this Agreement, or termination is otherwise appropriate pursuant to the terms of the Employee Handbook; or
- c. Appropriations or unencumbered funds adequate to pay the obligations herein created become unavailable for any reason.

Additionally, Coach’s employment with the University shall be “at will” such that either party may terminate this Agreement, with or without cause, in its sole discretion, at any time.

2. Duties. Coach’s duties are set forth in the job description (as maintained by the University’s Office of Human Resources) associated with the position identified in this Agreement. Such job description is incorporated herein by this reference. Coach will be treated as an exempt employee for purposes of applicable wage and hour laws because Coach’s duties primarily involve teaching proper skills development to student-athletes and instructing student-athletes on physical health, team concepts, and safety, and because Coach will have a great deal of independent discretion and judgment as to the manner and method of such teaching and instruction. Coach shall faithfully serve the University; perform the aforementioned duties; at all times devote his or her whole time, attention, and energies to his or her duties to the University; and do and perform all services, act, and things the Director of Athletics, the Associate Director of Athletics, and the head coach for the Sport direct.

3. Camps and Clinics. *This section applies only if this Agreement states that Coach may participate in camps and/or clinics as an additional benefit and incentive.* If this Agreement so states, Coach may participate in camps and clinics associated with the Sport for Coach’s own benefit, provided that such camps and clinics are owned and operated by other University employees. Coach understands and agrees that, though such camps and clinics may occur on University property, the University does not operate such camps and clinics, the University is not responsible for any liabilities or other matters associated with such camps and clinics, and the University will not compensate Coach for participating in such camps and clinics (compensation is the responsibility of the owner/operator of the camp or clinic). Coach’s duties for the University do not include service or participation in camps or clinics, but the University hereby authorizes Coach to participate in camps or clinics for Coach’s own benefit as an additional benefit and incentive. Unless this Agreement expressly states to the contrary, Coach is not authorized to use the University’s name, logo, likeness, or property to operate or conduct his or her own camp or clinic.

4. Use of Automobile. *This section applies only if this Agreement states that Coach will have use of an automobile as an additional benefit and incentive.* If this Agreement so states, Coach shall be furnished with an automobile, pursuant to a lease agreement with the University, for Coach’s business and personal use as long as the University and/or Foundation receives sufficient automobiles (via trade-out with automobile dealers in relation to memberships in The Bears Fund) to fulfill all of the University’s commitments to provide automobiles to employees. If insufficient automobiles are available, the University has sole discretion to determine which employees will receive automobiles. The terms of the lease agreement shall control the use, maintenance, and insurance requirements applicable to such automobile; and Coach will be responsible for ensuring compliance with all such requirements. Without limitation to the foregoing, Coach understands and agrees that Coach (and not the University) is individually responsible for maintaining insurance for the automobile.

5. Employee Handbook and University Policies. Coach’s employment shall be subject to and governed by the Employee Handbook for Administrative, Professional, and Support Staff Employees (“Employee Handbook”) and all other applicable University policies, practices, and protocols. Coach understands and agrees that policies, practices, protocols, and Employee Handbook provisions may be adopted, revoked, and changed at any time with or without notice. Coach’s employment is not subject to the Faculty Handbook, and Coach is not entitled to tenure or any other rights, privileges, or protections afforded to faculty.

6. Professional and Moral Conduct Requirement. It is understood Coach is being employed by the University, by a member institution of the National Collegiate Athletic Association, for the purpose of administering, conducting and coaching intercollegiate athletics. Coach agrees he or she will diligently conduct himself or herself in such a manner that NCAA regulations and codes of conduct now existing or hereinafter enacted, will be fully complied with, in all particulars, including, but not limited to, the following:

a. Participating student-athletes shall deport themselves with honesty and sportsmanship at all times so that intercollegiate athletics as a whole, the institution, and they as individuals, shall represent the honor and dignity of fair play and the generally-recognized high standards associated with wholesome, competitive sports.

b. Staff members of the University’s Athletics Department shall not accept compensation or gratuities of any kind whatsoever, either directly or indirectly, for representing a professional sports organization in the scouting or contacting of athletics talent or the negotiating of a contract. In this regard, any compensational arrangement between a professional sports organization and the University’s staff member (e.g., for scouting other professional teams or assisting the professional employer in coaching his or her team) shall be considered *prima facie* evidence of an indirect arrangement to assure the staff member’s assistance in evaluating or procuring college talent.

c. Staff members of the University, or others serving on NCAA committees or acting as consultants, shall not, directly or by implication, use the NCAA’s name or their affiliation with the NCAA in the endorsement of products or services.

d. Staff members of the University’s Athletics Department shall not knowingly participate, directly or indirectly, in the management, coaching, officiating, supervision, promotion or player selection or any all-star contest involving student-athletes which is not certified by the NCAA’s Extra Events committee.

e. Staff members of the University’s Athletics Department shall not represent, directly or indirectly, a student-athlete in the marketing of athletics ability or reputation to a professional sports team or professional sports organization, and shall not receive compensation or gratuities of any kind, directly or indirectly, for such services.

f. Coach is required to provide a written detailed account annually to the University President for all athletically related income and benefits from sources outside the institution. In addition, the approval of all athletically related income and benefits shall be consistent with the institution’s policy related to outside income and benefits applicable to all full-time or part-time employees. Sources of such income shall include, but are not limited to, the following:

- Income from annuities;
- Sports camps;
- Housing benefits (including preferential housing arrangements);
- Country club memberships;
- Complimentary ticket sales;
- Television and radio programs; and
- Endorsement or consultation contracts with athletics shoe, apparel or equipment manufacturers.

g. Coach further agrees that he or she may be suspended for a period of time, without pay, or that his or her employment may be terminated, notwithstanding any other provisions of this agreement, if he or she is found to be involved in deliberate and serious violations of any NCAA regulations.

7. Miscellaneous. The laws of the State of Missouri shall govern this Agreement. The parties agree that any lawsuit arising from any dispute or alleged breach of this Agreement shall be brought in the Circuit Court of Greene County, Missouri. This Agreement contains all terms and conditions agreed upon by the parties, and all prior agreements between the parties are void. This Agreement may be modified only by a written instrument executed by the parties hereto.

III.B.1.

RECOMMENDED ACTION - Approval of Procurement Activity Report

The following resolution was moved by _____
and seconded by _____.

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.

VOTE: **AYE** _____
 NAY _____

COMMENTS:

Recommend the attached report summarizing all reportable Office of Procurement Services activity from September 30, 2020 through November 24, 2020 be approved.

**ACTIVITY REPORT
MISSOURI STATE UNIVERSITY
OFFICE OF PROCUREMENT SERVICES**

FOR INFORMATIONAL PURPOSES ONLY

Contract for the purchase of goods and services estimated > \$100,000 that was competitively bid

**Software Online Admission Application/CRM
Office of Admissions/Graduate College** **\$109,000.00**

Recommend amending the contract with Liaison International, LLC for the Online Admission Application and Customer Relationship Management (CRM) platform to be utilized by Admissions and the Graduate College.

The initial three-year contract period was November 1, 2017 through October 31, 2020, and the amendment would be for November 1, 2020 through October 31, 2021.

Purpose of the amendment is to extend the expiring contract for one-year, instead of exercising the first of three, two-year renewal options that were provided. During the one-year extension a solicitation is to be issued for a new product.

Fees for the renewal are being held at \$109,000.00 annually, although yearly increases may be applied up to three percent (3%). Costs are cited as estimates due to the variable cost component related to the number of undergraduate applications received, and the number of texts. Estimates include 17,000 undergraduate applications and 60,000 text messages annually.

A customizable and mobile optimized online admission application and CRM platform is a key resource to enhance the University's recruitment and enrollment of undergraduate, international, and graduate students.

Note: Funding to be by the Office of Student Affairs, supplemented by the Graduate College.

September 30, 2020 through November 24, 2020

**ACTIVITY REPORT
PAGE TWO**

Single purchase > \$100,000 from established contract that was competitively bid

| | |
|------------------------------|---------------------|
| Custodial Equipment | \$125,053.08 |
| Facilities Management | (Estimated) |

A purchase order is to be issued for campus-wide COVID-19 related custodial equipment.

Equipment Includes:

- Carpet Blowers
- Carpet Extractors
- Floor Scrubber Machines
- Vacuums, Backpack, Upright, and Wide Area

Procurement will be through Contract C7442-1 Custodial Supplies, which is a solicited agreement through Hillyard, Incorporated.

Note: Funding to be from the Federal Emergency Management Agency (FEMA) Disaster Recovery Budget B09919 062018 73202 071.

Single purchase > \$100,000 from established contract that was competitively bid

| | |
|--|---------------------|
| Computer Equipment – Virtual Server Environment | \$141,379.23 |
| Office of Information Services | |

Recommend the purchase of five new Dell servers to expand the virtual server environment in the Cheek Hall Data Center.

Virtual server environments are a cost-effective way to provide a secure, shared space for software and database storage that can be used for multiple purposes. Equipment would allow Information Services to create a private cloud offering for central and distributed information technology servers to be hosted in the University data center.

Expansion of the virtual environment would help meet a recommendation from the distributed server audit that was completed last year. The University would be able to offer a more secure place for distributed servers to be connected with central servers providing information technology services as needed to the entire University and individual colleges.

September 30, 2020 through November 24, 2020

**ACTIVITY REPORT
PAGE THREE**

Pricing is through NASPO ValuePoint Cooperative Contract MNWNC-108. Cost includes five-year maintenance on the equipment, which replaces defective parts during that time period.

Note: Funding to be from Telecommunications Services Networking and Telecommunications Operating Budget D02008 062048 75001 063.

Single purchase > \$250,000 from established cooperative contract

**Furniture \$541,911.78
Residence Life, Housing and Dining Services**

Pursuant to University policy, which allows the University to participate in contract agreements established by other public entities, recommend approval to utilize E & I Cooperative Contract CNR01354 for Southwest Contract Furniture.

This expenditure is for student room furnishings for the new residence hall on Holland Avenue. Included are medium loft beds, desks, chest of drawers, and desk chairs for each student.

Approval for project furniture, fixtures, and equipment was obtained in March 2020 for \$1,443,671.00. Informational reporting applies when individual contractor transactions are above the \$100,000.00 reporting threshold.

Note: Funding to be from Residence Hall Reserve X06025 192018 76302 095.

III.B.2.

RECOMMENDED ACTION – Approval of transfer of fifteen tracts of land in Taney County from the MSU Foundation to the Board of Governors of Missouri State University.

The following resolution was moved by _____ and seconded by _____.

BE IT RESOLVED by the Board of Governors of Missouri State University that it accept the transfer of ownership of fifteen (15) tracts of land in Taney County, Missouri, from the Board of Trustees of the Missouri State University Foundation, as described in the attached Exhibit. The Executive Committee of the MSU Foundation approved such a transfer on May 3, 2019. The intended purpose of the land is to benefit the Bulls Shoals Field Station program.

VOTE: **AYE** _____
 NAY _____

December 10, 2020

EXHIBIT

TRACT 1:

ALL THAT PART OF THE SOUTH HALF (S1/2) OF LOT 2 OF THE NORTHWEST QUARTER (NW1/4) OF SECTION SEVEN (7), TOWNSHIP TWENTY-TWO (22), RANGE EIGHTEEN (18), TANEY COUNTY, MISSOURI, DESCRIBED AS: BEGINNING AT THE INTERSECTION OF THE WEST RIGHT-OF-WAY LINE OF STATE HIGHWAY "M" AND THE NORTH LINE OF THE SAID SOUTH HALF OF LOT 2 OF THE NORTHWEST QUARTER OF SECTION SEVEN (7); THENCE WEST TO THE WEST LINE OF SAID SECTION 7; THENCE SOUTH 420 FEET ALONG THE WEST LINE OF SECTION SEVEN (7) TO A POINT; THENCE EAST TO THE WEST RIGHT-OF-WAY LINE OF STATE HIGHWAY "M"; THE THENCE NORTH ALONG SAID WEST RIGHT-OF-WAY LINE OF STATE HIGHWAY "M" TO THE POINT OF BEGINNING.

TRACT 2:

ALL THAT PART OF THE SOUTH HALF (S1/2) OF LOT 2 OF THE NORTHWEST QUARTER (ALSO CALLED THE SOUTHWEST QUARTER OF THE NORTHWEST QUARTER) LYING NORTH AND WEST OF HIGHWAY "M" IN SECTION EIGHTEEN (18), TOWNSHIP TWENTY-TWO (22), RANGE EIGHTEEN (18), TANEY COUNTY, MISSOURI.

TRACT 3:

THE NORTH HALF (N1/2) OF THE EAST HALF (E1/2) OF LOT 2 OF THE NORTHWEST QUARTER (NW1/4), THE NORTH HALF OF THE SOUTH HALF OF THE EAST HALF OF LOT 2 NORTHWEST QUARTER (NW1/4), EXCEPT THE NORTHEAST QUARTER (NE1/4) OF THE SOUTHEAST QUARTER (SE1/4) OF SAID EAST HALF OF LOT 2 NORTHWEST QUARTER (NW1/4), SOUTHEAST QUARTER (SE1/4) OF THE SOUTHEAST QUARTER (SE1/4) OF THE EAST HALF OF LOT 1 NORTHWEST QUARTER (NW1/4), THE NORTH HALF OF THE SOUTH HALF OF THE EAST HALF OF LOT 1 NORTHWEST QUARTER (NW1/4), ALSO THE SOUTH HALF OF THE NORTHEAST QUARTER (NE1/4) OF THE EAST HALF OF LOT 1 NORTHWEST QUARTER (NW1/4) ALL IN SECTION TWO (2), TOWNSHIP TWENTY-TWO (22), RANGE NINETEEN (19), TANEY COUNTY, MISSOURI.

TRACT 4:

ALL OF LOTS 1 AND 2 OF THE NORTHEAST QUARTER (NE1/4) SOUTH OF THE GOVERNMENT FEE TAKE LINE AND CEDAR CREEK IN SECTION TWO (2), TOWNSHIP TWENTY-TWO (22), RANGE NINETEEN (19), TANEY COUNTY, MISSOURI.

TRACT 5:

ALL OF THE NORTHEAST QUARTER (NE 1/4) OF THE SOUTHWEST QUARTER (SW1/4) OF SECTION TWO (2), TOWNSHIP TWENTY-TWO (22), RANGE NINETEEN (19), TANEY COUNTY, MISSOURI.

continued on next page

TRACT 6:

THE SOUTHEAST QUARTER (SE1/4) OF THE SOUTHWEST QUARTER (SW1/4), SECTION TWO (2), TOWNSHIP TWENTY-TWO (22), RANGE EIGHTEEN (18), EAST OF THE GOVERNMENT FEE TAKE LINE, TANEY COUNTY, MISSOURI.

AND

ALL OF THE SOUTHEAST QUARTER (SE1/4) OF SECTION TWO (2), TOWNSHIP TWENTY-TWO (22), RANGE NINETEEN (19), TANEY COUNTY, MISSOURI.

AND

ALL OF LOTS 1 AND 2 OF THE NORTHEAST QUARTER (NE1/4) SOUTH OF THE GOVERNMENT FEE TAKE LINE AND CEDAR CREEK IN SECTION TWO (2), TOWNSHIP TWENTY-TWO (22), RANGE EIGHTEEN (18). TANEY COUNTY, MISSOURI.

TRACT 7:

ALL OF THE NORTH HALF (N1/2) OF THE NORTHEAST QUARTER (NE1/4) OF SECTION ELEVEN (11), TOWNSHIP TWENTY-TWO (22), RANGE NINETEEN (19), TANEY COUNTY, MISSOURI.

TRACT 8:

ALL OF THE SOUTHWEST QUARTER (SW1/4) OF THE NORTHEAST QUARTER (NE1/4) IN SECTION ELEVEN (11), TOWNSHIP TWENTY-TWO (22), RANGE NINETEEN (19), TANEY COUNTY, MISSOURI.

AND

ALL OF THE EAST 426.28 FEET OF THE SOUTHEAST QUARTER (SE1/4) OF THE NORTHWEST QUARTER (NW1/4); TANEY COUNTY, MISSOURI,

AND

AND THAT PART OF THE NORTHEAST QUARTER (NE1/4) OF THE SOUTHWEST QUARTER (SW1/4) OF SECTION ELEVEN (11), TOWNSHIP TWENTY-TWO (22), RANGE NINETEEN (19), DESCRIBED AS FOLLOWS: BEGINNING AT THE SOUTHEAST CORNER OF THE NORTHEAST QUARTER (NE1/4) OF THE SOUTHWEST QUARTER (SW1/4); THENCE SOUTH 87°10'36" WEST ALONG THE SOUTH LINE THEREOF A DISTANCE OF 1123.48 FEET TO THE EASTERLY RIGHT-OF-WAY LINE OF TANEY COUNTY STATE HIGHWAY KK; THENCE NORTH 20°31' WEST ALONG SAID RIGHT-OF-WAY LINE A DISTANCE OF 320.4 FEET; THENCE LEAVING SAID RIGHT-OF-WAY NORTH 87°36" EAST A DISTANCE OF 794.80 FEET; THENCE NORTH 2°46'22" WEST A DISTANCE OF 1035.00 FEET TO THE NORTH LINE OF THE NORTHEAST QUARTER (NE1/4) OF THE SOUTHWEST QUARTER (SW1/4) OF THE SAID SECTION ELEVEN (11); THENCE NORTH 86°50'00" EAST ALONG SAID NORTH LINE A DISTANCE OF 426.28 FEET TO THE NORTHEAST CORNER THEREOF; THENCE SOUTH 2°46'22" EAST ALONG THE EAST LINE OF THE NORTHEAST QUARTER (NE1/4) OF THE SOUTHWEST QUARTER (SW1/4) A DISTANCE OF 1342.80 FEET TO THE POINT OF BEGINNING. ALL IN SECTION ELEVEN (11), TOWNSHIP TWENTY-TWO (22), RANGE NINETEEN (19), TANEY COUNTY, MISSOURI.

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TRACT 9:

ALL OF THE SOUTHEAST QUARTER (SE 1/4) OF THE NORTHEAST QUARTER (NE 1/4) AND THE NORTHEAST QUARTER (NE1/4) OF THE SOUTHEAST QUARTER (SE 1/4) OF SECTION ELEVEN (11), TOWNSHIP TWENTY-TWO (22), RANGE NINETEEN (19). TANNEY COUNTY, MISSOURI.

TRACT 10:

ALL OF THE NORTH HALF (N1/2) OF THE NORTHWEST QUARTER (NW 1/4), OF SECTION TWELVE (12), TOWNSHIP TWENTY-TWO (22), RANGE NINETEEN (19), TANNEY COUNTY, MISSOURI,

AND

ALL OF THE NORTH HALF (N1/2) OF THE NORTHEAST QUARTER (NE 1/4) OF SECTION TWELVE (12), TOWNSHIP TWENTY-TWO (22), RANGE NINETEEN (19), EXCEPT THAT PART OF THE NORTHEAST QUARTER (NE1/4) OF THE NORTHEAST QUARTER (NE1/4) OF SECTION TWELVE (12) DESCRIBED AS FOLLOWS: BEGINNING AT A POINT ON THE SOUTH LINE OF SAID NORTHEAST QUARTER (NE1/4) OF THE NORTHEAST QUARTER (NE1/4) OF SECTION TWELVE (12) WHICH IS 210 FEET WEST OF THE SOUTHEAST CORNER OF SAID NORTHEAST QUARTER (NE1/4) OF THE NORTHEAST QUARTER (NE1/4); THENCE NORTH 420 FEET TO A POINT; THENCE WEST 1,110 FEET, MORE OR LESS, TO THE WEST LINE OF SAID NORTHEAST QUARTER (NE1/4) OF THE NORTHEAST QUARTER (NE1/4), THENCE EAST ALONG THE SOUTH LINE THEREOF TO THE POINT OF BEGINNING.

AND

ALL THAT PART OF THE SOUTHEAST QUARTER (SE1/4) OF THE NORTHEAST QUARTER (NE 1/4) OF SECTION TWELVE (12), TOWNSHIP TWENTY-TWO (22), RANGE NINETEEN (19) DESCRIBED AS FOLLOWS: BEGINNING AT THE INTERSECTION OF THE WEST RIGHT OF WAY LINE OF STATE HIGHWAY "M" AND THE NORTH LINE OF THE SAID SOUTH HALF OF LOT TWO (2) OF THE NORTHWEST QUARTER (NW 1/4) OF SECTION SEVEN (7); THENCE WEST ALONG THE SAID NORTH LINE THEREOF AND THE NORTH LINE OF SAID SOUTHEAST QUARTER (SE1/4) OF THE NORTHEAST QUARTER (NE1/4) OF SECTION TWELVE (12) TO A POINT ON THE NORTH LINE OF SAID SOUTHEAST QUARTER (SE1/4) OF THE NORTHEAST QUARTER (NE1/4) OF SECTION TWELVE (12) WHICH IS 210 FEET WEST OF THE NORTHEAST CORNER OF THE SAID SOUTHEAST QUARTER (SE1/4) OF THE NORTHEAST QUARTER (NE1/4) OF SECTION TWELVE (12); THENCE SOUTH A DISTANCE OF 420 FEET TO A POINT; THENCE EAST TO SAID WEST RIGHT OF WAY LINE OF STATE HIGHWAY "M"; THENCE NORTHERLY ALONG THE SAID WEST RIGHT OF WAY LINE OF STATE HIGHWAY "M" TO THE POINT OF BEGINNING.

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TRACT 11:
ALL OF THE SOUTHWEST QUARTER (SW1/4) OF THE NORTHWEST QUARTER (NW1/4) AND THE NORTHWEST QUARTER (NW1/4) OF THE SOUTHWEST QUARTER (SW1/4) OF SECTION TWELVE (12), TOWNSHIP TWENTY-TWO (22), RANGE NINETEEN (19), TANEY COUNTY, MISSOURI.

TRACT 12:
ALL OF THE NORTHWEST QUARTER (NW1/4) OF THE SOUTHEAST QUARTER (SE1/4) AND THE NORTHEAST QUARTER (NE1/4) OF THE SOUTHWEST QUARTER (SW1/4) IN SECTION TWELVE (12), TOWNSHIP TWENTY-TWO (22), RANGE NINETEEN (19), TANEY COUNTY, MISSOURI.

TRACT 13:
ALL OF THE SOUTHWEST QUARTER (SW 1/4) OF THE SOUTHWEST QUARTER (SW 1/4) OF SECTION TWELVE (12), TOWNSHIP TWENTY-TWO(22), RANGE NINETEEN (19), IN TANEY COUNTY, MISSOURI. SUBJECT TO A ROAD EASEMENT 30 FEET WIDE OFF OF THE NORTH SIDE THEREOF.

TRACT 14:
ALL OF THE SOUTHWEST QUARTER (SW1/4) OF THE SOUTHEAST QUARTER (SE 1/4) AND THE SOUTHEAST QUARTER (SE 1/4) AND THE SOUTHWEST QUARTER (SW 1/4) OF SECTION TWELVE (12), TOWNSHIP TWENTY-TWO (22), RANGE NINETEEN (19), TOGETHER WITH AN EASEMENT FOR ROAD RIGHT OF WAY GRANTED ACROSS THE FOLLOWING DESCRIBED LANDS: THE SOUTH HALF OF LOT TWO (2) OF THE NORTHWEST QUARTER (NW 1/4) LYING NORTH AND WEST OF STATE HIGHWAY "M" IN SECTION EIGHTEEN (18) TOWNSHIP TWENTY-TWO (22), RANGE EIGHTEEN (18), IN TANEY COUNTY, MISSOURI.

TRACT 15:
THE NORTHEAST QUARTER (NE1/4) OF THE NORTHWEST QUARTER (NW1/4). AND THE NORTH HALF OF THE NORTHEAST QUARTER (NE1/4); AND THAT PART OF THE SOUTHEAST QUARTER (SE1/4) OF THE NORTHEAST QUARTER (NE1/4) LYING NORTH AND WEST OF HIGHWAY "M" IN SECTION THIRTEEN (13), TOWNSHIP TWENTY-TWO (22), RANGE NINETEEN (19), TANEY COUNTY, MISSOURI.

TOGETHER WITH AN EASEMENT FOR ROAD RIGHT OF WAY GRANTED ACROSS THE FOLLOWING DESCRIBED LANDS; THE SOUTH HALF OF LOT (2) OF THE NORTHWEST QUARTER (NW1/4) LYING NORTH AND WEST OF HIGHWAY "M" IN SECTION EIGHTEEN (18), TOWNSHIP TWENTY-TWO (22), RANGE EIGHTEEN (18), TANEY COUNTY, MISSOURI.

III.C.1.

RECOMMENDED ACTION – Approval of the Second Amendment to Single Site Agreement – Joplin (Amendment) by and between SBA Structures, LLC and the Board of Governors of Missouri State University for the renewal, amendment, and supplementation of the current broadcast tower lease for KSMU-Joplin

The following resolution was moved by _____ and seconded by _____.

WHEREAS, the University current lease with SBA Structures Inc. for the purposes of transmitting KSMU programing to the Joplin, Missouri market is schedule to terminate on December 31, 2020; and

WHEREAS, the University has negotiated an amendment to the current lease which would renew the lease for a period of five (5) years with four (4) additional renewal options. The University may terminate any renewal by providing written notice within one-hundred twenty (120) days prior to the expiration of any renewal period.

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors for Missouri State University that the Amendment, attached hereto be approved, that the Vice President for Administrative Services be authorized to execute said Amendment, and any subsequent renewals and amendments thereof, on behalf of the Board of Governors.

VOTE: **AYE** _____

NAY _____

COMMENTS:

This is a long-standing lease, which provides tower space for KSMU in Joplin, Missouri. Annual expenditure for FY20 was \$9,855.36. All other terms of the original agreement terms remain unchanged, including the original four (4) percent annual rent increase.

AMENDMENT TO SINGLE SITE AGREEMENT-JOPLIN

THIS AMENDMENT TO SINGLE SITE AGREEMENT-JOPLIN (hereinafter "Amendment") is made as of _____, by and between **SBA STRUCTURES, LLC**, a Delaware limited liability company (hereinafter "Owner"), and **BOARD OF GOVERNORS OF MISSOURI STATE UNIVERSITY**, a Missouri public institution of higher education (hereinafter "Customer").

WHEREAS, Jack Garrison, an individual d/b/a Southwest Communications ("SW COMM") and Board of Governors of Southwest Missouri State University entered into a Single Site Agreement-Joplin dated December 22, 1999, as amended on August 23, 2012 (together, the "Agreement") pursuant to which Customer leases a portion of the tower site located at 6253 Glenn Ln, Joplin, Missouri 64804; and

WHEREAS, Jack Garrison, individually and d/b/a Southwest Communications and AAT Communications Corp., a New York corporation entered into an Assignment of Lease and a Bill of Sale both dated August 23, 2000; and

WHEREAS, AAT Communications Corp. and SBA Structures, Inc., a Florida corporation entered into an Assignment and Assumption Agreement dated October 31, 2006; and

WHEREAS, pursuant to Vernon's Annotated Missouri Statutes, Title XI. Education and Libraries, Chapter 174. State Colleges and Universities, 174.020 Names of State Colleges and Universities Board of Governors of Southwest Missouri State University changed its name to Board of Governors of Missouri State University; and

WHEREAS, SBA Structures, Inc. converted into Owner on December 31, 2012; and

WHEREAS, the Agreement is set to expire as of December 31, 2020 and the Owner and Customer desire and intend to renew, amend, and supplement the Agreement as provided herein.

WHEREAS, Owner and Customer desire and intend to amend and supplement the Agreement as provided herein.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereto covenant, agree and bind themselves to the following modifications to the Agreement:

1. Equipment as referenced in **Section 1** of the Agreement is hereby ratified in accordance with Exhibit 1-A – Antenna and Equipment List attached hereto and made a part of the Agreement.

2. **Section 5** of the Agreement is hereby amended as follows:

Effective as of January 1, 2021, this Agreement will be automatically renewed for four (4) additional terms (each a "Renewal Term") of five (5) years each, unless Customer provides Owner written notice of its intention not to renew not less than one hundred twenty (120) days prior to expiration of the then current Renewal Term.

3. **Section 18** of the Agreement is hereby amended to reflect Owner's current notice and rental payment addresses and Customer's current notice address as follows:

OWNER'S NOTICE ADDRESS:
SBA Structures, LLC
8051 Congress Avenue
2nd Floor
Boca Raton, FL 33487-1307
Attn: Site Administration
RE: MO20306-A-06/JOPLIN, MO

PAYMENT ADDRESS:
SBA Structures, LLC
PO Box 952448
St. Louis, MO 63195-2448
Attn: Accounts Receivable
RE: MO20306-A-06/JOPLIN, MO

Site ID: MO20306-A-06
Site Name: JOPLIN, MO

Customer Site ID:
Customer Site Name:

CUSTOMER'S NOTICE ADDRESS:

Board of Governors of Missouri State University
901 S. National Avenue
Attn: KSMU Radio
Springfield, MO 65897

- 4. The Customer's equipment information as set forth **Exhibit 1** – Site Information attached to the Agreement is hereby deleted in its entirety and replaced with Exhibit 1-A – Antenna and Equipment List attached hereto and made a part of the Agreement.
- 5. Capitalized terms not defined in this Amendment will have the meaning ascribed to such terms in the Agreement.
- 6. This Amendment will be governed by and construed and enforced in accordance with the laws of the state in which the Site is located without regard to principles of conflicts of law.
- 7. Except as specifically set forth in this Amendment, the Agreement is otherwise unmodified and remains in full force and effect and is hereby ratified and reaffirmed. In the event of any inconsistencies between the Agreement and this Amendment, the terms of this Amendment shall take precedence.
- 8. This Amendment shall be effective as of the date last executed by both parties.

IN WITNESS WHEREOF, Owner and Customer have executed this Amendment to Single Site Agreement-Joplin as of the date and year first above written.

Signed and acknowledged in
the presence of

OWNER: SBA STRUCTURES, LLC,
a Delaware limited liability company

Print Name: _____

Name: Alyssa Houlihan
Title: Vice President, Site Leasing

Print Name: _____

Date: _____

Signed and acknowledged in
the presence of:

**CUSTOMER: BOARD OF GOVERNORS OF
MISSOURI STATE UNIVERSITY,**
a Missouri public institution of higher
education

Print Name: _____

Name: Matt Morris
Title: Vice President for Administrative Services

Print Name: _____

Date: _____



Site ID: MO20306-A-06
Site Name: JOPLIN, MO

Customer Site ID:
Customer Site Name:

EXHIBIT 1-A

ANTENNA AND EQUIPMENT LIST

For the purpose of this Exhibit 1-A, all mounting heights are approximate.

| | | |
|---|-------------------------------|----------------------|
| Antennas: | Two (2) Total | |
| Quantity: | One (1) | One (1) |
| Type: | Two Bay FM | Receive Antenna |
| Dimensions: | 10' | TBD |
| Mounting Base: | 264' | TBD |
| Mounting Center: | 269.42' | 100' |
| Mounting Tip: | 274.42' | TBD |
| Mounting Orientation: | ____°; ____° & ____° | ____°; ____° & ____° |
| Mounting Downtilt: | ____° | ____° |
| Cable: | Two (2) Total | |
| Number of Lines: | One (1) | One (1) |
| Cable Type: | Coax | Unknown |
| Cable Size: | 1/2" | Unknown |
| Dishes: | N/A | |
| Tower Mounted Amplifiers (TMAs): | N/A | |
| Remote Radio Units (RRUs): | N/A | |
| RRU Modules: | N/A | |
| DC Surge Suppression Systems: | N/A | |
| Ground Space Requirements: | Approximately 6 square feet | |
| Provided By: | Customer | |
| Type: | Rack Space in Shelter | |
| Dimensions: | 2.5' x 2.5' | |
| ERP: | N/A | |
| Transmitter Operating Power: | N/A | |
| Generator: | N/A | |
| Frequencies: | Transmit: N/A Receive: N/A | |

III.D.1.

MISSOURI STATE UNIVERSITY

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> |
|----------------|--------------------------------------|----------------------|------------------|
| Nihar Sreepada | Assistant Professor Communication | \$53,000 annually | 08/16/21 |

(See Addendum A for Per Course Faculty Appointments)

(See Addendum B for Supplemental Payments)

(See Addendum C for Graduate Teaching Assistant Appointments)

RESIGNATIONS:

| <u>Name</u> | <u>Position-Department</u> | <u>Effective</u> |
|--------------|----------------------------|------------------|
| Robert Brown | Instructor Mathematics | 05/14/21 |

RETIREMENTS:

| <u>Name</u> | <u>Position-Department</u> | <u>Effective</u> |
|-------------------|--|------------------|
| Marilyn McCroskey | Professor Library (12-month appointment) | 10/31/20 |
| John Downing | Associate Professor Kinesiology | 12/11/20 |
| Stanley Leasure | Professor Finance & General Business | 12/11/20 |
| David Hough | Dean College of Education Professor Reading, Foundations & Technology (12-month appointment) | 01/31/21 |

Academic Personnel Board Actions, cont'd.

Page 2

| | | |
|-------------|--|----------|
| Jodie Adams | Practitioner-in-Residence Kinesiology | 05/14/21 |
|-------------|--|----------|

| | | |
|---------------|---|----------|
| Joseph Hughes | Professor Modern & Classical Languages | 05/14/21 |
|---------------|---|----------|

CHANGE OF STATUS:

| <u>Name</u> | <u>Position-Department</u> | <u>Action</u> | <u>Effective</u> |
|-------------------|---|---------------|------------------|
| Andrew Lokie | From: Director, Special Projects & Editor, e-Journal Office of the Provost Associate Professor Library To: Associate Professor Library | Status Change | 10/01/20 |
| Marilyn McCroskey | From: Professor Library To: Faculty Emeritus Library | Status Change | 11/01/20 |
| Pamela Sailors | From: Associate Dean College of Humanities & Public Affairs Professor Philosophy \$127,992 annually To: Associate Dean College of Humanities & Public Affairs Interim Department Head Sociology & Anthropology Professor Philosophy \$127,992 annually (\$2,000 monthly supplemental) | Status Change | 01/01/21 |

| | | | |
|-----------------|--|---------------|----------|
| Barri Tinkler | From: Associate Dean College of Education Interim Department Head Counseling, Leadership & Special Education Professor Reading, Foundations & Technology \$120,000 annually (\$833 monthly supplemental) To: Interim Dean College of Education Professor Reading, Foundations & Technology \$120,000 annually (\$1,667 monthly supplemental) | Status Change | 01/03/21 |
| John Downing | From: Associate Professor Kinesiology To: Faculty Emeritus Kinesiology | Status Change | 02/01/21 |
| David Hough | From: Dean College of Education Professor Reading, Foundations & Technology To: Faculty Emeritus Reading, Foundations & Technology | Status Change | 02/01/21 |
| Stanley Leasure | From: Professor Finance & General Business To: Faculty Emeritus Finance & General Business | Status Change | 02/01/21 |
| Jodie Adams | From: Practitioner-in-Residence Kinesiology To: Faculty Emeritus Kinesiology | Status Change | 08/01/21 |

Academic Personnel Board Actions, cont'd.

Page 4

Joseph Hughes

From: Professor
Modern & Classical Languages
To: Faculty Emeritus
Modern & Classical Languages

Status Change

08/01/21

Vote: _____ Yea
 _____ Nay

COMMENTS:

Nihar Sreepada, Assistant Professor, Communication

Ph.D. Texas Tech University, Expected 2021
M.Comm. Deakin University, 2017
B.Tech. Amrita University, 2014

Experience: 2019 – Present, Instructor of Record, Texas Tech University, Lubbock, Texas; 2018 – 2020, Research Assistant, Texas Tech University, Lubbock, Texas; 2019, Teaching Assistant, Texas Tech University, Lubbock, Texas; 2018, Lab Instructor & Teaching Assistant, Texas Tech University, Lubbock, Texas; 2016, Graduate Peer Mentor, Deakin University, Geelong, Australia.

ADDENDUM A

The following have been appointed as Per Course Faculty for the fall semester: August 17, 2020 through December 11, 2020.

| <u>Name</u> | <u>Department</u> | <u>Salary</u> |
|----------------------------|------------------------------------|---------------|
| Bergant, Amy | Modern & Classical Languages | \$2,448.00 |
| Douglas, Jean | Counseling Leadership & Special Ed | \$2,445.00 |
| Embree, David | Religious Studies | \$2,448.00 |
| Goyes, Duany | Reading Foundations & Technology | \$2,445.00 |
| Hayton, Magda | Religious Studies | \$5,508.00 |
| Hollandworth, Morgan | Psychology | \$2,445.00 |
| Huertas-Torres, Mariandine | Childhood Ed & Family Studies | \$1,630.00 |
| Johnson, Julie | Modern & Classical Languages | \$10,466.00 |
| Lane, Deborah | English | \$1,569.00 |
| Lewis, Darcy | Missouri State Outreach | \$2,448.00 |
| Owen, Carla | Childhood Ed & Family Studies | \$1,630.00 |
| Ramaley, Andrew | School of Anesthesia | \$6,400.00 |

The following have been appointed as Per Course Faculty for the spring semester: January 11, 2021 through May 14, 2021.

| <u>Name</u> | <u>Department</u> | <u>Salary</u> |
|-------------------------|----------------------------------|---------------|
| Aldrich, Donna | Reading Foundations & Technology | \$5,490.00 |
| Armstrong, Barrington | Foreign Language Institute | \$2,448.00 |
| Baker, Gina | Childhood Ed & Family Studies | \$2,445.00 |
| Bannen, Michael | Reading Foundations & Technology | \$4,575.00 |
| Bedell, Kenneth | Social Work | \$2,445.00 |
| Bekebrede, Matt | Hospitality Leadership | \$2,232.00 |
| Brocaille, Nicole | Psychology | \$4,890.00 |
| Brown, Bryan | Missouri State Outreach | \$5,508.00 |
| Buckle-Lamy, Susan | Childhood Ed & Family Studies | \$2,445.00 |
| Burton, Kathleen | Reading Foundations & Technology | \$1,630.00 |
| Busch, David | Art & Design | \$2,448.00 |
| Carr, Norman | Reading Foundations & Technology | \$1,630.00 |
| Choate, Lenetta | Psychology | \$5,490.00 |
| Christiansen, Ashley | Psychology | \$2,745.00 |
| Chyet, Michael | Foreign Language Institute | \$2,754.00 |
| Clayton, Penny | Finance & General Business | \$8,000.00 |
| Clutter, Cynthia | Reading Foundations & Technology | \$3,260.00 |
| Cornelius-White, Cecily | Psychology | \$2,745.00 |

Academic Personnel Board Actions, cont'd.

Page 7

| | | |
|----------------------------|------------------------------------|------------|
| Cranston, Chelsea | Communication Sciences & Disorders | \$2,445.00 |
| Datema, Mary | Childhood Ed & Family Studies | \$3,260.00 |
| Davis, Sarah | Childhood Ed & Family Studies | \$4,890.00 |
| Davis-Sneed, Dollie | Childhood Ed & Family Studies | \$3,260.00 |
| Deane-Downing, Alexis | Hospitality Leadership | \$2,058.00 |
| Denzer, Tricia | Psychology | \$2,445.00 |
| Djordjevic, Vladan | Art & Design | \$4,896.00 |
| Dubinsky, Julie | Finance & General Business | \$6,600.00 |
| Dudley, Kelly | Social Work | \$2,445.00 |
| Duprey, Laura | Art & Design | \$2,754.00 |
| Eutsler, Tabitha | Childhood Ed & Family Studies | \$2,445.00 |
| Falconer, Stella | Public Health and Sports Medicine | \$2,445.00 |
| Farha, Nicholas | Reading Foundations & Technology | \$5,490.00 |
| Frauenhoffer, Megan | Art & Design | \$3,162.00 |
| Gentile, Federica Wanda | College of Hum & Pub Affairs | \$2,499.00 |
| | Foreign Language Institute | \$2,448.00 |
| Goodale, Deborah | Finance & General Business | \$6,600.00 |
| Groves, Gregory | Finance & General Business | \$4,250.00 |
| Hanson, David | Reading Foundations & Technology | \$2,445.00 |
| Hardy, Molly | Communication | \$2,754.00 |
| Hart, Michelle | Graduate College | \$3,000.00 |
| Haynes, Heather | History | \$2,448.00 |
| Hayter, Rachel | Social Work | \$2,445.00 |
| Heriford, Anna | Communication Sciences & Disorders | \$4,890.00 |
| Hoffman-Mentle, Jennifer | Social Work | \$4,890.00 |
| Hogan, Joy | Kinesiology | \$1,596.00 |
| Hsieh, Shen | Art & Design | \$4,896.00 |
| Huertas-Torres, Mariandine | Childhood Ed & Family Studies | \$1,630.00 |
| Hurley, Laura | Childhood Ed & Family Studies | \$2,445.00 |
| Jackson, Wendy | Social Work | \$2,445.00 |
| Jo, Yoojin | Foreign Language Institute | \$4,896.00 |
| Johnson, Joshua | Art & Design | \$4,896.00 |
| Johnson, Rachel | Art & Design | \$2,754.00 |
| Jones, Nathaniel | Communication | \$2,145.00 |
| Jordan, Billy | Communication | \$4,335.00 |
| Keller, Ted | Missouri State Outreach | \$4,240.00 |
| Kent, Jennifer | Social Work | \$2,445.00 |
| Knight, Jack | Political Science | \$6,308.00 |
| Knox, Kevin | Social Work | \$2,445.00 |
| Land, Andrea | Art & Design | \$3,162.00 |
| Lansdown, Lynn | History | \$4,896.00 |

Academic Personnel Board Actions, cont'd.

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| | | |
|-----------------------|-----------------------------------|-------------|
| Limon Lopez, Estevan | Psychology | \$5,490.00 |
| Martin, Erin | Psychology | \$5,490.00 |
| Massey, Dallas | Biomedical Sciences | \$2,850.00 |
| McClure, Patrick | Missouri State Outreach | \$2,448.00 |
| McCord, Raymond | Art & Design | \$2,448.00 |
| Meyers, Sandra | Finance & General Business | \$8,000.00 |
| Miller, Kyle | History | \$2,754.00 |
| Mitchell, Jennifer | History | \$2,448.00 |
| Mitchell, Misty | Kinesiology | \$2,100.00 |
| Moore, Cynthia | Art & Design | \$6,324.00 |
| Moore, Paul | Public Health and Sports Medicine | \$6,000.00 |
| Mulvenon, James | Art & Design | \$4,896.00 |
| Murdock, Rachel | Psychology | \$2,445.00 |
| Nichols, Kelley | Finance & General Business | \$4,000.00 |
| O'Neal, Stephanie | History | \$2,448.00 |
| Opitz, Matthew | History | \$2,448.00 |
| O'Quinn, Cady | Kinesiology | \$1,862.00 |
| Owen, Carla | Childhood Ed & Family Studies | \$1,630.00 |
| Patterson, Jane | Finance & General Business | \$9,000.00 |
| Perryman, Amber | Reading Foundations & Technology | \$2,445.00 |
| Pettijohn, James | Finance & General Business | \$11,572.00 |
| Phillips, Lindsay | Childhood Ed & Family Studies | \$2,445.00 |
| Phillips, Melanie | Communication | \$4,290.00 |
| Pilkenton, Andrew | Art & Design | \$2,448.00 |
| Polallis, Neal | Art & Design | \$4,896.00 |
| Posey, Julie | Social Work | \$2,445.00 |
| Reedy, Austin | Communication | \$2,145.00 |
| Reynolds, Todd | Art & Design | \$4,896.00 |
| Rice, Phillip | History | \$2,754.00 |
| Robinson, Shannon | Reading Foundations & Technology | \$4,575.00 |
| Robinson, Tucker | Communication | \$4,290.00 |
| Rodrigues, Herbert | Sociology & Anthropology | \$3,000.00 |
| Rosen, MEGANNE | Art & Design | \$2,754.00 |
| Salloum, Georget | Foreign Language Institute | \$4,896.00 |
| Satterfield, Michelle | Childhood Ed & Family Studies | \$2,445.00 |
| Schekorra, Jonathan | Marketing | \$3,300.00 |
| Senter, Pamela | Art & Design | \$6,324.00 |
| Sheets-McKeag, Sarah | Art & Design | \$4,896.00 |
| Sims, Trenton | Political Science | \$3,000.00 |
| Smith, Sharina | Finance & General Business | \$8,000.00 |
| Smith, Susan | Political Science | \$6,000.00 |

Academic Personnel Board Actions, cont'd.

Page 9

| | | |
|-------------------|----------------------------------|------------|
| Steiger, Julie | Reading Foundations & Technology | \$915.00 |
| Sutherland, Kelly | Childhood Ed & Family Studies | \$2,745.00 |
| Taylor, Kerra | Art & Design | \$2,448.00 |
| Thomas, Eloise | Psychology | \$2,745.00 |
| Thomas, Matthew | Art & Design | \$4,896.00 |
| Triola, Matthew | Hospitality Leadership | \$5,088.00 |
| Tsahiridis, Peter | History | \$2,448.00 |
| Tyson, Garrett | Political Science | \$3,000.00 |
| Wagler, Justin | Art & Design | \$2,448.00 |
| Wallenburg, Roger | Finance & General Business | \$3,300.00 |
| Waters, Teresa | Childhood Ed & Family Studies | \$2,445.00 |
| Welker, Lydia | Missouri State Outreach | \$2,448.00 |
| Westphal, Leonard | Communication | \$2,145.00 |
| | Psychology | \$2,745.00 |
| Williams, Kirby | Psychology | \$2,445.00 |
| Yu, Hae Min | Childhood Ed & Family Studies | \$3,660.00 |

ADDENDUM B**Supplemental payment for teaching assignments:**

| <u>Name</u> | <u>Department</u> | <u>Salary</u> |
|----------------------|----------------------------------|---------------|
| Amberg, Richard | Media Journalism & Film | \$1,553.00 |
| Bajalan, Djene | History | \$4,291.00 |
| Derrick, Laura | Technology & Construction Mgmt | \$3,000.00 |
| Flannery, Timothy | Economics | \$1,945.00 |
| Francka, Samantha | Marketing | \$4,000.00 |
| Frederick, Dana | Study Away | \$3,506.00 |
| Gonzalez, Alexis | English | \$2,448.00 |
| Gordon, Nancy | Reading Foundations & Technology | \$2,745.00 |
| Hallgren, Deanna | Childhood Ed & Family Studies | \$3,260.00 |
| Hass, Aida | Criminology & Criminal Justice | \$2,132.00 |
| Heinlein, Kurt | Theatre & Dance | \$1,910.00 |
| Horton, Leonard | Media Journalism & Film | \$1,354.00 |
| Inman, Joshua | Social Work | \$2,445.00 |
| Irons, Chrystal | Marketing | \$3,300.00 |
| Johns, Justin | Social Work | \$2,445.00 |
| Johnson, David | Biomedical Sciences | \$1,000.00 |
| Jones, Steven | Reading Foundations & Technology | \$4,030.00 |
| Kane, Thomas | Graduate College | \$5,992.00 |
| Kyle, Michael | Criminology & Criminal Justice | \$4,875.00 |
| LaPrade, Jennifer | Criminology & Criminal Justice | \$1,625.00 |
| Leas, Brian | Kinesiology | \$2,367.00 |
| Lewellen, Ashleigh | Kinesiology | \$4,200.00 |
| Miller, Charles | English Language Institute | \$2,400.00 |
| Nordyke, Cathy | Childhood Ed & Family Studies | \$2,745.00 |
| Rabon, John | Economics | \$3,873.00 |
| Rector, Paula | Criminology & Criminal Justice | \$1,239.00 |
| Rugutt, Joseph | Reading Foundations & Technology | \$2,745.00 |
| Sandel, William | Criminology & Criminal Justice | \$1,625.00 |
| Saxon, Caryn | Criminology & Criminal Justice | \$1,196.00 |
| Suttmoeller, Michael | Criminology & Criminal Justice | \$1,799.00 |
| Templeton, Mark | Theatre & Dance | \$2,601.00 |
| Thomas, Kyle | Theatre & Dance | \$2,550.00 |
| Twibell, Andrew | Media Journalism & Film | \$1,380.00 |
| Walters, Heather | Communication | \$1,134.00 |
| Weaver, Margaret | English | \$5,575.00 |
| White, Timothy | Media Journalism & Film | \$1,572.00 |

Yarckow-Brown, Ivy

Criminology & Criminal Justice

\$1,200.00

ADDENDUM C

The following have been appointed as Graduate Teaching Assistants for the academic year: August 10, 2020 through May 14, 2021.

| <u>Name</u> | <u>Department</u> | <u>Salary</u> |
|--------------|---------------------|---------------|
| Choi, Boyoon | Music | \$5,440.00 |
| Lee, Inyeong | Biomedical Sciences | \$8,940.00 |
| Wei, Jiaxiao | Mathematics | \$8,940.00 |

The following have been appointed as Graduate Teaching Assistants for the spring semester: January 4, 2021 through May 14, 2021.

| <u>Name</u> | <u>Department</u> | <u>Salary</u> |
|---------------------|------------------------------|---------------|
| Baird, Michael | Geography Geology & Planning | \$4,470.00 |
| Davenport, Victoria | Biology | \$4,470.00 |
| Girgin, Autumn | Media, Journalism & Film | \$5,440.00 |
| Harris, Anthony | Computer Science | \$5,440.00 |
| Hinds, Jeremiah | Media, Journalism & Film | \$5,440.00 |
| Lundien, Hannah | Chemistry | \$4,470.00 |
| Miller, Alexis | Chemistry | \$5,440.00 |
| Prado, Megan | Chemistry | \$4,470.00 |
| Worthley, Devyn | Biology | \$4,470.00 |

III.D.2.

MISSOURI STATE UNIVERSITY

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> |
|------------------|---|--------------|----------------------|------------------|
| Alyssa Bowers | Admissions Counselor Office of Admissions | 41 | \$30,826 annually | 10/05/20 |
| Nia Morgan | Mental Health Clinician Counseling Center | 44 | \$43,000 annually | 10/19/20 |
| Samuel Faulkner | Centralized User Support Specialist Computer Services | 33 | \$43,804 annually | 10/20/20 |
| Patrick Iver | Coordinator, Residence Life Information Technology Residence Life, Housing & Dining Services | 34 | \$54,000 annually | 10/26/20 |
| Edgar Lenzy | Custodian I Custodial Services | 21 | \$23,941 annually | 11/16/20 |
| Melissa Morelock | Custodian I Custodial Services | 21 | \$23,941 annually | 11/16/20 |
| Tramain Thomas | Assistant Coach Intercollegiate Athletics | UN | \$55,000 annually | 11/16/20 |
| Charles Oney | Heating, Ventilation & Air Conditioning Mechanic Facilities Maintenance | 26 | \$37,502 annually | 11/17/20 |
| Daniel LaPalm | Assistant Director Campus Recreation – Recreational Sports Campus Recreation | 42 | \$37,795 annually | 12/07/20 |
| Kennedy Englert | Graphic Designer-Editorial & Design Services Editorial & Design Services | 42 | \$39,000 annually | 01/04/21 |

RESIGNATIONS:

| <u>Name</u> | <u>Position-Department</u> | <u>Effective</u> |
|------------------|---|------------------|
| William Gay | Assistant Coach Intercollegiate Athletics | 09/29/20 |
| Karishma Agarwal | Clinical Education Manager Southwest Missouri Area Health Education Center | 10/02/20 |
| Stephanie East | Senior Pharmacy Technician Magers Health & Wellness Center | 10/02/20 |
| Aaliyah Williams | Assistant Teacher Child Development Center | 10/02/20 |
| Seth Dotson | Custodian I Plaster Student Union – Custodial | 10/13/20 |
| Tyrone Ellison | Custodian I Custodial Services | 10/30/20 |
| Mallory Weber | Head Athletics Coach Intercollegiate Athletics | 10/31/20 |
| Mark Bonham | Assistant Technical Director John Q. Hammons Arena | 11/06/20 |
| Paul Bridges | Boiler Fireman Facilities Maintenance | 11/09/20 |
| Brittany Lincks | Financial Aid Technician Student Employment | 11/13/20 |
| Lindsay Freres | Assistant Teacher Child Development Center | 11/24/20 |
| Jeremiah Schutte | Campus Safety Specialist University Safety | 11/26/20 |

RETIREMENTS:

| <u>Name</u> | <u>Position-Department</u> | <u>Effective</u> |
|-------------------|---|------------------|
| Holly Robison | Administrative Specialist II Learning Diagnostic Clinic | 08/31/20 |
| Bruce Altic | Custodian I Residence Life, Housing & Dining Services | 09/30/20 |
| Jennifer Hames | Administrative Assistant III Greenwood Laboratory School | 09/30/20 |
| David Caravella | Operations Coordinator Faculty Center for Teaching, Leading & Learning | 12/31/20 |
| Thomas Cardwell | Boiler Operator/Fireman Facilities Maintenance | 12/31/20 |
| Teresa Carl | Academic Administrative Assistant II Management | 12/31/20 |
| Ronald Davis | Custodian I Residence Life, Housing & Dining Services | 12/31/20 |
| Addie Douglas | Custodial Foreman Campus Recreation | 12/31/20 |
| Brenda Stewart | Executive Assistant III International Programs | 12/31/20 |
| Carla Stock | Accounting Technician Bursar's Office | 12/31/20 |
| Elizabeth Elliott | Academic Administrative Assistant I Physician Assistant Studies | 02/28/21 |

DECEASED:

| <u>Name</u> | <u>Position-Department</u> | <u>Effective</u> |
|-------------|---|------------------|
| Jason Rhea | Assistant Director, Facilities Management, Grounds Facilities Management | 10/22/20 |

LEAVE WITHOUT PAY:

| <u>Name</u> | <u>Position-Department</u> | <u>Effective</u> |
|----------------|----------------------------|------------------|
| Tyrone Ellison | Custodian I | 09/08/20 |
| | Custodial Services | 12/08/20 |

CHANGE OF STATUS:

| <u>Name</u> | <u>Position-Department</u> | <u>Action</u> | <u>Effective</u> |
|-------------------|--|---------------|------------------|
| Deborah Gallion | From: Director of Marketing & Promotions Juanita K. Hammons Hall for Performing Arts To: Staff Emeritus Juanita K. Hammons Hall for Performing Arts | Status Change | 06/01/20 |
| Nancy Mills | From: Administrative Assistant II Juanita K. Hammons Hall for Performing Arts To: Staff Emeritus Juanita K. Hammons Hall for Performing Arts | Status Change | 07/01/20 |
| Ann Orzek | From: Mental Health Clinician Counseling Center To: Staff Emeritus Counseling Center | Status Change | 09/01/20 |
| Holly Robison | From: Administrative Specialist II Learning Diagnostic Clinic To: Staff Emeritus Learning Diagnostic Clinic | Status Change | 09/01/20 |
| Christine Edwards | From: Library Associate I Library GR 13, \$32,638 annually To: Administrative Specialist II Library GR 12, \$32,638 annually | Status Change | 09/22/20 |

Non-academic Personnel Board Actions, cont'd.

Page 5

| | | | |
|------------------|---|--------------------------------------|----------|
| Jane Henke | From: Mental Health Clinician – Victim Services & Advocacy Specialist Counseling Center GR 44, \$37,490 annually (10-month position) To: Mental Health Clinician Counseling Center GR 44, \$43,000 annually (10-month position) | Status Change & Salary Adjustment | 10/01/20 |
| Ashley Reece | From: Title IX Investigator Legal Affairs & Compliance To: Deputy Title IX Coordinator Legal Affairs & Compliance | Title Change | 10/01/20 |
| Jason Smith | From: Custodian I Custodial Services GR 21, \$23,940 annually To: Campus Safety Specialist University Safety GR 24, \$28,392 annually | Promotion | 10/05/20 |
| Jeffery Chambers | From: Grounds Foreman Facilities Management GR 24, \$35,546 annually To: Acting Assistant Director of Facilities Management, Grounds GR 24, \$35,546 annually (Additional \$9.31 an hour) | Status Change | 10/12/20 |
| Yan Gao | From: Accountant Financial Services GR 42, \$37,662 annually To: Senior Accountant – Analyst Financial Services GR 44, \$47,000 annually | Promotion | 11/03/20 |

Non-academic Personnel Board Actions, cont'd.

Page 6

| | | | |
|-----------------|---|--------------------------------------|----------|
| Margaret Osler | From: Residence Hall Receptionist Residence Life, Housing & Dining Services GR 10, \$23,941 annually To: Administrative Assistant I Broadcast Services GR 11, \$27,997 annually | Promotion | 11/11/20 |
| Kelly Caldwell | From: Custodian I Residence Life, Housing & Dining Services GR 21, \$24,396 annually To: Custodian I Custodial Services GR 21, \$24,396 annually | Transfer | 11/16/20 |
| Tammy Dixon | From: Mental Health Clinician Counseling Center GR 44, \$51,660 annually To: Assistant Director Counseling Center GR 45, \$63,500 annually | Promotion | 11/16/20 |
| Tracey Epperson | Boiler Fireman Facilities Management From: GR 25, \$34,204 annually To: GR 25, \$35,006 annually | Salary Adjustment | 11/16/20 |
| David Fortney | From: Maintenance General Mechanic Facilities Maintenance GR 25, \$33,613 annually To: Boiler Fireman Facilities Maintenance GR 25, \$35,006 annually | Status Change & Salary Adjustment | 11/16/20 |

Non-academic Personnel Board Actions, cont'd.

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| | | | |
|-------------------|--|--------------------------------------|----------------------|
| Karen Grosso | From: Assistant Director TRIO – Student Support Services TRIO GR 43, \$47,254 annually To: Director – TRIO, Student Support Services TRIO GR 43, \$56,254 annually | Status Change & Salary Adjustment | 11/16/20 07/31/21 |
| Heather Moore | From: Executive Assistant I College of Business GR 12, \$37,190 annually To: Academic Advisor, College of Business Graduate Program College of Business GR 43, \$40,000 annually | Promotion | 11/16/20 |
| Ryan Owrey | From: Assistant Director TRIO – Upward Bound TRIO GR 42, \$35,665 annually To: Director, TRIO Upward Bound TRIO GR 43, \$44,665 annually | Promotion | 11/16/20 08/31/22 |
| Melissa Stackpole | From; Custodian I Residence Life, Housing & Dining Services GR 21, \$24,398 annually To: Custodian I Custodial Services GR 21, \$24,398 annually | Transfer | 11/16/20 |
| Julia Baer | International Services Coordinator International Services From: GR 41, \$29,475 annually (75% FTE) To: GR 41, \$39,300 annually (100% FTE) | Status Change | 01/01/21 |

Non-academic Personnel Board Actions, cont'd.

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| | | | |
|-----------------|---|---------------|----------|
| David Caravella | From: Operations Coordinator Faculty Center for Teaching, Leading & Learning To: Staff Emeritus Faculty Center for Teaching, Leading & Learning | Status Change | 01/01/21 |
| Teresa Carl | From: Academic Administrative Assistant II Management To: Staff Emeritus Management | Status Change | 01/01/21 |
| Natalie McNish | From: Senior Internal Auditor Internal Audit & Risk Management GR 45, \$70,150 annually To: Interim Director Internal Audit & Risk Management GR 45, \$70,150 annually (\$2,000 monthly supplemental) | Status Change | 01/01/21 |
| Brenda Stewart | From: Executive Assistant III International Programs To: Staff Emeritus International Programs | Status Change | 01/01/21 |
| Carla Stock | From: Accounting Technician Bursar's Office To: Staff Emeritus Bursar's Office | Status Change | 01/01/21 |

Vote: Yea
 Nay

III.E.1.

RECOMMENDED ACTION - Approval of Actions Concerning Non-Academic Employees.

The following resolution was moved by _____ and seconded by _____ :

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

APPOINTMENT:

| <u>Name</u> | <u>Position-Department</u> | <u>Grade</u> | <u>Salary</u> | <u>Effective</u> |
|--------------------|--|--------------|----------------------|------------------|
| Susannah R. Kelley | Assistant Volleyball Coach WP Women's Athletics | UN | \$38,000 Annually | 11/9/2020 |

CHANGE OF STATUS:

| <u>Name</u> | <u>Position-Department</u> | <u>Action</u> | <u>Effective</u> |
|--------------------------|---|---------------|------------------|
| Sylvia D. Kuhlmeier | From: Director of Library Services WP Garnett Library To: Staff Emeritus WP Garnett Library | Status Change | 06/16/2020 |
| Deborah E. Martin | From: Administrative Assistant II WP Development To: Staff Emeritus WP Development | Status Change | 06/16/2020 |
| Frankie Charlene Murrell | From: Administrative Specialist II WP Financial Aid To: Staff Emeritus WP Financial Aid | Status Change | 06/16/2020 |
| Margie A. Griffin | From: Executive Assistant I WP Academic Administration To: Staff Emeritus WP Academic Administration | Status Change | 11/13/2020 |

VOTE: **AYE** _____

NAY _____

IV.A.

RECOMMENDED ACTION – Approval of a resolution to acknowledge the Board of Governors Citizen Scholar Award Recipients

The following resolution was moved by _____ and seconded by _____.

WHEREAS, the Missouri State University Board of Governors wishes to encourage and recognize outstanding students; and

WHEREAS, the Board of Governors Citizen Scholar Award has been established to honor students each year who exemplify both academic success and the Public Affairs mission of the University; and

WHEREAS, the intent of the Citizen Scholar Award is to identify and recognize students who met criteria that included Ethical Leadership, Cultural Competence, and Community Engagement.

NOW THEREFORE, BE IT RESOLVED that the following students be approved as Citizen Scholars for 2020-2021 and that their names be added to the Citizen Scholar Wall.

- James Cayley
- Aye Darter
- Allison Garrett
- Sarah Gray
- Rachael Ingram
- Lyndsey Parker

VOTE: **AYE** _____

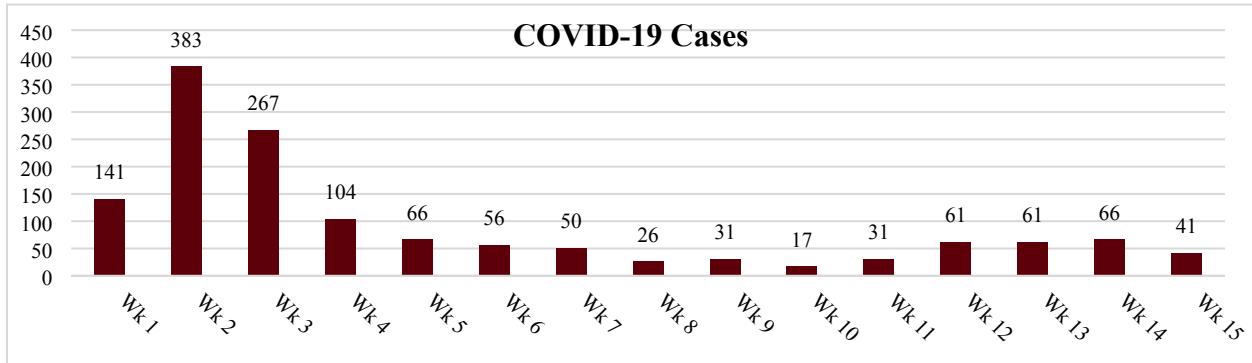
NAY _____

Comments: The Citizen Scholar Award recipients were selected by the Citizen Scholars Sub-Committee of the Board of Governors at a meeting held on October 9, 2020 and are recommended for approval by the Board of Governors at the December 10, 2020 meeting. These individuals were selected from a pool of seventeen (17) nominees.

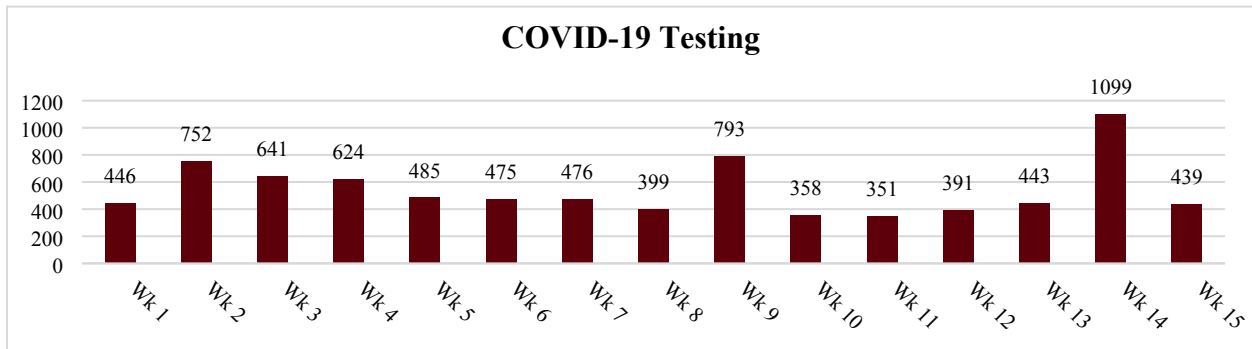
VI.B.

COVID-19 UPDATE

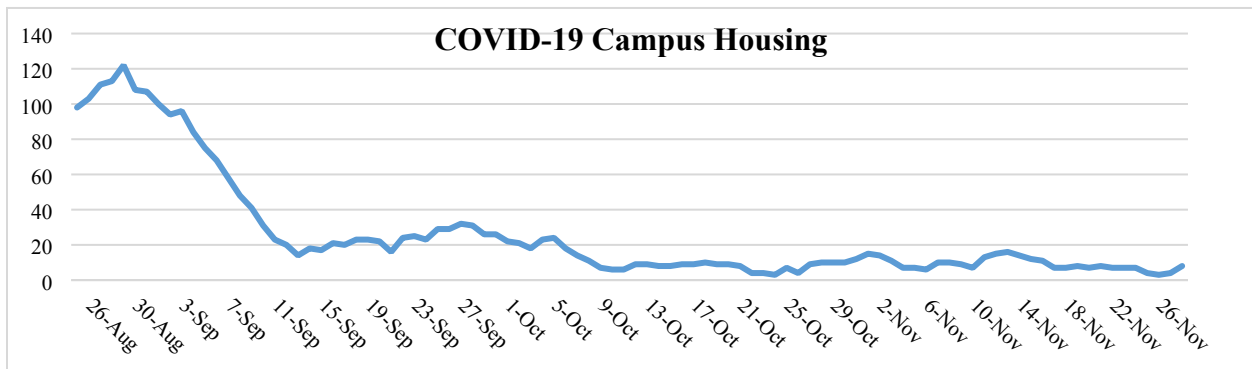
In recent weeks the number of COVID-19 cases on campus has increased from its low mark set in the tenth week of the semester. However, the overall trend for the semester continues to show a substantial decline.



The number of COVID-19 tests administered declined among symptomatic individuals as the campus spread of coronavirus declined. Spikes in testing numbers are attributable to periodic spurts in surveillance or convenience testing of asymptomatic individuals.



The demand for campus quarantine and isolation housing has also declined during the semester.



Since the last Board of Governors meeting the university has eliminated [the COVID-19 Work and Compensation Policy](#) and updated five other temporary policies:

- [COVID-19 Masking Policy](#)
- [COVID-19 Testing Policy](#)
- [COVID-19 Emergency Paid Leave Policy](#)
- [Events Policy](#)
- [Return-to-Campus and Travel Policy](#)

MISSOURI STATE BY THE NUMBERS

Our 26,000+ students can explore a wide range of well-established academic programs. They find a welcoming, supportive campus.

26,016

students enrolled in the Missouri State University system in fall 2020

24,163

students enrolled on the Springfield campus in fall 2020

1,922

students enrolled on the West Plains campus in fall 2020 — 69 students are enrolled in classes on both campuses

7.3%

increase in enrollment from underrepresented racial and ethnic groups from fall 2019 to fall 2020

3,985

graduate students in fall 2020 — a record

1,529

students from outside the U.S.

98

bachelor's degree programs with 170+ options

74

graduate degree programs with 100+ options

156

graduate and undergraduate certificate programs

51

fully online degree and certificate programs

5,695

degrees and certificates awarded in the 2019-20 academic year

134,000+

Missouri State University graduates and former students living and working around the world

3,795

employees on the MSU campuses

\$29 million+

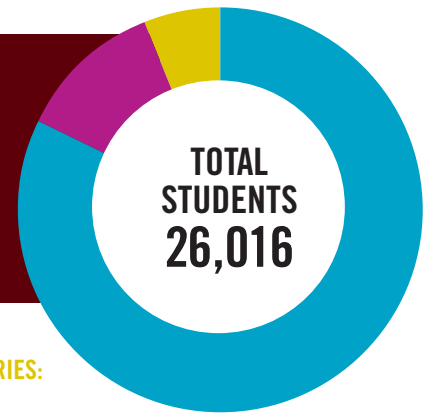
in grants and external funding last year to support university research, education and projects

\$348 million

raised since 1981 by the Missouri State Foundation to support the university

WHERE ARE MSU STUDENTS FROM?

The fall 2020 official enrollment reports are based on enrollment at the end of the designated census day in September 2020.

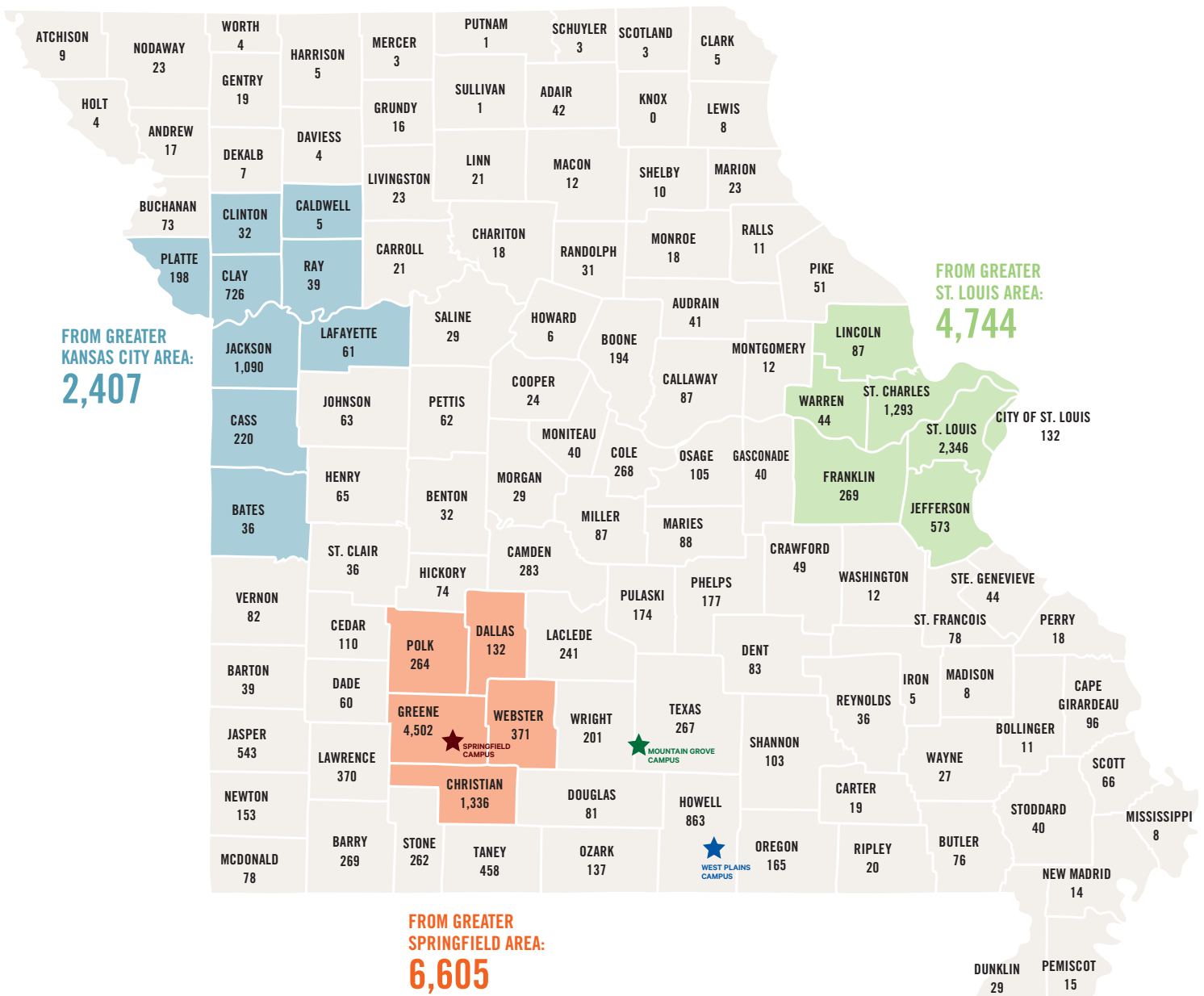


82.2% FROM MISSOURI:
21,392

11.9% FROM OTHER U.S. STATES:
3,095

5.9% FROM OTHER COUNTRIES:
1,529

80+ foreign countries are represented.

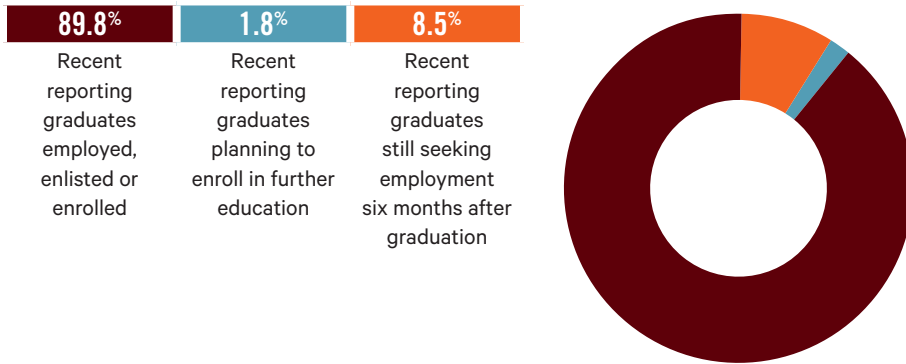


MISSOURI STATE KEEPS COSTS WITHIN REACH

College is a major investment. Missouri State's philosophy is that a quality education should be within the financial reach of all students. MSU's total costs are lower than most other universities in the state and well below the national average. MSU also has an emphasis on helping graduates get good jobs.

MSU GRADUATES JOIN THE WORKFORCE

Source: Information reported in January 2020 regarding graduates during the 2018-19 academic year using National Association of College and Employers (NACE) standards and protocols



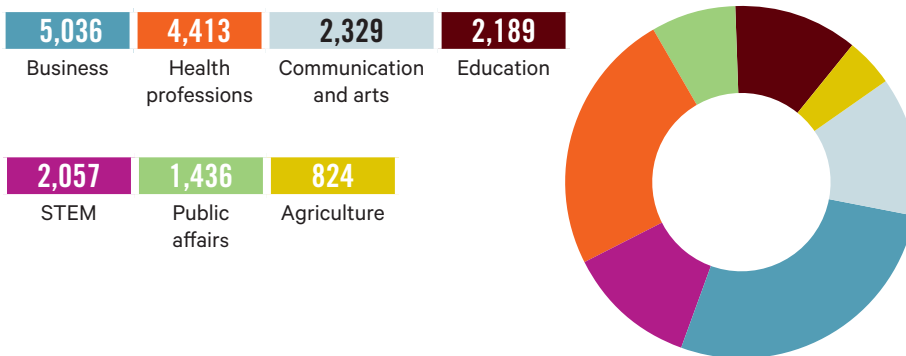
TUITION AT MISSOURI STATE IS IN THE LOWEST THIRD OF ALL MISSOURI PUBLIC UNIVERSITIES

Missouri Department of Higher Education and Workforce Development (<https://dhwed.mo.gov/data/tuitionandfees.php>)

| INSTITUTION | 2020-21 |
|--------------------------------------|----------------|
| U of Missouri–St. Louis | \$11,142 |
| Missouri U of Science and Technology | \$10,660 |
| U of Missouri–Kansas City | \$10,635 |
| Northwest Missouri State U | \$10,625 |
| U of Missouri–Columbia | \$10,573 |
| U of Central Missouri | \$8,306 |
| Truman State U | \$8,299 |
| Lincoln U | \$8,083 |
| Southeast Missouri State U | \$8,033 |
| Missouri State U | \$7,938 |
| Missouri Southern State U | \$7,462 |
| Missouri Western State U | \$7,453 |
| Harris-Stowe State U | \$6,234 |

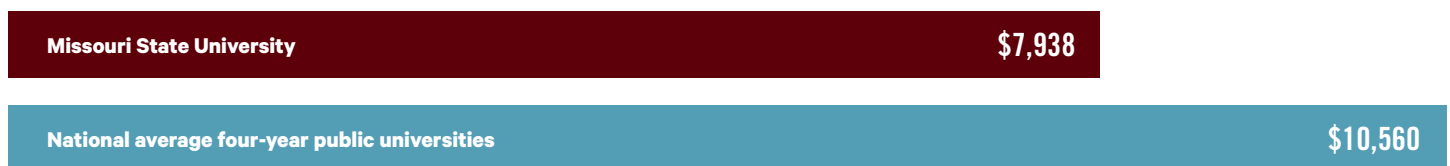
PREPARING STUDENTS FOR HIGH-DEMAND OCCUPATIONS

Source: Missouri State fall semester 2020 census enrollment figures



COMPARISON OF MSU AND NATIONAL UNDERGRADUATE IN-STATE TUITION AND FEES

Sources: College Board (<https://research.collegeboard.org/trends/college-pricing>)
Missouri Department of Higher Education and Workforce Development (<https://dhwed.mo.gov/data/tuitionandfees.php>)

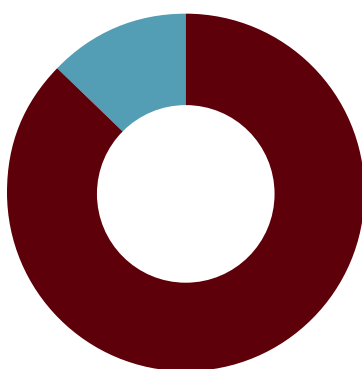


COVID-19 FISCAL IMPACTS

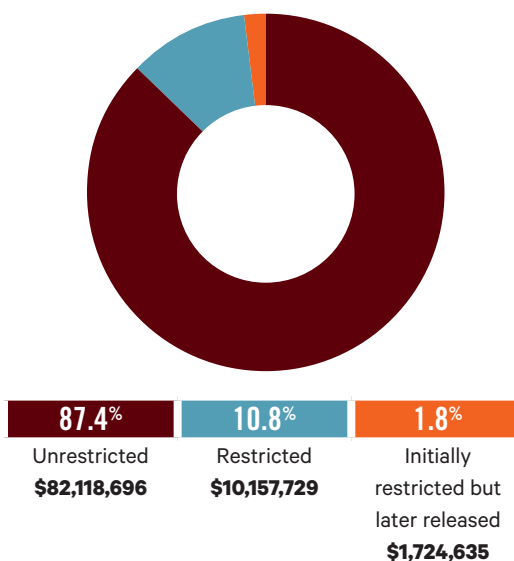
FY20 AND FY21 FUNDING RESTRICTIONS

\$22 million of MSU's core operating appropriation has been withheld due to budget impacts of the pandemic.

FY2020 core operating appropriation — \$94,001,060



FY2021 core operating appropriation — \$94,001,060



OTHER FISCAL IMPACTS

MSU has incurred millions of dollars in expenses and lost revenue related to the pandemic.

- Room and board refunds in spring 2020.
- Loss of summer 2020 camps, housing and student fees.
- Loss of athletics events, concerts and shows.
- Renting space to quarantine students.
- COVID-19 testing for students, faculty and staff.
- Personal protective equipment.
- Technology to facilitate remote delivery of classes and work-from-home.
- Facility and staffing modifications to facilitate social distancing.
- Changes to cleaning protocols including purchasing new equipment and supplies.
- Expenses to enhance services, supplies and equipment at Magers Health and Wellness Center.

UNIVERSITY RESPONSE

The university managed these fiscal impacts by cutting expenses. The university also received CARES Act funds to pay for some expenses related to COVID-19. Ways in which we responded include:

- Freezing more than 90 open positions.
- Halting 133 facility projects.
- Moving more than 160 staff to 2/3 pay during spring and summer 2020.
- Reducing engagement of part-time workers.
- Eliminating the faculty online course compensation incentive.
- Executive pay cuts for May and June 2020.
- Canceling all events through June 2020 and many thereafter.
- Closing most campus buildings during spring and summer 2020.
- Reducing travel.
- Spending reserves.
- Spending CARES Act funds.

MISSOURI STATE UNIVERSITY PRIORITIES

LEGISLATIVE PRIORITY: CORE RESTORATION

In Fiscal Year 2020 and Fiscal Year 2021, the General Assembly appropriated \$94,001,060 to Missouri State University for core operating appropriations. However, the source of funds was different.

In FY2020:

- \$84,330,941 from General Revenue Fund (0101)
- \$9,670,119 from Lottery Proceeds Fund (0291)

In FY2021:

- \$75,897,847 from General Revenue Fund (0101)
- \$9,670,119 from Lottery Proceeds Fund (0291)
- \$8,433,094 from Federal Budget Stabilization Fund (2390)

Missouri State University appreciates the General Assembly's creativity in finding a way to sustain the university's core operating appropriation during a difficult budget year.

Use of the Federal Budget Stabilization Fund was designed as a single-year solution. Moreover, the entire Federal Budget Stabilization Fund appropriation was withheld, and no portion of it has been released.

Missouri State University requests that its core appropriation and source of funding be restored to the FY2020 level.

ADMINISTRATIVE PRIORITY: REALLOCATE TUITION

Missouri State University currently charges two in-state undergraduate tuition rates: seated and online. Our online rate is higher than the seated rate.



Missouri State is working toward a plan to charge the same tuition rate for seated and online courses. The rationale for this change includes:

- It will be fairer for students and allow them better transparency on what they can expect to pay for classes.
- It will allow the university to make decisions about how to offer a class based on the course and instructor without having to consider financial impacts on students or the university.
- The difference between “online” and “seated” classes becomes blurry as more classes are offered in a “blended” format where some portion of the class is delivered online.

Unfortunately, MSU cannot simply reduce the tuition for online classes to the current seated

rate without causing substantial financial problems that would threaten its operations.

The university will work with the Commissioner of Higher Education and other higher education leaders in the coming months to develop a new tuition rate that is less than its current online tuition rate but more than the seated rate.

Our goal is to arrive at a rate that has minimal impact on the typical student who enrolls in some online and some seated classes each semester.

We will also arrive at a tuition rate that does not affect the university's finances positively or negatively. Any increase in seated tuition will be offset by a decrease in online tuition. While one

student may pay a bit more or less under the plan (depending on how many seated and online classes they take), the student body as a whole will pay the same amount of tuition under the new model as they would pay under the current tuition model. The tuition change will be revenue-neutral for the university.

While the new tuition model will not require legislative action, it may require approval from the Commissioner of Higher Education and the Coordinating Board of Higher Education.

Missouri State University requests broad support from policymakers throughout the state as it works to develop a new, fairer tuition model.

PRIMARY CONTACTS

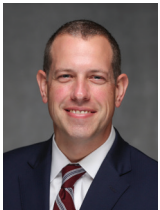
BOARD LEADERSHIP



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MISSOURI STATE UNIVERSITY CAPITAL PRIORITIES

RENOVATION OF ANN KAMPETER HEALTH SCIENCES HALL

Missouri State University's enrollment in health-related fields has increased dramatically, growing to more than 4,400 students this fall.

The Ann Kampeter Health Sciences Hall (previously named the Professional Building) once housed all of MSU's health programs. It continues to house biomedical sciences, nursing, sports medicine, and communication sciences and disorders.

As the university's health programs grew, many were relocated to new facilities, leaving Kampeter Hall outdated and ill-equipped to meet modern teaching and research needs. MSU has developed a plan to renovate this building. The project will repurpose areas left behind as departments moved to other campus facilities. It will also allow for reorganization and continued growth in the university's health programs.

Vacated space will be converted into research space and appropriately sized classrooms equipped with updated technology. The Speech-Language and Hearing Clinic will be updated and new advisement and student collaboration spaces will be created. The building's emergency generator will be replaced and repairs will be made to the roof, exterior envelope, boilers and fire-alarm system.

Private donations totaling \$2 million have been contributed to fund half of the project cost. The university requests that the state appropriate funds for the remaining \$2 million.



DARR COLLEGE OF AGRICULTURE EXPANSION

Missouri State University's William H. Darr College of Agriculture is one of the largest non-land-grant agriculture schools in the nation.

The college stands ready to meet the workforce needs of Missouri's \$88 billion agriculture industry. To meet these needs, MSU has developed a plan to expand its agriculture facilities and programs.

The university plans to construct a building to house a Springfield Public Schools K-12 agricultural magnet school at the Darr Agricultural Center.

MSU also plans to construct a small animal education facility to compliment its plant and large animal facilities located on the university's seven working farms.

Private donations of \$3 million have been contributed to fund half of the project cost. The university requests that the state appropriate funds for the remaining \$3 million.

PRIMARY CONTACTS

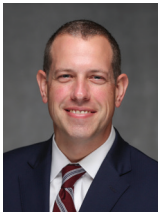
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BE A LEGISLATIVE ADVOCATE FOR MSU

Missouri State University alumni and friends are encouraged to participate in the university's advocacy efforts.

Join the Legislative Network

Becoming an active and informed advocate is easy. Just register online to receive timely updates on Missouri State's priorities and learn about progress as the legislative session unfolds. As an advocate, you can:

- **Make your Missouri Statement.**

Let people know you are a proud Missouri State Bear! Sharing your positive experiences allows your legislators to see Missouri State's significant impact.

- **Build relationships with your legislators.**

Continue the tradition of civic engagement. Getting to know your legislators and their staff is a great way to stay involved in Missouri State's public affairs mission.

- **Thank your legislators.**

Legislators are hard-working public servants. Be respectful of their views, even if they are different from your own. Let them know how much we appreciate their support of Missouri State University.



Become an active supporter!

MissouriState.edu/JoinLegislativeNetwork

CONTACT US



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**Missouri
State**
UNIVERSITY

**Missouri State University Board of Governors
Dec. 10, 2020 meeting**

**Report by Dr. Dennis Lancaster
Interim Chancellor, West Plains Campus**

Advanced Fabrication Program update: After notice in late September that Missouri State-West Plains was the recipient of a Delta Regional Authority/US Department of Labor WORC grant, our workforce development team worked with MSU's Office of Sponsored Research to hone the grant's budget of \$949,474. The grant will be used to complete the development of a certificate and an associate degree in advanced fabrication technology focused on giving students the skills and knowledge for various certifications in welding. Grants monies will enable the campus to initially fund a full-time welding instructor, half-time career services specialist, and all the equipment needed for a 10-station, Level 3 weld lab. Campus personnel are currently seeking grants and other funding support for the renovation of the campus' Broadway Building in order to house the weld lab. The program will start in the Fall 2021 semester using leased space for the weld lab.

COVID-19 Student Survey Summary: The survey was sent to all students in November. The response rate was 38% (474 students). Below is a summary of the results.

- 70% described their adjustment to learning this fall as "Great" or "Good." Other responses were "Okay" (19%), "Not good" (9%) and "Terrible" (2%)
- 70% described their Internet access for virtual learning (e.g., online, Zoom) as "Great" or "Good." Other responses were "Okay" (17%), "Not good" (11%) and "Terrible" (2%)
- The issue causing the most problems (26%) for students is the Internet (getting online, Wi-Fi).
- 86% either plan to continue at Missouri State-West Plains or are graduating and 10% are unsure. 3% plan to enroll in a different institution and 1% do not plan to continue.
- 5% indicated "Yes" and 11% "Maybe" when asked about needing help with mental or emotional health concerns.
- 3% indicated "Yes" and 3% "Maybe" when asked about needing assistance with food.
- 1% indicated "Yes" and 3% "Maybe" when asked about needing assistance with housing.
- 6% indicated "Yes" and 9% "Maybe" when asked about finding online academic assistance this semester (e.g., tutoring, advising).
- 5% of the students wanted to be contacted.
- Of the students who filled out the survey, 35% took the time to thank one or more faculty and staff members for helping them during this transition. Here are just a few of the comments.
 - Yes. All of my professors have been very understanding in this pandemic.
 - All of my professors have been great! They are very flexible and understanding.
 - All the people in the different offices have been extremely patient and helpful.
 - Everyone at this university is very well organized and prepared. I want to thank everyone at MSU-WP for their hard work!!
 - All faculty and staff have been extremely helpful to me during this challenging transition.

Survey follow-up included the following:

- If the student requested to be contacted, the student was called and if we were unable to connect by phone, then information regarding resources was emailed to the students.
- An email was sent to each student who indicated they needed assistance or may need assistance with mental or emotional health concerns with contact information for our mental health partners and a connection to the campus if there were other needs for support.
- An email message was sent to the students who were unsure of their plans for Spring 2021 encouraging them to connect with their advisor and to keep pushing forward to completion.
- An email was sent to all students reminding them of the resources available to help them finish strong this semester and encouraging them to reach out if they need assistance.

Title III Cooperative Grant: First-generation students enrolling at Missouri State University-West Plains (MSU-WP) will receive additional support in their educational efforts thanks to a Title III cooperative grant project with MSU in Springfield. MSU-WP will receive approximately \$300,000 from the grant over the next five years to provide academic coaching and advising services to first-generation students, particularly those interested in studying agriculture, nursing and technology. The funds from the U.S. Department of Education will help the West Plains campus to continue to build support systems for retaining first-generation students.

Missouri State University Faculty Senate Report to MSU Board of Governors

December 10, 2020

Cameron Wickham, Chair of Faculty Senate 2020-2021; cwickham@missouristate.edu

Faculty Senate Activity Since Last Report

Senate Action Summary 2020-2021 to date. To date, 23 Senate actions on curriculum have been considered by the Faculty Senate during the 2020/2021 academic year. All received Senate approval. Among these actions are 12 new programs, 2 of them interdisciplinary.

Proposed changes to the Faculty Handbook. The Faculty Handbook Revision Committee brought proposed inclusive, gender-neutral language edits of the Faculty Handbook to the Faculty Senate at the October 2020 session. This was a thorough look at the entire document done by Tracy Dalton, Senior Instructor in the Department of English (thank you Tracy!). The senators were given a month to look over the changes and voted to approve them at the November 2020 session.

Findings of the Committee on University Budget and Priorities. In my last report, I wrote about changes made to the purpose and membership of the Committee on University Budget and Priorities. To build on the success of the 2017-18 ad hoc Committee on Personnel Hiring Trends the Faculty Senate found a desire to see a comparable report be done every five years, with minor updates annually. The Faculty Senate also agreed that the existing report-card structure is useful but could be streamlined to focus largely on faculty salaries, especially given that the larger five-year report focuses on hiring trends. The idea of a report card is to proactively provide faculty with information that is both pertinent and easy to understand. The B&P committee released their first report card for the December 2020 Faculty Senate session (see attached). The report summarizes faculty salaries compared to CUPA averages and medians and the number of equity adjustments given in the previous year. Following are some of their findings and observations.

- MSU average salaries for ranked and unranked faculty are below CUPA averages. The salary difference tends to be greater for unranked faculty than ranked faculty.
- MSU mean salaries for ranked faculty follow the CUPA trend across all academic years except 2019-20. In 2019-20, the CUPA mean salary (across all ranks) dropped by 1%, while MSU mean salary (across all ranks) increased by 2.3%. This is probably driven by the increase in Professors' and Associate Professors' mean salaries during the same period. For the unranked faculty, the overall MSU means have followed the trend in overall CUPA means.
- The mean salary of MSU unranked faculty is steadily falling behind the CUPA mean. During 2015-16 to 2019-20, this difference increased from 10.6% to 14%.
- For the ranked faculty, MSU's overall mean salary is 3.4% below the CUPA overall mean in the academic year 2019-20.
- Average salary data is available for new ranked Assistant Professors for the Fall of 2015 through the Spring of 2018. MSU average salaries were lower than CUPA averages for two of the three years.
- MSU median salaries for ranked and unranked faculty are below CUPA medians.

In my last report I noted that the Faculty Senate approved two Senate Actions from the Committee on Faculty Benefits, one of which spoke to salary and equity adjustments. Neither received approval by the Provost or the President. While I understand their reasoning, faculty remain concerned about salaries continuing to stay below CUPA averages. I commend the focus of the administration and the Board of

Governors on raising salaries overall, and very much appreciate the across-the-board raise given to employees in such a fiscally challenging year. I urge all to continue to look for ways to help ameliorate these salary discrepancies.

Leadership Lunches. The leadership of faculty, staff, and students continues to meet for virtual “lunch”. This group includes the chair and chair-elect of Faculty Senate, the chair and chair-elect of Staff Senate, and the president and vice-president of the Student Government Association.

**Missouri State University Faculty Senate
Committee on University Budget & Priorities
Salary Report Card Fall 2020**

Dr. Subha Basu Roy (Chair, CHPA) Dr. Aaron Sauer (COB) Dr. Becky Swearingen (COE) Dr. Bob Pavlowsky (CNAS)
Dr. Benjamin Onyango (COAGR) Dr. Catherine Jolivette (COAL) Dr. Mark Paxton (COAL) Dr. Amanda Keys (CHHS) Ms. Rachel Besara (LIBR)

CHARGE: To present a report card to the faculty senate. The report card should summarize pertinent data including faculty salaries compared to CUPA averages and medians. The report card should also summarize the number of equity adjustments given in the previous year, by count and by total value, for faculty, staff, and administrators, respectively.

The Faculty Senate Committee on University Budget & Priorities is pleased to present our report on faculty salaries and equity adjustments at Missouri State University. The following pages report the available data for the previous five years (Fall 2015-Spring 2020). A summary of trends and observations is presented at the end of this report.

Average Salary Compared to CUPA Averages – Ranked Faculty

FIGURE 1 A

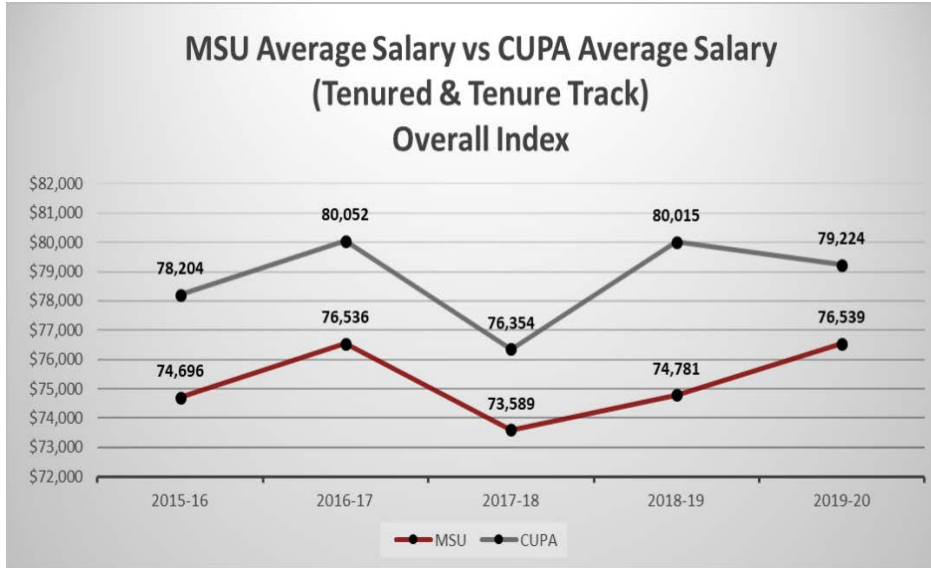


FIGURE 1 B

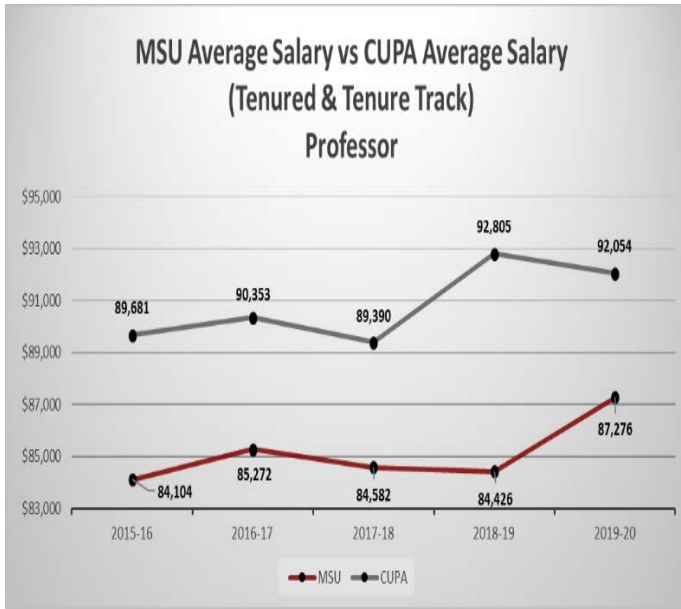


FIGURE 1 C

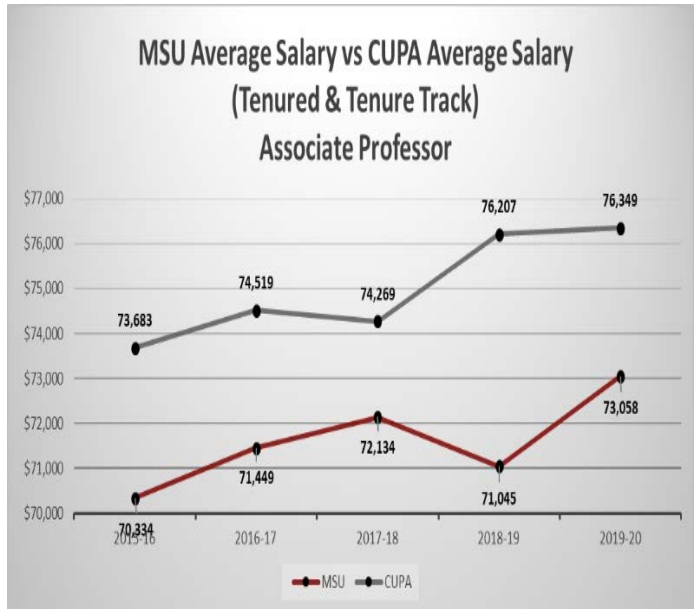


FIGURE 1 D

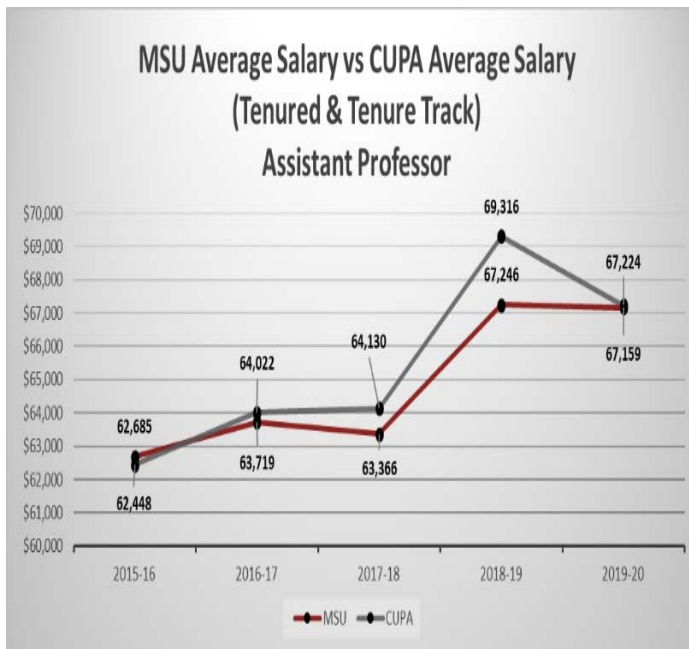
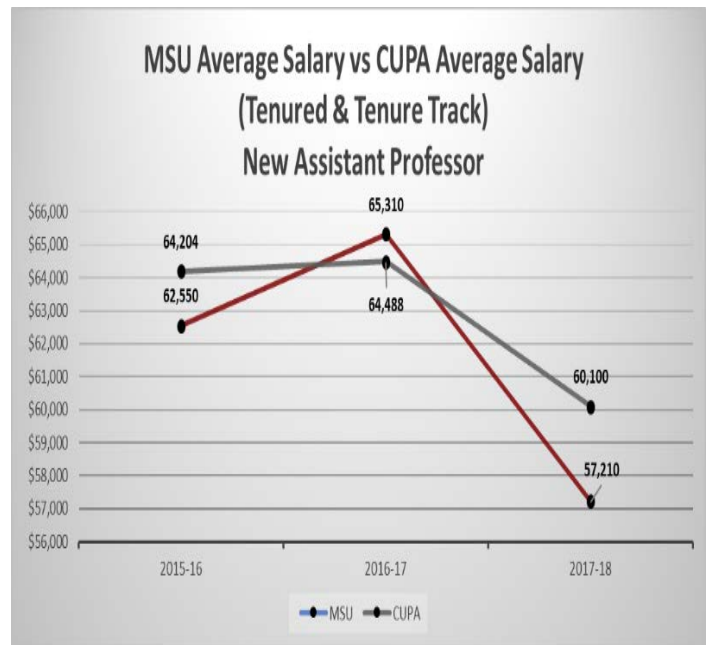


FIGURE 1 E



Average Salary Compared to CUPA Averages – Unranked Faculty

FIGURE 2 A

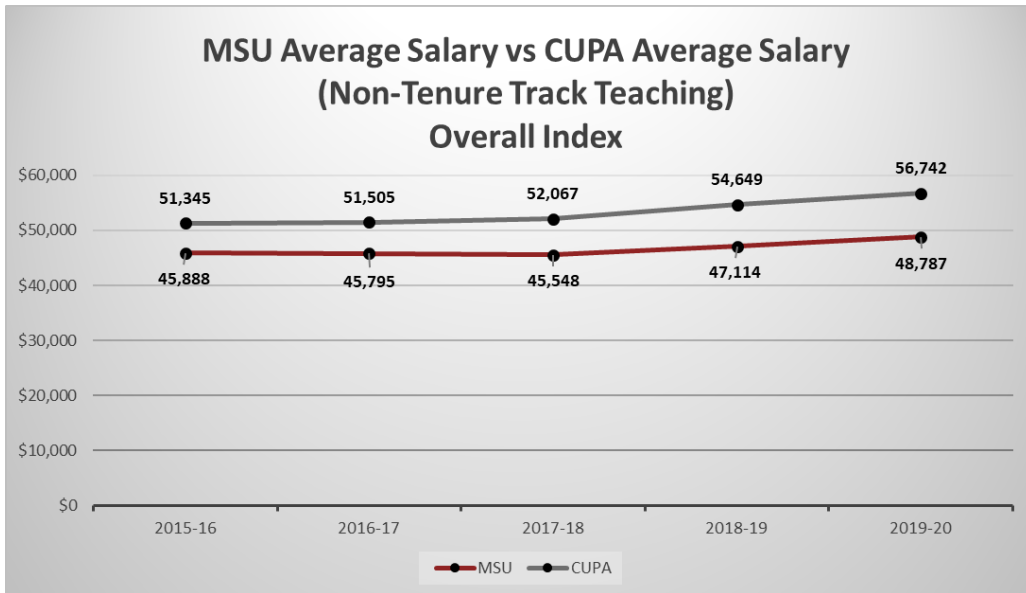


FIGURE 2 B

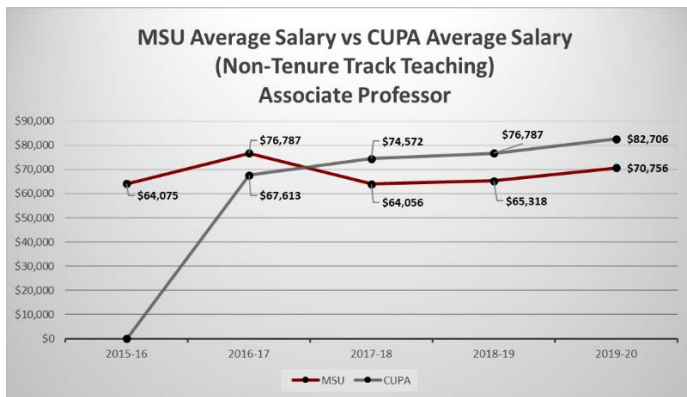


FIGURE 2 C

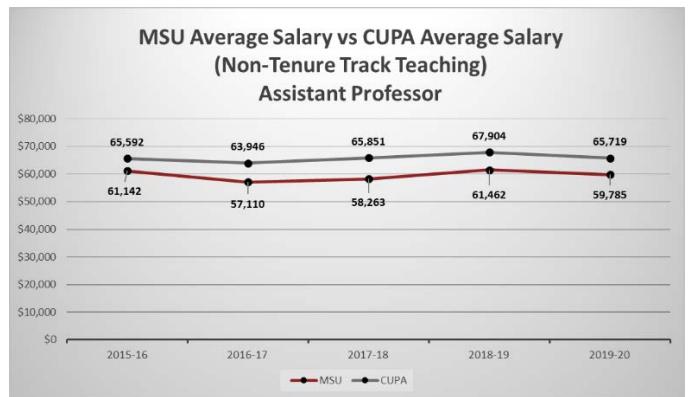
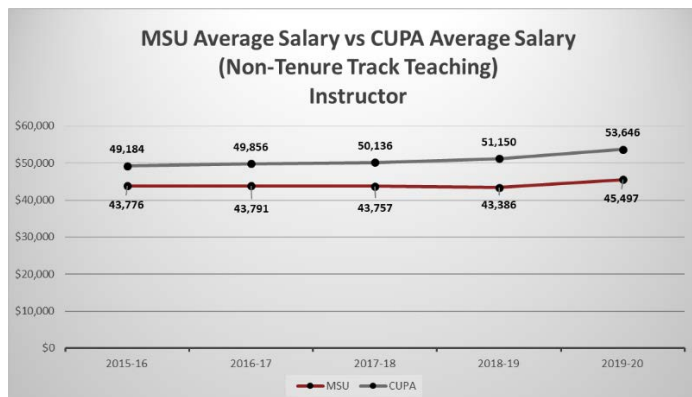


FIGURE 2 D



Ranked & Unranked Faculty Compared to CUPA Averages

FIGURE 3 A

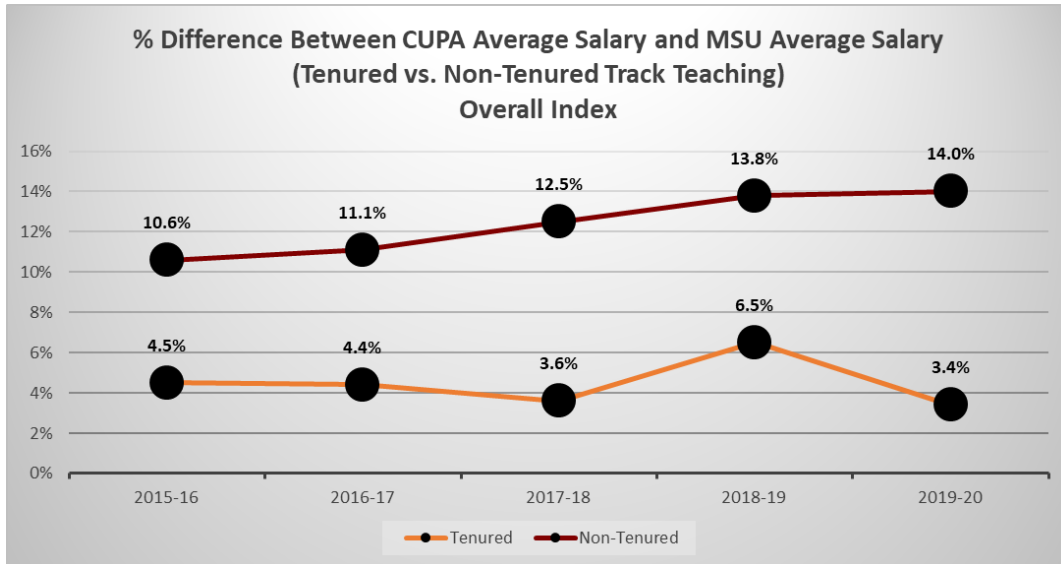


FIGURE 3 B

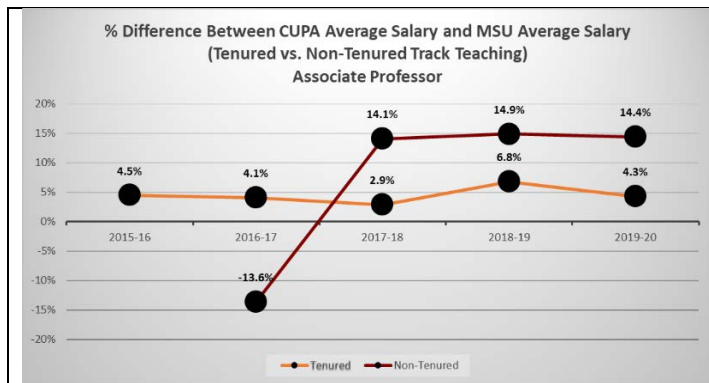
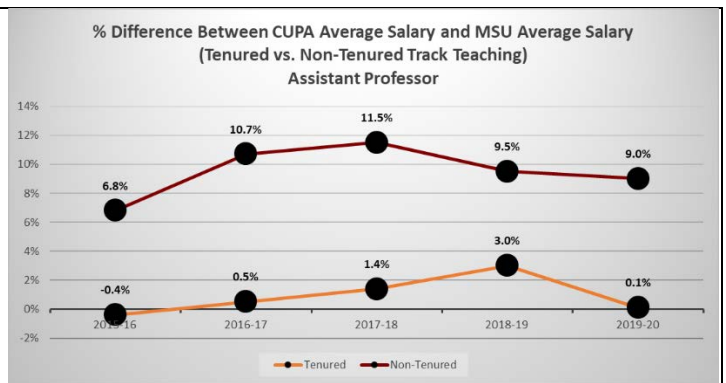
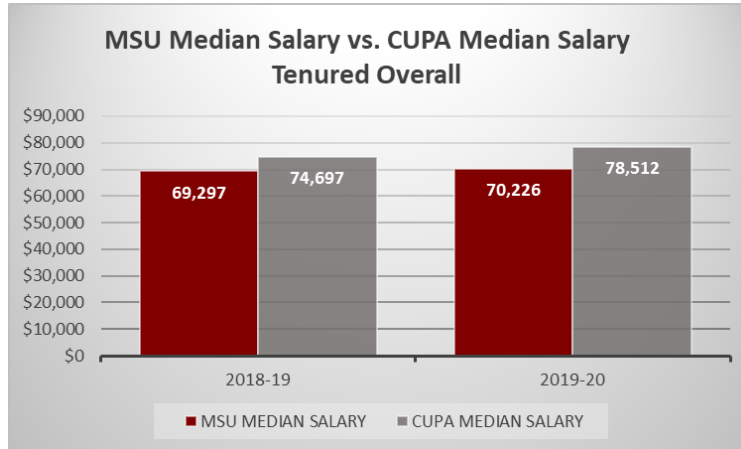


FIGURE 3 C



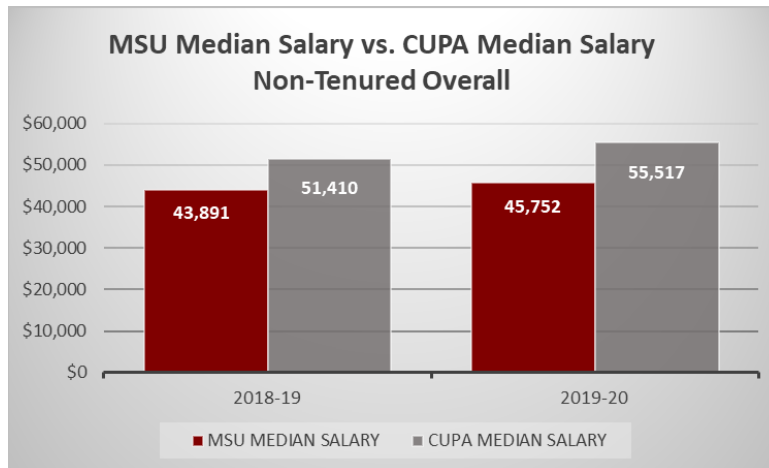
Median Salary Compared to CUPA Medians – Ranked Faculty
(Available Data Fall 2018 - Spring 2020)

FIGURE 4 A



Median Salary Compared to CUPA Medians – Unranked Faculty

FIGURE 4 B



**Ranked & Unranked Faculty
Compared to CUPA Averages & Medians (Last TWO years)**

Ranked Faculty

FIGURE 5 A

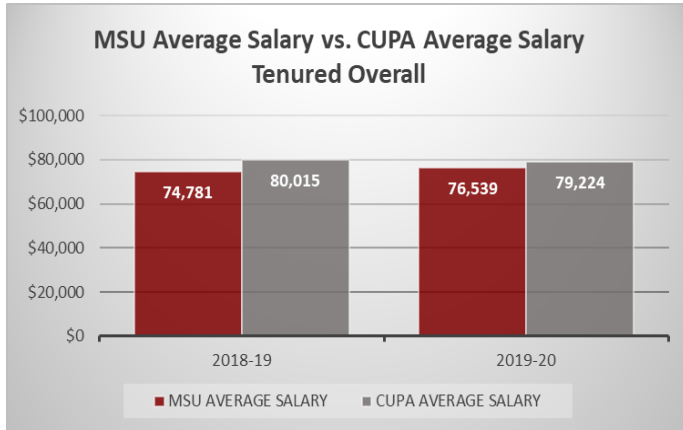
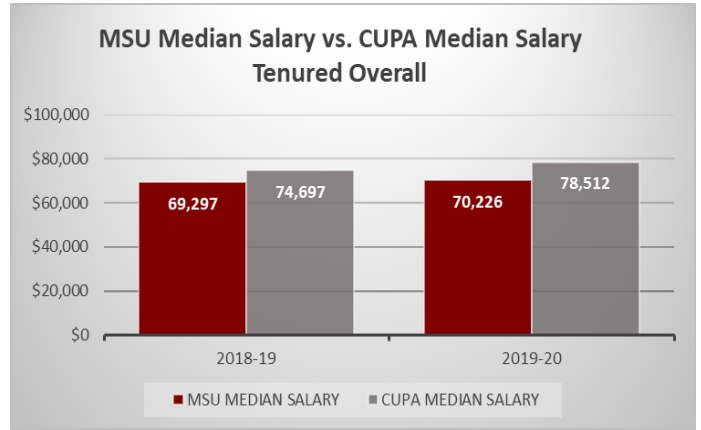


FIGURE 5 B



Unranked Faculty

FIGURE 5 C

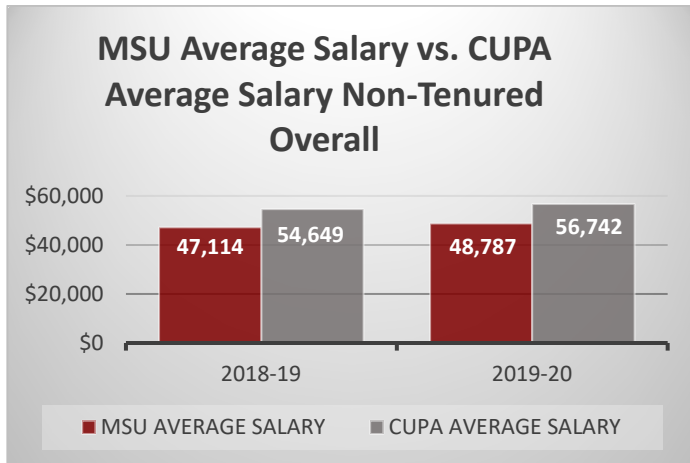


FIGURE 5 D

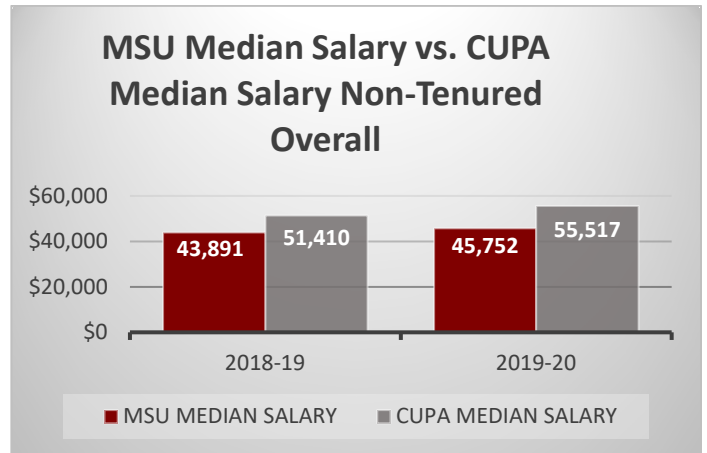


TABLE 1

| | FOCUS GROUP SIZE | YEAR | MSU MEDIAN SALARY | CUPA MEDIAN SALARY | MSU MEDIAN. SALARY AS % OF CUPA MEDIAN. SALARY | MSU MEAN. SALARY AS % OF CUPA MEAN SALARY |
|---|------------------|---------|-------------------|--------------------|--|---|
| TENURED AND TENURE TRACK OVERALL (ACROSS ALL RANKS) | 600 | 2018-19 | 69,297 | 74,697 | 93% | 94% |
| | 599 | 2019-20 | 70,226 | 78,512 | 89% | 97% |
| NON TENURE TRACK OVERALL (ACROSS ALL RANKS) | 193 | 2018-19 | 43,891 | 51,410 | 85% | 86% |
| | 185 | 2019-20 | 45,752 | 55,517 | 82% | 86% |

FIGURE 6: Equity Adjustment by Colleges



| Faculty Equity | Fiscal Year | COAL | COB | COE | CHHHS | CHPA | CNAS | COAG | LIBR | GRAD | GRAND TOTAL |
|--------------------|-------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|------------|--------------|----------------|
| | 2016 | 12,000 | 13,795 | | 28,200 | 27,221 | 5,000 | | | 5,104 | 91,320 |
| | 2017 | 18,763 | 6,500 | 25,851 | 32,220 | 12,066 | 5,725 | 2,000 | | | 103,125 |
| | 2018 | | | | | 10,000 | 9,000 | | | | 19,000 |
| | 2019 | | | 10,000 | 24,985 | 2,000 | 24,000 | | 500 | | 61,485 |
| | 2020 | | | 10,000 | 73,529 | 9,000 | 17,500 | 8,000 | | | 118,029 |
| GRAND TOTAL | | 30,763 | 20,295 | 45,851 | 158,934 | 60,287 | 61,225 | 10,000 | 500 | 5,104 | 392,959 |

Trends and Observations

- MSU average salaries for ranked and unranked faculty are below CUPA averages. The salary difference tends to be greater for unranked faculty than ranked faculty.
- MSU mean salaries for ranked faculty follow the CUPA trend across all academic years except 2019-20. In 2019-20, the CUPA mean salary (across all ranks) dropped by 1%, while MSU means salary (across all ranks) increased by 2.3%. This is probably driven by the increase in Professors' and Associate Professors' mean salaries during the same period. For the unranked faculty, the overall MSU means have followed the trend in overall CUPA means.
- The mean salary of MSU unranked faculty are steadily falling behind the CUPA means. During 2015-16 to 2019-20, this difference increased from 10.6% to 14%.
- For the ranked faculty, MSU's overall mean salary is 3.4% below the CUPA overall mean in the academic year 2019-20.
- Average salary data is available for new ranked Assistant Professors for the Fall of 2015 through the Spring of 2018. MSU average salaries were lower than CUPA averages for two of the three years.
- MSU median salaries for ranked and unranked faculty are below CUPA medians.

- The 5- year equity adjustment data indicates, highest faculty equity payments were made in the fiscal year 2020. During the last five fiscal years, the largest amount of equity payments were made in the CHHS followed by CHPA and CNAS.

Clarifications

- Average salary data was available for the previous five years (Fall 2015 – Spring 2020). In comparison, only partial Median salary data was available for the last TWO years (Fall 2018 – Spring 2020).
- Due to data unavailability, the dispersion or variability about the mean or median could not be analyzed. It would be interesting to look at the median and 25-75% quartile range.
- Assuming salaries are not normally distributed, the means may be influenced by a few extreme values or the different faculty ranks' varying sizes in the focus group.
- The equity data presented is for faculty (including administrators). Separate equity data was not available for administrators.
- The observations presented in this report are based on aggregate annual totals (mean salary, median salary, equity adjustment by the college). The lack of individual data points limits additional analysis.



**THE OFFICE OF RESEARCH ADMINISTRATION
ACTIVITY REPORT – FISCAL YEAR 2021 THROUGH OCTOBER**

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 2021 through the month of October.

PROJECT HIGHLIGHTS

- **Andrea Hellman**, Associate Professor of English, received **\$386,129** from the **U.S. Department of Education**. The overarching goal of the iELT-Ozarks project is to provide access to affordable, customizable, state-of-the-art English language teacher training to better the educational outcomes of the language minority student population within the Ozarks region. The project builds partnerships with three local educational agencies to make available coursework and clinical field experiences required for the Missouri K-12 English Language Learner (ELL) endorsement to in-service teachers within the partner districts and other high-need districts within the region that serve ELLs and have a shortage of highly qualified ELL specialists.
- **Kunti Bentley**, Project Coordinator received **\$550,000** from the **U.S. Department of Justice** for Project HEAL (Help, Educate, Advocate, and Listen) to coordinate campus prevention and response to sexual assault, dating and domestic violence, and stalking. The focus of this new consortium project is to ensure a coordinated community approach to these issues on the Missouri State University (MSU) and Ozarks Technical Community College (OTC) campuses in Springfield, Missouri.
- **Laszlo Kovacs**, Professor of Biology, received a **\$139,894** grant from the **National Science Foundation in collaboration with Saint Louis University**. His project, *Adapting perennial crops for climate change: Graft transmissible effects of rootstocks on grapevine shoots*, investigates the capacity of the rootstock to modulate the scion's response to climatic variation, which is a fundamental question in grape cultivation. A better understanding of rootstock-scion interaction will also shed light on the basic physiological problem of how the root system interacts with the aerial organs of the plant, and vice-versa. This study is of particular importance due to agriculture facing the environmental consequences of a changing climate.

RESULTS

As of the end of October, the University has submitted 125 proposals for support of University-based projects. To date, 109 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 \$21.9 million which includes approximately \$12.8 million in CARES Act grants. 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.

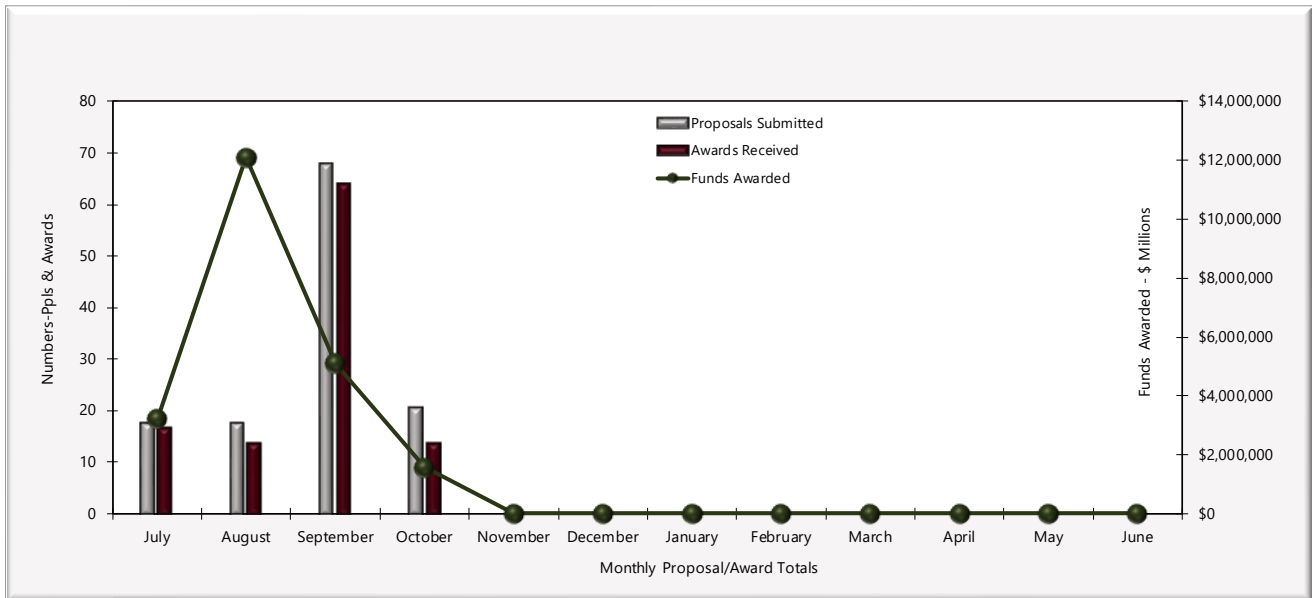
| Key Indicators | Activity for FY 2021 | % Change from FY 2020 |
|----------------------------|-------------------------|--------------------------|
| Proposals Submitted | 125 | 15% |
| Funds Requested | \$36,781,748 | 18% |
| Named Investigators | 77 | 13% |
| Grants & Contracts Awarded | 109 | 14% |
| Funds Awarded | \$21,983,463 | 22% |

*Funds awarded includes \$12.8 million from CARES Act funding

External funding activity so far in FY 2021:

Sponsored Program Activity FY 2021

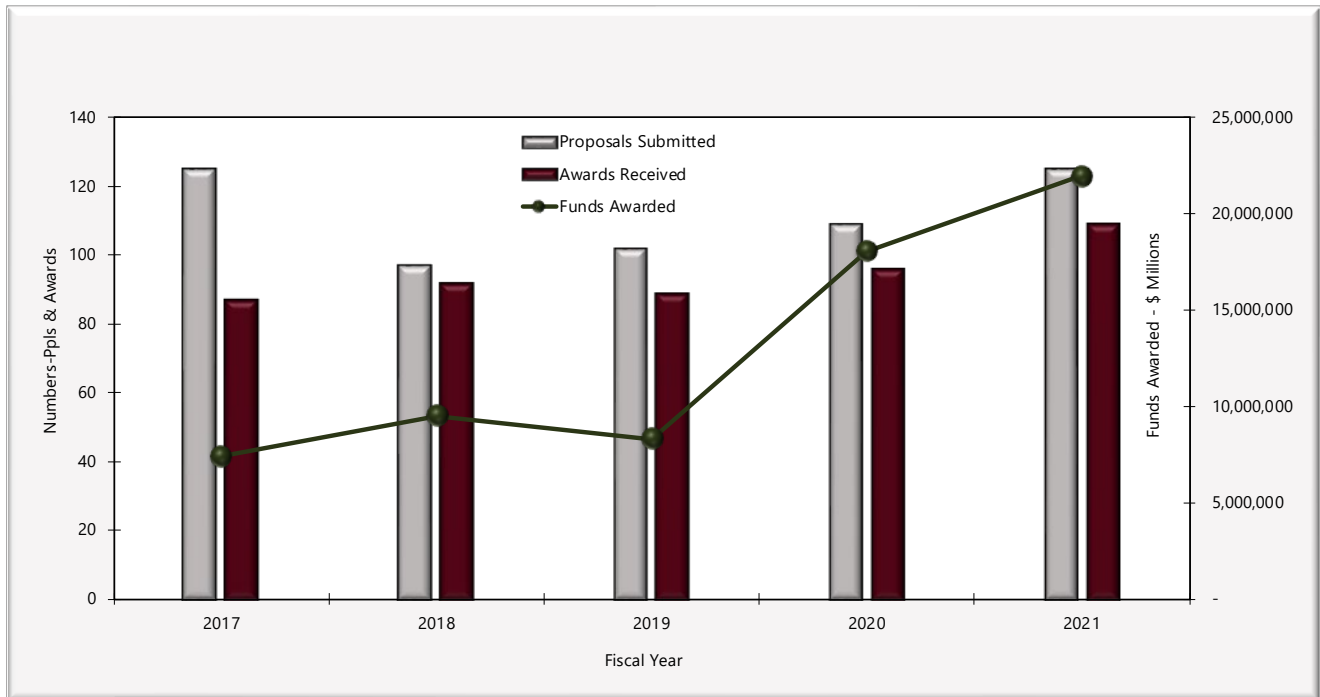
| Month | Proposals Submitted | Total Awards | Dollars Awarded |
|-----------|---------------------|--------------|-----------------|
| July | 18 | 17 | \$3,204,415 |
| August | 18 | 14 | \$12,100,887 |
| September | 68 | 64 | \$5,093,808 |
| October | 21 | 14 | \$1,584,353 |
| November | 0 | 0 | \$0 |
| December | 0 | 0 | \$0 |
| January | 0 | 0 | \$0 |
| February | 0 | 0 | \$0 |
| March | 0 | 0 | \$0 |
| April | 0 | 0 | \$0 |
| May | 0 | 0 | \$0 |
| June | 0 | 0 | \$0 |
| | 125 | 109 | \$21,983,463 |



A comparison of activity over the last five years:

Cumulative Sponsored Program Activity Through the Month of October (FY 2017- FY 2021)

| Fiscal Year | Proposals Submitted | Number of Awards | | | | | | \$Millions | |
|-------------|---------------------|------------------|-----------|----------------|----------|---------|----------|------------|------------|
| | | Facilities & | | | | | | Requested | Awarded |
| | | Education | Equipment | Infrastructure | Research | Service | Ttl Awds | | |
| 2017 | 125 | 18 | 0 | 3 | 19 | 47 | 87 | 14,729,635 | 7,404,060 |
| 2018 | 97 | 25 | 0 | 3 | 17 | 47 | 92 | 19,924,165 | 9,489,969 |
| 2019 | 102 | 19 | 0 | 1 | 19 | 50 | 89 | 16,889,841 | 8,286,530 |
| 2020 | 109 | 21 | 0 | 3 | 21 | 51 | 96 | 31,085,060 | 18,060,320 |
| 2021 | 125 | 24 | 0 | 0 | 21 | 63 | 109 | 36,781,748 | 21,983,463 |



Grant and contract activity for FY 2021, through October:

**Missouri State University
FY 21 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 | 1 | 0 | 2 | 0 | 1 | 2 | \$ 867,771 | 1 | 2 | \$ 867,771 |
| The William H. Darr College of Agriculture | 0 | 4 | 1 | 2 | 8 | 7 | \$ 99,248 | 8 | 6 | \$ 99,248 |
| Center for Grapevine Biotechnology | 0 | 1 | 0 | 0 | 1 | 0 | \$ - | 1 | 0 | \$ - |
| Mid-America Viticulture & Enology Center | 2 | 2 | 2 | 2 | 4 | 5 | \$ 483,420 | 3 | 4 | \$ 483,420 |
| Judith Enyeart Reynolds College of Arts & Letters | 0 | 6 | 0 | 4 | 8 | 6 | \$ 391,208 | 3 | 4 | \$ 391,208 |
| Center for Dispute Resolution | 0 | 1 | 0 | 1 | 1 | 1 | \$ 25,250 | 1 | 1 | \$ 25,250 |
| Center for Writing in College, Career, & Community | 1 | 1 | 0 | 0 | 2 | 0 | \$ - | 1 | 0 | \$ - |
| College of Business | 0 | 1 | 0 | 1 | 1 | 1 | \$ 8,000 | 1 | 1 | \$ 10,000 |
| Center for Project Innovation & Management | 0 | 0 | 0 | 0 | 0 | 0 | \$ - | 0 | 0 | \$ - |
| College of Education | 3 | 10 | 1 | 5 | 17 | 6 | \$ 380,250 | 12 | 6 | \$ 380,250 |
| Agency for Teaching, Leading and Learning | 1 | 0 | 1 | 1 | 1 | 4 | \$ 1,839,241 | 1 | 3 | \$ 1,839,241 |
| 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 | 1 | 8 | 1 | 12 | 11 | 15 | \$ 716,181 | 11 | 14 | \$ 719,470 |
| Center for Research & Service | 0 | 0 | 0 | 0 | 0 | 0 | \$ - | 0 | 0 | \$ - |
| College of Humanities & Public Affairs | 0 | 0 | 0 | 0 | 0 | 0 | \$ - | 0 | 0 | \$ - |
| Center for Archaeological Research | 1 | 1 | 1 | 1 | 6 | 8 | \$ 42,444 | 4 | 5 | \$ 42,444 |
| Center for Community Engagement | 0 | 0 | 0 | 0 | 0 | 0 | \$ - | 0 | 0 | \$ - |
| Center for Economic Research | 0 | 0 | 0 | 0 | 0 | 0 | \$ - | 0 | 0 | \$ - |
| Center for Social Science & Public Policy Research | 0 | 0 | 0 | 0 | 0 | 0 | \$ - | 0 | 0 | \$ - |
| College of Natural & Applied Sciences | 2 | 23 | 2 | 20 | 45 | 29 | \$ 1,555,157 | 31 | 22 | \$ 1,554,843 |
| Bull Shoals Field Station | 0 | 1 | 0 | 1 | 1 | 1 | \$ 1,751 | 1 | 1 | \$ 1,751 |
| Center for Resource Planning & Management | 1 | 0 | 1 | 0 | 1 | 1 | \$ 20,145 | 1 | 1 | \$ 20,145 |
| Ozark Environmental Water Research Institute | 1 | 1 | 1 | 1 | 2 | 3 | \$ 69,975 | 1 | 2 | \$ 140,000 |
| Diversity & Inclusion | 0 | 0 | 0 | 0 | 0 | 0 | \$ - | 0 | 0 | \$ - |
| Graduate College | 0 | 0 | 1 | 1 | 0 | 2 | \$ 75,000 | 0 | 0 | \$ - |
| Information Services | 0 | 0 | 0 | 0 | 0 | 0 | \$ - | 0 | 0 | \$ - |
| Library | 3 | 0 | 1 | 0 | 4 | 1 | \$ 2,100 | 3 | 1 | \$ 2,100 |
| President | 2 | 0 | 2 | 0 | 4 | 4 | \$ 12,073,508 | 4 | 4 | \$ 12,073,508 |
| Provost | 0 | 2 | 0 | 3 | 4 | 4 | \$ 574,520 | 4 | 4 | \$ 574,520 |
| Ozarks Public Health Institute | 0 | 0 | 0 | 0 | 0 | 0 | \$ - | 0 | 0 | \$ - |
| Southwest Missouri Area Health Education Center | 1 | 0 | 1 | 0 | 2 | 2 | \$ 93,498 | 2 | 2 | \$ 93,498 |
| Research & Economic Development | 5 | 0 | 4 | 0 | 13 | 11 | \$ 702,016 | 13 | 11 | \$ 702,016 |
| Center for Applied Science & Engineering | 1 | 0 | 1 | 0 | 1 | 2 | \$ 173,950 | 1 | 2 | \$ 173,950 |
| Center for Biomedical & Life Sciences | 0 | 1 | 0 | 1 | 3 | 2 | \$ 67,042 | 3 | 2 | \$ 67,042 |
| International Leadership & Training Center | 1 | 0 | 1 | 0 | 1 | 1 | \$ 40,000 | 1 | 1 | \$ 40,000 |
| Jordan Valley Innovation Center | 1 | 0 | 1 | 0 | 5 | 4 | \$ 228,481 | 4 | 4 | \$ 228,481 |
| Small Business Development & Technology Center | 1 | 0 | 1 | 0 | 2 | 1 | \$ 1,243 | 2 | 1 | \$ 1,243 |
| Student Affairs | 1 | 0 | 2 | 0 | 1 | 2 | \$ 297,929 | 1 | 2 | \$ 297,929 |
| West Plains | 1 | 3 | 2 | 1 | 6 | 3 | \$ 1,154,135 | 6 | 3 | \$ 1,154,135 |
| TOTAL | 31 | 66 | 30 | 57 | 156 | 128 | \$ 21,983,463 | 125 | 109 | \$ 21,983,463 |

* 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.

REPORT TO BOARD OF GOVERNORS FROM ASSISTANT TO PRESIDENT/CHIEF DIVERSITY OFFICER

Board of Governors Meeting December 10, 2020

Division for Diversity & Inclusion (DDI) Events/Collaboratives/Initiatives:

Student African American Brotherhood (SAAB):

Dr. Tyrone Bledsoe and Mr. Jerome Bledsoe, Office Manager/Special Projects, and two MSU Student SAAB members made presentation to BOG Programs and Planning Committee on October 16, 2020. SAAB efforts continuing in development of Ambassadors Council and meetings with local leaders in education, business, corporate, public and non-profit sectors.

Bear Bridge Faculty Mentoring Program: Dr. Judith Martinez developed and coordinates program with faculty mentors and mentees.

Missouri Higher Education Equity Project- MSU participates as member of statewide efforts to address equitable educational opportunities for underrepresented populations. The Missouri Department of Higher Ed & Workforce Development established Equity Project to increase post-secondary attainment of underrepresented students statewide.

Postsecondary Equity Network (PEN)- established as a statewide coalition after the Advancing Racial Equity Institute Network meeting held November 2019. CDO Pratt is point of contact for MSU team that includes Dr. Dee Siscoe, Rob Hornberger, Heather King, Dr. Ryan Reed, Dr. Kim Martin, Dr. Michele Smith, Dr. Kelly Wood, and Dr. Juan Meraz. PEN institutions are Fontbonne, Harris-Stowe, Maryville, Missouri State University, University of Missouri, SEMO, SLU, StLCC, UCM, UMKC, UMSL, and Webster University.

Facing Racism Institute (FRI) --The Fall semester 2-day virtual session was held October 1-2, 2020. One-day sessions with Administrative/Academic Leadership Council; Athletics and the West Plains campus Administrative Council. Board members Chairman Frazier, Counts, Miller, and Silvey attended sessions with AC and West Plains AC. Dr. Leslie Anderson and Dr. Lyle Foster facilitate FR training in partnership with Chamber and at the annual Collaborative Diversity Conference.

Missouri Commission on Racial Equity and Fairness (CREF)- CDO appointed member of Commission tasked with “examining and reviewing current practices and recommending measures to ensure fairness, impartiality, equal access and full participation for racial and ethnic minorities in the judicial process and in the practice of law.”

Missouri Developmental Disabilities Council (MODDC) African American School to Prison Pipeline Coalition- CDO participates in statewide coalition meetings representatives from Springfield Public School District, Missouri State University, Prosper Springfield, Courageous Family Counseling Group, West County Community Action Council, Boone County Resources. 2-year grant funded project for collection and analysis of data that promotes systemic change and capacity building regarding the “school to prison pipeline” issues associated with African American students diagnosed with intellectual and developmental disabilities in order to promote equal access to services and quality educational opportunities.

Staff Diversity Composition Initiative (SDCI)--Program administered in Division for Diversity & Inclusion by Chief Diversity Officer with Council. See https://www.missouristate.edu/policy/Op1_02_10_Staff_Diversity_Composition_Initiative.htm

Faculty Diversity Composition Initiative (FDCI)—Program administered through DDI and Office of Provost to increase diverse faculty at the university https://www.missouristate.edu/policy/Op1_02_9_Faculty_Diversity_Composition_Initiative.htm

Giving Voice -- student theatrical organization sponsored by a collaboration that includes the Office of the President, DDI, and the Dept. of Dance & Theatre the College of Arts and Letters represents the challenges of underrepresented group students, employees and faculty. Auditions being held currently. <https://givingvoice.missouristate.edu/>

Faculty Diversity Coordinator – Dr. Lyle Q. Foster, Sociology, and Faculty Diversity Coordinator in the DDI, continues new and existing faculty Cultural Consciousness professional development sessions during 2019-2020 academic year; facilitates campus Tough Talks for students, faculty & staff; and developed Diversity Champions program for GEP classes.

Springfield Greene County Heritage Trail Advisory Council: Researched by Dr. Lyle Q. Foster and Dr. Tim Knapp. Local advisory council created by City of Springfield, DDI, NAACP, and John Oke-Thomas and Associates. Fund raising for Trail markers delineating the history of African American citizens in the Springfield region continues.

Diversity Lunch & Learn for Faculty and staff- faculty and staff attend forums on specific topics related to the university setting. Shared ideas among participants is designed for faculty and staff participants. Co-hosted by Dr. Judith Martinez, DDI Diversity Fellow and Dr. Lyle Q. Foster.

Mini-Diversity Workshops-- Faculty Center for Teaching and Learning (FCTL)/DDI collaboration. Participants register through My Learning Connection. Workshop facilitator: Dr. Judith Martinez, DDI Diversity Fellow conducts DEI workshop sessions.

Tough Talks--The 2019-2020 campus sessions are facilitated by Dr. Lyle Q. Foster regarding national public health & racial crises. Community Tough Talks initiated by community partners and facilitators Dr. Foster; Dr. Anderson and Francine Pratt.

Shattering the Silences- facilitated by Dr. Judith Martinez, DDI fellow.

Education Preparation Provider (EPP) Committee on Diversity- CDO and AVP for DDI attend monthly meetings of EPP Committee Chaired by Dr. Nate Quinn.

Diversity 101 for Supervisors- The DDI and HR department professional development collaboration designed for supervisors was facilitated by AVP for DDI, Dr. Juan Meraz. Subject matter includes: Ensuring workforce is culturally conscious/competent; values diversity; Managing and motivating multicultural workforce; skills for building trust and cross-cultural communication; valuing differing perspectives/experiences; Promoting staff participation in developing opportunities improving cultural competencies.

Cultural Consciousness in the Workplace-- DDI and HR department collaboration designed to provide members of MSU workforce awareness, knowledge, and skills necessary to understand culturally relevant topics, inclusive excellence and sustaining a welcoming workplace environment that values the inclusion of diversity. AVPDDI facilitates training.

Cultural Consciousness in the Community Workplace- Workforce Diversity-- designed to provide members of MSU community awareness and knowledge for understanding culturally relevant topics and how to work to promote an inclusive and welcoming work environment that values the inclusion of all. Facilitated by AVPDDI Dr. Juan Meraz.

Student Diversity Leadership Training Program-- DDI and Division of Student Affairs Multicultural Student Services developed D & I training model for student organizations' leaders utilizing student peer trainers to be initiated this Fall semester. Program begins in Spring 2021 semester.

President Councils on Diversity:

- **President's Community Diversity Council**--The Spring meeting being planned for the Community Diversity Council to provide update DEI activities on and off-campus.
- **President's Student Diversity Council**—Meetings continuing regarding expansion plans for Multicultural Resource Center. Students meet and engage in conceptual planning with design team and consultants
- **President's Faculty and Staff Diversity Council**--.Conceptual planning with DDI and HR Department being considered with expected implementation in Spring 2021 semester.

Scholar 2 Scholar Program (S2S) – S2S is a campus-wide research initiative for undergraduate students awarded work-study funds with interest in assisting faculty from all disciplines as research assistants on research projects. Dr. Judith Martinez, DDI Diversity Fellow, facilitates S2S administration.

<https://diversity.missouristate.edu/Scholar2Scholar.htm>

Diversity Talent Hub Job Fair: Job Fair to be scheduled- provides opportunity for local employers to meet/interview diverse and traditional-aged targeted underrepresented college students for internship and co-operative job opportunities, and potential full-time careers. Prosper 2025, Workforce Development, and DDI are community collaborators.

Interfaith Diversity Taskforce- Taskforce composed of Multicultural Programs, the General Counsel's Office, DDI, various faith & spiritual leaders created a shared space entitled the "Room of Reflection" at the Mary Jean Price Annex.

Religious Diversity Collaboration- the university and DDI was awarded 2018 Values, Interfaith Engagement, and Worldview Survey (VIEWS) scholarship. The VIEWS data is used to develop specific campus recommendations and/or goals regarding religious diversity on campus.

Brother 2 Brother (B2B)--B2B is local student mentoring program and affiliate of the Student African American Brotherhood (SAAB) <http://saabnational.org/> that has MSU, Drury University & OTC participating as a city-wide chapter. The CDO is advisor to MSU chapter and the members and mentors/advisors meet monthly. SAAB/B2B Chapters being developed in local high schools.

2020-2021 Action Plan: CDO developed DDI priorities for Fall 2020-Spring 2021 with assistance of Offices of the President and Provost, Administrative Council, Academic Leadership Council as well as deans of colleges and department heads.

Diversity MODES-- [A Springfield Area Higher Education Diversity Consortium] - monthly meetings chaired by AVDI, Dr. Juan Meraz. MODES charge is to facilitate retention of underrepresented group students on local college campuses.

Minorities in Business (MIB): MIB is local non-profit corporation partnering with DDI in promoting networking, capacity building and advocacy for MBE/WBE/DBE/ and emerging businesses. Retreat held November 7, 2020.

Public Entities Diversity Workgroup Initiative: Collaboration among regional public entities to promote diverse contracting, procurement, consulting and employment opportunities. Co-chaired by City Utilities and City of Springfield reps. Performance Measures and Subcommittee on Diversity Outreach, Recruitment and Retention co-chaired by MSU AVPDDI, Dr. Juan Meraz, and former MSU HR Director Tamaria Few.

Springfield 2025: Higher Education Project: Pathway to Educational Success
[Talent Hub]

MSU is part of local coalition established to increase post-secondary attainment of traditional-age targeted underrepresented students ages 18-24 who are currently enrolled in post-secondary education with certifications, 2-year and 4-year degrees who will graduate within 2 years. Talent Hub partnership meets monthly and comprised of MSU, Drury, Evangel, OTC, MCAC, SPS, Chamber of Commerce, Prosper Springfield, Community Partnership of the Ozarks, and Community Foundation of the Ozarks.

Missouri Diversity Officers in Higher Education (MODOHE) – CDO & the AVPDDI participating on Ad Hoc Committee meetings/discussions as member of state chapter of National Association of Diversity Officers in Higher Education (MODOHE).

CEO Roundtable- “Business Perspectives: The Benefits of Moving Toward Inclusive Excellence” hosted by Chamber of Commerce, Springfield Convention & Visitors Bureau, City of Springfield Workforce Development & DDI. Collaboration planning continuing during Spring semester will feature facilitated discussions regarding diversity, equity, and inclusion (DEI) best practices for the workforce and customer service.

Assistant Vice President (AVPDI)

Activity Report – September to November 2020

September 1 AVPDI participated in the CARES Act Citizen’s Committee to review applications for the Education Subcommittee.

September 2 AVPDI participated in planning session for Diversity Development for Board of Governors and Administrative Council.

AVPDI meeting with Judith Martinez to finalize plans for Faculty Mentor Program and review handbook.

AVPDI participated in Diversity form to finalize plans for Board of Governors Development sessions.

AVPDI participated in the CARES Act Citizen’s Committee to approve funds for each respective application.

September 3 AVPDI participated in session to discuss possibility of anti-racism course for all MSU students.

AVPDI participated in session to update on activities associated with the Post-Secondary Education Network (PEN).

September 4 AVPDI participated in the GREAT (Globally Responsive Education and Teaching) advisory board meeting to implement future on-line sessions and discussions with our global community.

September 7 AVPDI teaching Multicultural Education and Diversity course for the College of Education via Zoom with 41 students participating in class.

September 8 AVPDI participated in Assessment Council meeting to get updates from assessment activity around campus by department.

September 9 AVPDI meeting with Judith Martinez to get updates on Faculty Mentor Program and develop plans for year's activities.

AVPDI participated in the CARES Act Citizen's Committee to approve funds for each respective application.

September 10 AVPDI participated on funding discussion for Diversity Champions Program.

September 11 AVPDI meeting with Debbie Donnellan from HR to finalize Diversity 201 Sessions for 2020-2021.

September 14 AVPDI teaching Multicultural Education and Diversity course for the College of Education via Zoom with 41 students participating in class.

September 15 AVPDI meeting with Dennis Rudnic to discuss the Multicultural Education and Diversity course content and Multicultural Lesson Plan.

September 16 AVPDI participated in the National Hispanic Heritage Month Kick Off as part of the Hispanic Promise and Hispanic Sat Celebration.

September 17 AVPDI participated in the Diversity Executives Leadership Academy (DELA) Board meeting to share upcoming events and best practices for diversity professionals.

AVPDI participated in the MIB (Minorities in Business) Board meeting to present the treasurer's report on income and expenses for the month of August 2020.

September 18 AVPDI participated in the Hispanic Promise Zoom session to share successes with each respective partner and organization.

September 21 AVPDI teaching Multicultural Education and Diversity course for the College of Education via Zoom with 41 students participating in class.

September 22 AVPDI participated in the CARES Act Citizen's Committee to review applications for the Education Subcommittee.

AVPDI participated in the Faculty Mentor Kick off Reception at President Smart's home.

September 23 AVPDI participated in the FTCL's Mini Diversity Workshop with Judith Martinez to learn best practices for Diversity and Inclusion in the classroom.

AVPDI participated in our weekly Zoom meeting to share updates and information about activities affecting our division.

AVPDI participated in the CARES Act Citizen's Committee to approve funds for each respective application.

September 24 AVPDI participated in the President's Accessibility Council meeting to get updates from activities and changes around campus.

September 28 AVPDI teaching Multicultural Education and Diversity course for the College of Education via Zoom with 41 students participating in class.

September 29 AVPDI participated in the Public Affairs Conference Kick-off Zoom Session for the 2020 Celebration.

September 30 AVPDI participated in the Facing Racism Division Discussion about changes to the program.

AVPDI participated in the CARES Act Citizen's Committee to approve funds for each respective application

October 1 AVPDI met with Diversity Fellow Dr. Judith Martinez to work on Mentor Program and development sessions.

October 2 AVPDI participated in the College of Arts and Letters Diversity Council Inaugural meeting to share the division mission and vision.

October 5 AVPDI met with Deputy Provost Chris Craig and Judith Martinez to develop grant for diversity outreach and recruitment to Latino students that are interested in STEM.

AVPDI taught EDC 345 Multicultural Education and Diversity Course for College of Education via Zoom with 41 students participating.

October 6 AVPDI zoom meeting with CDO Wes Pratt to discuss upcoming events and trainings.

October 7 AVPDI participated in the Harvard Alumni discussion on pre on post-election strategies on inclusion and possible topics with students.

AVPDI participated in the Hispanic Star zoom session focused on Latinos in technology.

AVPDI participated in the CARES Act Citizen's Committee to approve funds for each respective application.

- October 7 AVPDI attended retirement gathering for College of education Dean Dr. David Hough at President Smart's Home.
- October 11 AVPDI met with Jimmy Cabrera to discuss opportunities in Southwest Missouri and Northwest Arkansas for outreach and recruitment of Latino students.
- October 12 AVPDI met with Dr. Martinez and Deputy Provost Chris Craig to develop the Community Foundation of the Ozarks grant application for outreach to Latino STEM students.
- AVPDI taught EDC 345 Multicultural Education and Diversity Course for College of Education via Zoom with 41 students participating.
- October 13 AVPDI participated in Minorities in Business Monthly Zoom meeting to get updates and activities from around the area.
- October 14 AVPDI participated in zoom meeting with diversity team from Waynesville to prepare for inaugural Diversity Dialogues.
- October 14 AVPDI participated in the PEN (Post-Secondary Education Network) to get updates from around the state of Missouri from institutions of Higher Education.
- AVPDI participated in the CARES Act Citizen's Committee to approve funds for each respective application.
- October 15 AVPDI participated in the Diversity executives Leadership Academy Board meeting to plan for the Board retreat scheduled for December 5, 2020.
- October 15 AVPDI met with Diversity Fellow Dr. Judith Martinez to discuss research opportunities and Faculty Mentor Program updates.
- October 15 AVPDI met with Daniel Ogunyemi to discuss the open diversity positions i in Springfield.
- October 15 AVPDI participated in the MIN (Minorities in Business) Board meeting and presented the financial information for September 2020.
- October 16 AVPDI facilitated the inaugural Diversity Dialogues at Waynesville High School and help plan for the next session in spring of 2021.
- October 19 AVPDI met with United Way of the Ozarks Staff to develop grant application for Diversity Development with area partners facilitated by AVPDI with funds going to the Division for Diversity and Inclusion at Missouri State University.
- October 19 AVPDI taught EDC 345 Multicultural Education and Diversity Course for the College of Education via Zoom with 41 students participating.

- October 20 AVPDI participated in the monthly Assessment Council meeting to get and share updates focused on assessment.
- October 20 AVPDI participated in the Harvard University Alumni zoom to get updates from alumni and share opportunities for diversity and inclusion.
- October 20 AVPDI participated in the Public Entities Diversity Committee zoom session to share updates and get the new vision for the committee.
- October 21 AVPDI met with Dr. Keri Franklin to discuss the Diversity and Inclusion component of the climate survey.
- October 21 AVPDI participated in the Mini Diversity Workshop on Physical Distancing and creating a welcoming student environment.
- October 21 AVPDI participated in the CARES Act Citizen's Committee to approve funds for each respective application.
- October 22 AVPDI met with Doug Jones of City Utilities about the Inclusive Excellence model and implementing new ideas at CU.
- October 23 AVPDI participated in the Facing Racism Institute for Board Members and Administrators.
- October 26 AVPDI taught EDC 345 Multicultural Education and Diversity Course for the College of Education via Zoom with 41 students participating.
- October 28 AVPDI participated in the Provost's Diversity Council Inaugural meeting to help facilitate the Diversity Discussion and opportunities at Missouri State.
- October 28 AVPDI participated in the zoom meeting for sustainability at Missouri State and the Greater Springfield Community.
- October 28 AVPDI participated in the CARES Act Citizen's Committee to approve funds for each respective application.
- October 30 AVPDI participated in the Facing Racism Institute for Board Members and Administrators.

November 2020

- November 2 AVPDI participated in zoom meeting to plan Diversity Development session for Student Affairs Leadership Team.
- November 2 AVPDI participated in planning meeting for Diversity Development Session with new Department Chairs.
- November 2 AVPDI taught EDC 345 Multicultural Education and Diversity Course for the College of Education via Zoom with 41 students participating.

- November 3 AVPDI participated in zoom meeting with CDO Wes Pratt to discuss diversity events and trainings.
- November 4 AVPDI participated in the CARES Act Citizen's Committee to approve funds for each respective application.
- November 5 AVPDI facilitated Diversity Development for Waynesville School District Leadership team with a focus on the LGBTQ+ community.
- November 6 AVPDI participated in the GREAT (Globally Responsive Education and Teaching) advisory board meeting to implement future on-line sessions and discussions with our global community.
- November 7 AVPDI participated in the MIB (Minorities in Business) Board Retreat to further develop the mission and vision for the organization.
- November 9 AVPDI facilitated Diversity Development session with new Department Chairs
- November 9 AVPDI taught EDC 345 Multicultural Education and Diversity Course for the College of Education via Zoom with 41 students participating.
- November 10 AVPDI participated in UHC 110 course and visited with students about Diversity and Inclusion at Missouri State University.
- November 10 AVPDI facilitated MIB (Minorities in Business) monthly meeting with guest Brian Wailer from the Springfield/Branson National Airport.
- November 11 AVPDI participated in the Faculty Mentor Zoom session on formative and summative assessment for effective teaching.
- AVPDI participated in the CARES Act Citizen's Committee to approve funds for each respective application.
- AVPDI facilitated board development session planning for the Diversity Executives Leadership Academy retreat scheduled for December 5, 2020.
- November 12 AVPDI facilitated Diversity Development Session for the Missouri State University Counseling Staff.
- AVPDI facilitated Diversity Development Session for Missouri State University Staff Ambassador Program.
- AVPDI participated in the Division for Diversity and Inclusion staff meeting to get updates and share information about the division.
- November 16 AVPDI taught EDC 345 Multicultural Education and Diversity Course for College of Education via Zoom with 41 students participating.
- November 17 AVPDI facilitated Diversity Development Session with Leadership Springfield Access Class 7.

November 18 AVPDI participated in Mini Diversity Workshop focused on Micro-Aggressions facilitated by Dr. Payne.

AVPDI facilitated Diversity 101 session in cooperation with the Human Resources Department at Missouri State University.

November 19 AVPDI facilitated Diversity Dialogue with the Diversity Executives Leadership Academy.

AVPDI participated in the Accessibility Council meeting to updates on events and activities with Access.

November 20 AVPDI facilitated Diversity Development Session for Missouri State Athletics Department coaches and Professional staff.

AVPDI facilitated Diversity Development Session for the Missouri State University School of Accountancy.

November 23 AVPDI taught EDC 345 Multicultural Education and Diversity Course for the College of Education via Zoom with 41 students participating.

November 24 AVPDI participated in zoom meeting with CDO Wes Pratt to discuss diversity events and trainings.

November 30 AVPDI taught EDC 345 Multicultural Education and Diversity Course for the College of Education via Zoom with 41 students participating.

Judith Martínez, PH.D. Diversity Fellow for Diversity. Activity Report.

Sep 1: FHRC

Sep 1: Presented to Dr. Steve Willis Class

Sep 2: MCL Diversity Committee

Sep 2: Planning meeting Admin Development

Sep 9: MCL MASLA Orientation

Sep 9: Latinx Kick Off Dr. Mauricio Espinoza Keynote Speaker

Sep 11: RCOAL Diversity Com

Sep 11: Bear Bridge Kick off Workshop: The Virtual Classroom Led by Dr. Newman (English Dept)

Sep 14: Grant: Dr. Craig and Dr. Poston

Sep 14: DELA Development

Sep 15: Meeting and Collaboration Dr. Rudnick EDC 345 and COE HIP

Sep 17: Attended Webinar: Building a Strength-Based Classroom: The Power of Heritage

Sep 17: Scholar 2 Scholar Orientation

Sep 22: Inaugural Kick Off Bear Bridge Mentoring Program

Sep 23: FCTL Mini Diversity Workshop

Sep 23: DDI Staff Meeting

Sep 23: Guest Speaker Dr. Linda Garrison-Kane

Sep 24: One-on-One Dr. Craig

Sep 24: Major's Fair

Sep 24: SEM Retention and Completion Committee meeting

Sep 24: Multicultural Ed. Dr. Rudnick

Sep 28: Scholar 2 Scholar Orientation

Sep 28: FH Acknowledging Diversity for T&P Policies

Sep 29: Chair of the MCL Diversity Committee

Sep 30: State of Latinos in the American Culture and Societal Landscape Conference

Oct 1: RCOAL Diversity Committee update from DDI with Juan Méraz

Oct 3: CFO Latinx Faculty Student Retention Grant Committee

Oct 4: Planning Collaboration Meeting Dr. Todd Payne, COAL

Oct 5: Climate Survey Flash Points

Oct 5: DELA Professional Development

Oct 6: Led: Art and Design Diversity Development Training/ Workshop

Oct 7: BEAR BRIDGE One-on-One Mentees Check ins

Oct 7: Fulbright Scholarships Interviews Recommendations Committee

Oct 8: Deputy Provost Meeting

Oct 12: Executive Order Training Meeting

Oct 12: CFO Latinx Faculty Student Retention Grant Committee

Oct 12: Cultural Interview (Student) qualitative data collection

Oct 13: Potential Diversity Scholarship Development Meeting

Oct 13: Faculty Handbook Revision Ad Hoc Committee

Oct. 16: Diversity Presentation MASLA Linguistic Class
Oct 19: Diversity Presentation UCH 110 Amy
Oct 19: Student Cultural LLI Interview qualitative data collection
Oct 19: Student Cultural Interview qualitative data collection
Oct 20: DEI Survey Meeting
Oct 20: Mini Diversity Workshop for Diversity Scholars Cohort
Oct 20: Presentation for Bears LEAD
Oct 26: BEAR BRIDGE Mentee Check in One-on-One
Oct 28: Discussion on PDC
Nov 3: Faculty Handbook Revision Ad Hoc Committee
Nov 3: Prepare for Mentee Monthly workshop
Nov 4: Student research interview
Nov 4: Presentation to NAMI on campus on Mental health while going to school
Nov 6: GREAT faculty advisory meeting
Nov 9: New Academic Administrators Orientation
Nov 10: ConBEARsando day for Honors Students Latin American topics
Nov 11: BEAR BRIDGE monthly workshops
Nov 18: Mini Diversity Talk 3: Microaggressions: Impact vs Intention
Nov 19: Latino Leadership Interview student qualitative data collection

XI.A.

I'll be the first to say that this semester has absolutely flown by. Students have been blown away by the universities efforts and ability to keep us here, in person, during a pandemic, for the entire semester. This semester has definitely had its hardships. Before the semester began, Blake, Apryl, and I got together to discuss a COVID friendly plan that we knew we could accomplish this semester, whether that was virtual, in person, or both. I am happy to say that we have passed over 20 resolutions this semester and have been able to hold multiple events for our students. I would love to tell you all about what some of our cabinet has accomplished this semester:

Beginning with our Co-Directors of Academic Affairs, Aimee and Drew, they have been able to donate masks to local Springfield schools and our own Bear Pantry. They have also begun the process of creating a free book exchange, this will consist of two locations placed on campus with books donated from our own library for students or visitors to grab a book and leave a book or just take or give.

Next, Our Director of Administrative Services, Anna, just held our annual campus safety walk. This gave us the opportunity to see how much our university has improved in safety over the years as well as ways to continue to increase lighting and cameras on our campus to make students feel safer. She is also working with our Bear Lines to upgrade their technologies to a more updated tablet for drivers as well as a more accurate GPS system for students.

Our Chief Communications Officer, Chrissy, has absolutely blown us away. A little fun fact for you all, SGA turned 100 years old this year. Chrissy is working with Pricilla Childress in reaching out to alum SGA in hopes to possibly have a virtual event to celebrate. Her position has been more important than ever with today's circumstances and she has exceeded all expectations.

Chrissy has worked side by side with our Secretary Colin. Colin had a lot of struggles to overcome and he has been inspiring. Thinking of something like senate meetings that would feel very routine, had to be completely changed in every aspect. That includes making absolutely everything virtual for those who couldn't join in person.

Madi, our Chief Elections Commissioner held an election debriefing event for student's post-election. She has also updated the elections code as well hosted an event for students who are potentially interested in running for Student Body in the future.

Emily who is our Chief Interpersonal Violence Prevention Commissioner was able to host our walk for freedom. This event had a great attendance and was amazing because a lot of walks didn't happen because of the virus and we were still able to help host it with the STAND coalition.

Mack, our Chief Sustainability Commissioner, created a green elections guide for students to be educated on the sustainability side of elections. She was also able to get two more hydration stations for campus as well as work with AJ, our director of sustainability to create short climate movement videos to educate students about sustainability.

AJ just held a small event where if students brought their plastic bags to campus, she would trade those bags in and give them one of our reusable tote bags. This event was incredibly popular, and I have never seen so many plastic bags in my life. Those bags were donated to be reused where needed.

Patrick, the Chief Wyrick Commissioner and Rami, Director of University Advancement, have worked together to get new light pole banners for campus which will either include inclusive language and/or flags that represent our international students.

Niyati, has gone above and beyond with Diversity and Inclusion. She has worked hard alongside the MRC and students to discuss the new MRC Space and the designing process.

Our Director of Health and Wellness, Emily, is working with Niyati on a period poverty project for campus. She has worked closely with JED to find ways to improve our health center. She is hosting monthly talks with underrepresented students to have their voices heard as well as hosting tabling events for students to tie-dye some masks we provide them.

Jarrett, our Director of information services has been meeting with Dr. Craig to have professors all use blackboard or at least just for grades so students will have updated access to everything on one platform. He has been working with CarGo in hopes to help them with promotion. He is currently working on having an electronic Bear Pass for students.

Cameron who is our Director of Public Affairs just passed a resolution to fund another bus for day at the capitol so we can be more socially distant and not put any students at harm. He also hosted a tabling event for student who voted by absentee to receive 'I Voted' stickers because this was a great majority of every students first time voting in a presidential election.

Our Speaker, Michael has been working alongside the Graduate Student Senate and have created a director position for us to work together. We had an incredible time meeting with GSS to create this new position.

Our Director of Student Affairs, Cara, just worked with the Career Center to create a professional development week which included a LinkedIn seminar, a resume madness, international student workshop and finished off with a professional headshot day. The headshots were a huge hit, and she was able to fill every spot available and is working on planning another one for the spring semester. She also is working on updating our campus directories.

As you can tell, this semester was a busy one. These cabinet members have continued to inspire and show that no virus can hold them back. I also just want to thank each one of you for all you do in order to make this university what it is. It has been an honor to get the opportunity to work with such incredible people this semester and I cannot wait to see what next semester brings. Thank you.

Student Affairs Report
Missouri State University Board of Governors
December 10, 2020

The Division of Student Affairs' mission is to support student success, foster student engagement, inspire a commitment to public affairs, and instill pride and tradition. Highlights since the October Board Meeting include:

Enrollment Management & Services:

- MSU Admissions was one of the first schools to re-start daily campus tours, starting June 4, 2020. Since 10/16/20, we have hosted 1,173 total visitors.
- On-campus Recruitment events this fall include: Showcase 1 (October 31)- 180 Students and 249 Guests and Showcase II (November 21)- 135 Students and 208 Guests.

Magers Health and Wellness Center:

- Magers Health Center is completing its negative airflow additions to 3 more immediate care clinic rooms. This will bring our total capacity to 4 negative airflow rooms in the immediate care clinic. This will enhance patient and staff safety as care is given for patients with infectious aerosolized diseases in the immediate care clinic.
- The staff at Magers continue to provide Flu Shot and COVID tests to the MSU community, working closely with the Crisis Emergency Team of the University.

Campus Recreation:

- Campus Recreation completed the final phase of a CAS review. The External Reviewers will submit a final report by early spring.
- Fitness programming such as Personal Training and BearFit group exercise classes resumed late in the fall semester.
- Missouri State Campus Recreation participated as presenters for the NIRSA Region IV conference held in early November.
- MSU was the only school in the state of Missouri that hosted a traditional Intramural Sports program for our students. The program lasted the entire fall semester and consisted of both indoor and outdoor season. Students participated in soccer, flag football, sand volleyball, fantasy football, pickleball, tennis, cornhole, table tennis, a running and biking league, basketball, futsal, indoor volleyball, and an Esports League of Legends tournament.

Bookstore:

- Homecoming week for the bookstore was a successful event. Over 2,400 Bearwear and souvenir items were sold throughout the week. We processed approximately \$49,000 in sales while offering a 20% discount to all faculty, staff, students, alumni, fans and community members. The sales event was available in-store, online and at the football game.
- Fall 2020 Grad Fair was also successful. Participating departments included: Financial Services, Career Ctr, Alumni Assoc, and vendors Herff Jones and Lifetouch Photo. We provided regalia, souvenirs, pictures and information to the Class of 2020, December Graduates. The grad cap decorating contest winner will receive a reserved parking spot on commencement day in December 2020 ... special thanks to the MSU Transportation Dept.
- Bookstore held our first ever "Virtual" Family Weekend event, Nov. 12-15. The event provided a 25% discount to shop online with us, and many families took advantage making the event successful. The bookstore sold over 460 items of Bearwear and souvenirs over this weekend, bringing us sales of approximately \$10,500!

Plaster Student Union:

- The design and construction teams and University architect have been meeting with student groups, the core planning team, and senior administration on the MRC/OSE forthcoming transitions. Both groups have seen initial renderings of the new spaces, the current OSE office space and the former Level One game center. The design team is meeting with Multicultural Services Directors on Nov. 30th to present updated renderings and have discussion. Next student meeting is Dec. 1st. Next core meeting is Dec. 9th.
- Elections for new officers in both the Interfraternity Council and Panhellenic Association are complete. A retreat with all council officers will take place in January 2021.

Multicultural Services

- The TRIO online tutoring program, TutorMe has taken off with more students taking advantage of the opportunity to connect with a tutor 24/7.
- TRIO students participated in a volunteer event making fleece blankets for women and children at Harmony House
- TRIO held Mental Health event in conjunction with the counseling center. Students learned tips for stress management, time management, and test anxiety.
- The Disability Resource Center finished Disability Equity Week November 2nd-6th. Topics included disability etiquette, representation of disability in literature and culture, social media accessibility training, adaptive archery, and a round table discussion by students with disabilities.
- Access Programs worked with Admissions to hold a virtual admissions day which allowed for 6 KIPP and 11 Wyman high school seniors to be admitted to MSU.
- Bears LEAD has been working collaboratively with CNAS, where the College has agreed to provide group tutoring sessions to Bears LEAD students for lower-level Science and Math courses.
- Multicultural Programming hosted Latinx History Month, LGBTQ+ Month and Native American Heritage month events this fall, providing students the opportunity to learn and celebrate.

Residence Life, Housing and Dining:

- Due to COVID restrictions, the Living-Learning Communities adapted their annual community service event, which takes place during move-in weekend. Participating students put together 600 care kits that were distributed to unhoused members (Homeless) of the Springfield community. This adaptation won “Community Service Program Of The Month” in August for the entire nation from the National Residence Hall Honorary and the National Association of College and University Residence Halls.
- ResLife started the Re-application process on Oct 21 and we already have over 750 students who have committed to living with us next year. The housing application process for new future Fall 2021 students opened on Oct. 30. We have over 400 first time new and transfer students who have already committed to living on campus. We also have a lot of excitement surrounding the new residence hall. We have had about 40 returning students pick their room next year and we’ve had 136 incoming student preference the new residence hall in their top building preferences to live in. We are already seeing this as a very popular option this year!
- Our student leaders and staff members continue to work hard to adapt and innovate our programming efforts. We have seen significant engagement in our adapted programming efforts, and to date we have not cancelled any of our traditional campus experiences. Some highlights include:
 - Fall Leadership Training – adapted our traditional Fall Leadership Day to a two-week training that provided small group in-person and virtual training program for hall council student leaders
 - Halloween in the Halls – this event was adapted to a trick-or-treat experience for students in which we collaborated with multiple student organizations to simultaneously offer a student activities fair (approximate attendance: 200 students)
 - NRHH service – NRHH partnered with Grace Methodist Church to create essential kits for homeless members of our community. NRHH produced 50 kits, which included personal hygiene products and homemade face masks.

- Administrative staff in Residence Life have been communicating daily with the COVID-19 team to house students who need to isolate or quarantine. The numbers have been manageable allowing custodial and dining staff to keep up with the demand.

Dean of Students:

- Counseling Center has hired two new counselors: Nia Morgan and Tammy Dixon (new role as Assistant Director). They are still searching for two more counselors.
- There is no longer a waitlist in the Counseling Center for student appointments.
- SGA worked with the Career Center to create a professional development week which included a LinkedIn seminar, a resume madness workshop, international student workshop and finished off with a professional headshot day. The headshots were a huge hit, every spot available was filled, and now the team is working on planning another one headshot day for spring semester.
- SGA hosted a tabling event for students who voted by absentee. Many of the students that visited the table were first time voter in a presidential election.
- The Dean of Students created a new committee for Admissions Review.
- The Behavior Intervention Team (BIT) continues to work with the increased cases related to mental & physical health issues and COVID-19 related issues.
- Orientation & Transition will host Spring orientation sessions on December 16th & January 6th

Respectfully submitted by,

Dr. Dee Siscoe



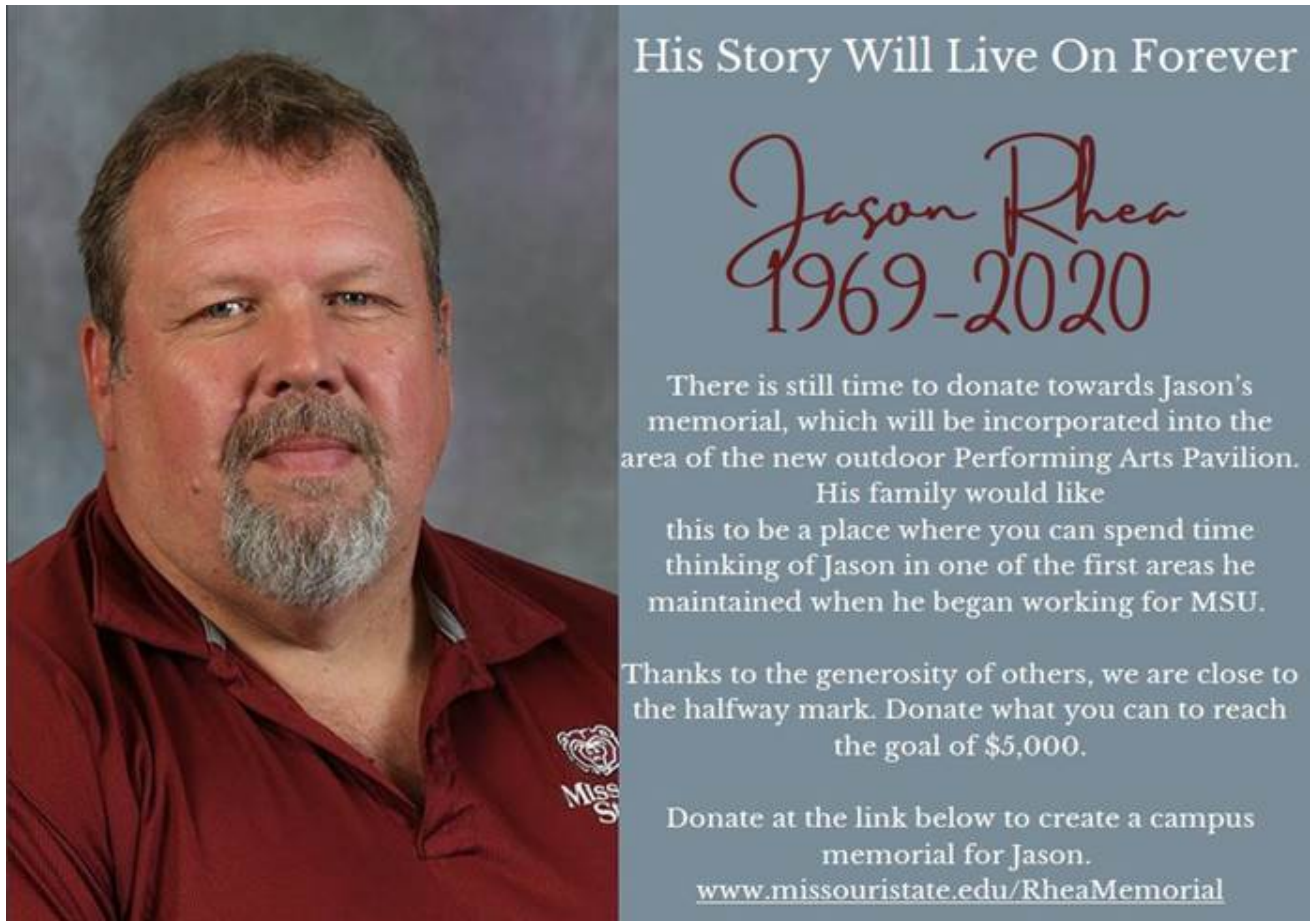
Staff Senate Report to MSU Board of Governors

December 10, 2020

Ryan Reed, Chair of Staff Senate 2020-2021; RyanReed@missouristate.edu

Staff Senate Current Initiatives

Memorial Fund for Jason Rhea. Staff Senate is raising money to create a memorial for Jason Rhea on campus. We have a goal of \$5000.

A poster for a memorial fund. On the left is a portrait of Jason Rhea, a man with a goatee wearing a maroon polo shirt. On the right, the text reads: "His Story Will Live On Forever", "Jason Rhea 1969-2020" in a cursive font, "There is still time to donate towards Jason's memorial, which will be incorporated into the area of the new outdoor Performing Arts Pavilion. His family would like this to be a place where you can spend time thinking of Jason in one of the first areas he maintained when he began working for MSU.", "Thanks to the generosity of others, we are close to the halfway mark. Donate what you can to reach the goal of \$5,000.", and "Donate at the link below to create a campus memorial for Jason. www.missouristate.edu/RheaMemorial".

His Story Will Live On Forever

Jason Rhea
1969-2020

There is still time to donate towards Jason's memorial, which will be incorporated into the area of the new outdoor Performing Arts Pavilion. His family would like this to be a place where you can spend time thinking of Jason in one of the first areas he maintained when he began working for MSU.

Thanks to the generosity of others, we are close to the halfway mark. Donate what you can to reach the goal of \$5,000.

Donate at the link below to create a campus memorial for Jason.
www.missouristate.edu/RheaMemorial

Credit Fee Waiver Workgroup. Staff Senate is currently looking into the credit fee waiver for staff & faculty with the hope of improving this benefit for employees. We will have a recommendation for improvement prior to the FY22 budgeting.

Staff Satisfaction Survey. Staff Senate will be conducting a staff satisfaction survey in Jan/Feb with results being presented at the May Board of Governors meeting.

Public Affairs Committee. Completed Adopt-A-Street on Cherry between National & Glenstone. Planning a January book club over “The Hidden Rules of Race: Barriers to an Inclusive Economy”.

Administrative Professional Forum. The Administrative Professional Forum took place on Thursday, October 29, 2020. The objective for the Forum was to complete three thirty-minute sessions, from different departments, to enhance department proficiency in online learning and professional development.

XIII.A.

**MISSOURI STATE UNIVERSITY FOUNDATION
INCOME SUMMARY TOTALS BY TYPE AND SOURCE
07/01/2020 TO 11/30/2020**

| SOURCE | UNRESTRICTED CURRENT | RESTRICTED CURRENT | ENDOWMENT | GIFTS OF PROPERTY | NON-GIFT INCOME* | TOTAL 07/01/2020 TO 11/30/2020 | TOTAL 07/01/2019 TO 11/30/2019 |
|-------------------|-------------------------|-----------------------|--------------------|----------------------|---------------------|-----------------------------------|-----------------------------------|
| ALUMNI | \$29,527 | \$1,570,786 | \$935,718 | \$218 | \$194,366 | \$2,730,615 | \$1,321,761 |
| FRIENDS | 3,086 | 711,989 | 55,336 | 1,491,127 | 185,610 | \$2,447,148 | 1,273,406 |
| PARENTS | 180 | 33,715 | 35,255 | 10 | 14,500 | \$83,660 | 75,015 |
| FOUNDATIONS | 0 | 350,121 | 100 | 0 | 5,650 | \$355,871 | 508,982 |
| ORGANIZATIONS | 8,610 | 150,582 | 2,539,426 | 36,866 | 2,700 | \$2,738,184 | 1,582,368 |
| BUSINESSES | 7,779 | 482,284 | 37,439 | 178,788 | 285,000 | \$991,290 | 1,061,387 |
| GIFT TOTAL | \$49,182 | \$3,299,477 | \$3,603,274 | \$1,707,009 | \$687,826 | \$9,346,768 | \$5,822,919 |

*Per the Tax Cuts and Jobs Act, the US Tax reform bill signed into law effective in 2019, income recieved from athletics seat assessments and suites are no longer tax deductible.

DEFERRED GIFT COMMITMENTS

| | UNRESTRICTED CURRENT | RESTRICTED CURRENT | ENDOWMENT | GIFTS OF PROPERTY | TOTAL 07/01/2020 TO 11/30/2020 | TOTAL 07/01/2019 TO 11/30/2019 |
|----------------|-------------------------|-----------------------|-----------|----------------------|-----------------------------------|-----------------------------------|
| DEFERRED GIFTS | 0 | 0 | 2,020,500 | 0 | \$ 2,020,500 | \$ 11,166,061 |

GRAND TOTAL FOR TESTAMENTARY GIFTS YET TO BE RECEIVED: \$66.5M

| | NUMBER OF DONORS 7/1/2020 TO 11/30/2020 | NUMBER OF DONORS 7/1/2019 TO 11/30/2019 |
|---------------|--|--|
| ALUMNI | 3,483 | 3,591 |
| FRIENDS | 7,137 | 7,095 |
| PARENTS | 512 | 686 |
| FOUNDATIONS | 22 | 16 |
| ORGANIZATIONS | 78 | 115 |
| BUSINESSES | 317 | 439 |
| TOTAL | 11,549 | 11,942 |

**MISSOURI STATE UNIVERSITY FOUNDATION
INCOME SUMMARY TOTALS BY TYPE AND SOURCE
07/01/2020 TO 10/31/2020**

| SOURCE | UNRESTRICTED CURRENT | RESTRICTED CURRENT | ENDOWMENT | GIFTS OF PROPERTY | NON-GIFT INCOME* | TOTAL 07/01/2020 TO 10/31/2020 | TOTAL 07/01/2019 TO 10/31/2019 |
|-------------------|-------------------------|-----------------------|--------------------|----------------------|---------------------|-----------------------------------|-----------------------------------|
| ALUMNI | \$20,340 | \$1,488,926 | \$837,372 | \$218 | \$169,242 | \$2,516,098 | \$1,031,365 |
| FRIENDS | 2,804 | 584,693 | 22,712 | 1,480,252 | 154,957 | \$2,245,418 | 1,077,268 |
| PARENTS | 25 | 18,314 | 34,570 | 10 | 13,200 | \$66,119 | 60,102 |
| FOUNDATIONS | 0 | 303,201 | 100 | 0 | 150 | \$303,451 | 393,632 |
| ORGANIZATIONS | 2,510 | 136,466 | 2,450,276 | 0 | 1,000 | \$2,590,252 | 1,324,038 |
| BUSINESSES | 2,549 | 369,997 | 9,654 | 149,170 | 230,200 | \$761,570 | 907,365 |
| GIFT TOTAL | \$28,228 | \$2,901,597 | \$3,354,684 | \$1,629,650 | \$568,749 | \$8,482,908 | \$4,793,770 |

*Per the Tax Cuts and Jobs Act, the US Tax reform bill signed into law effective in 2019, 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 07/01/2020 TO 10/31/2020 | TOTAL 07/01/2019 TO 10/31/2019 |
|----------------|-------------------------|-----------------------|-----------|----------------------|-----------------------------------|-----------------------------------|
| DEFERRED GIFTS | 0 | 0 | 2,020,500 | 0 | \$ 2,020,500 | \$ 11,066,061 |

GRAND TOTAL FOR TESTAMENTARY GIFTS YET TO BE RECEIVED: \$66.5M

| | NUMBER OF DONORS 7/1/2020 TO 10/31/2020 | NUMBER OF DONORS 7/1/2019 TO 10/31/2019 |
|---------------|--|--|
| ALUMNI | 3,074 | 3,143 |
| FRIENDS | 6,475 | 6,591 |
| PARENTS | 333 | 477 |
| FOUNDATIONS | 19 | 10 |
| ORGANIZATIONS | 28 | 94 |
| BUSINESSES | 274 | 399 |
| TOTAL | 10,203 | 10,714 |

**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 October | | Running Totals | | Year |
| | | No. | Amount | No. | Amount | No. | Amount | No. | Amount | |
| Annual Gifts | FY 20 | 6,023 | \$227,160 | 145 | \$528,961 | 6,168 | \$756,121 | 22,568 | \$2,470,591 | FY 20 |
| | FY 21 | 6,357 | \$223,661 | 131 | \$457,248 | 6,488 | \$680,909 | 23,687 | \$2,154,151 | FY 21 |
| Special Campaigns | FY 20 | 118 | \$15,494 | 9 | \$124,993 | 127 | \$140,487 | 621 | \$1,031,795 | FY 20 |
| | FY 21 | 17 | \$3,800 | 5 | \$1,014,000 | 22 | \$1,017,800 | 92 | \$1,454,398 | FY 21 |
| One Time Gifts | FY 20 | 0 | \$0 | 10 | \$335,315 | 10 | \$335,315 | 32 | \$1,291,384 | FY 20 |
| | FY 21 | 0 | \$0 | 11 | \$3,054,825 | 11 | \$3,054,825 | 33 | \$4,874,359 | FY 21 |
| TOTALS | FY 20 | 6,141 | \$242,654 | 164 | \$989,269 | 6,305 | \$1,231,923 | 23,221 | \$4,793,770 | FY 20 |
| | FY 21 | 6,374 | \$227,461 | 147 | \$4,526,073 | 6,521 | \$4,753,534 | 23,812 | \$8,482,908 | FY 21 |

**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 November | | Running Totals | | |
| | | No. | Amount | No. | Amount | No. | Amount | No. | Amount | Year |
| Annual Gifts | FY 20 | 4,653 | \$157,396 | 94 | \$362,745 | 4,747 | \$520,141 | 27,315 | \$2,990,732 | FY 20 |
| | FY 21 | 6,005 | \$184,269 | 117 | \$451,533 | 6,122 | \$635,802 | 29,815 | \$2,794,675 | FY 21 |
| Special Campaigns | FY 20 | 20 | \$3,576 | 13 | \$251,186 | 33 | \$254,762 | 654 | \$1,286,557 | FY 20 |
| | FY 21 | 14 | \$2,803 | 3 | \$9,000 | 17 | \$11,803 | 110 | \$1,475,972 | FY 21 |
| One Time Gifts | FY 20 | 0 | \$0 | 7 | \$254,246 | 7 | \$254,246 | 39 | \$1,545,630 | FY 20 |
| | FY 21 | 0 | \$0 | 13 | \$126,021 | 13 | \$126,021 | 51 | \$5,076,121 | FY 21 |
| TOTALS | FY 20 | 4,673 | \$160,972 | 114 | \$868,177 | 4,787 | \$1,029,149 | 28,008 | \$5,822,919 | FY 20 |
| | FY 21 | 6,019 | \$187,072 | 133 | \$586,554 | 6,152 | \$773,626 | 29,976 | \$9,346,768 | FY 21 |

XIII.B.

RECOMMENDED ACTION – Approval of FY2021 Internal Operating Budget Adjustments

The following resolution was moved by _____
and seconded by _____:

WHEREAS, on or about June 19, 2020, the Board of Governors approved the Missouri State University budget for FY2021 (“FY2021 Budget”);

WHEREAS, the approved FY2021 Budget included numerous cost-saving measures, due to significant appropriations withholds, anticipated future appropriations reductions, and the anticipated Fall 2020 enrollment;

WHEREAS, such cost-saving measures included reductions in facility repairs and classroom upgrades, the President’s enhancement fund, academic equipment, and travel; implementation of a hiring freeze; elimination of faculty incentive payments for online classes; and delaying completion and acceptance of the new residence hall;

WHEREAS, the university’s revenue is on pace to outperform the projections in the FY2021 Budget due to the actual Fall 2020 enrollment, which exceeded expectations, and a release of approximately \$1.6 million in previously withheld state appropriations; and

WHEREAS, the Board of Governors, in collaboration with the President and the Executive Budget Committee, has developed a plan to allocate a portion of this additional revenue as set forth below, thereby requiring a formal adjustment to the FY2021 Budget.

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors of Missouri State University that the FY 2021 budget be adjusted to include:

- A \$600 across-the-board salary increase for full-time faculty and staff hired on or before November 30, 2020, with such increase to be effective as of January 1, 2021 for 12-month employees and February 1, 2021 for 9- and 10-month employees;
- Adjustments to the university’s pay ranges commensurate with the calendar year 2019 employment cost index; and
- A temporary, one-time restoration of funding in the budgets for facility repairs and classroom upgrades, in the amount of \$660,535 for the Springfield campus and \$50,361 for the West Plains campus.

VOTE: **AYE** _____

NAY _____

XIV.A.

Marketing and Communications Report Missouri State University Board of Governors December 10, 2020

MarCom updates since the October 16, 2020 meeting

COVID-19

Communication and messaging needs associated with COVID-19 continues to be an on-going action, but has become part of the routine. This includes website, the positive results page and dashboard, videos, social media, letters to the campus community, etc.

Integrated Marketing

A small team developed and is currently executing integrated marketing plans for the CHPA Department of Defense Strategy Studies (DSS) and the entire McQueary College of Health and Human Services (MCHHS). DSS has been recognized as an area with strong growth potential.

The integrated plans focus on messaging, digital marketing, website and partnership with admissions by fully utilizing the power of the CRM.

Web Strategy and Development (WSD)

The team launched the transition to a new content management system (CMS) for the university website at the beginning of December. The major portions are expected to be completed in the next 4-6 months. A CMS is used by editors across the university to update their department/division sites. This new system is much more robust and easy to use. It also includes a variety of options that will allow WSD to transition away from "homegrown" antiquated features we currently offer on the website.

University Communications (UC)

The team continues to expand in the area of digital marketing. They are working on recruiting campaigns for Admissions, Criminology and Hospitality, MCHHS, and an overall awareness campaign for the university.

Team members continue to successfully actively pitch and promote faculty and their associated research with national media – not only to identify them as expert resources, but also to promote their articles for use in publications across the U.S.

Visual Media

The team continues work on new high-production-value videos and photography for Mind's Eye. They have completed several "Clifstagram" and other videos for the university.

Editorial and Design Services (EDS)

The team continues to be very busy partnering with Admissions and the Foundation on variable data related pieces.

They are also working closely with the social media, digital marketing team and the web team in developing designs, avatars, etc. for use during return to campus and other student impacting areas.

EDS hired a new graphic designer in November. Kennedy Englert, a recent graduate of Pennsylvania College of Technology, already has 3 years of experience working in higher education as an intern and part-time employee. She replaces Abby Isaacson, who left the university for another position in March.

Missouri State University - Information Services

2020 Year-end Accomplishments

Executive Summary from the Office of the CIO

As the year 2020 winds down, it offers a time to reflect on our achievements, the challenges we faced, and opportunities we grew from throughout this difficult time. It would be easy to focus only on the pandemic. In January 2020, as there was growing concern at the University for the impact the Coronavirus was having on other countries and our international students and their families, it wasn't something we were focusing on, yet. And, while the University's response to the pandemic became an important chapter for us, it isn't the whole story our Information Services Team has to share this year.

We began the year with several important initiatives including a response to the December 2019 Distributed Server Audit; support for the Strategic Enrollment Management planning teams; WiFi access for University staff; selection of a new telephone system; enhancements to the Banner Enterprise Resource Planning (ERP) software; BlackBoard access for athletics counselors; new video surveillance cameras for University Safety; Multi-factor authentication; new IT Help Desk Portal; and numerous construction projects that were underway. We adjusted our priorities. We slowed some projects down, and redirected work to others. But the work continued throughout the year despite the pandemic.

March 2020 ushered in a heightened concern for the impact of the Coronavirus in the United States. Missouri State University formed a COVID response team to manage the impact of the pandemic on our campuses. We began participating in those meetings in March and continue to do so to this day. As most businesses, schools, universities, and government agencies shifted the workforce away from the traditional office environment to work remotely, we did too. During that rush, we provided support and equipment for students, faculty and staff. We increased our remote access VPN licenses. We helped those impacted connect from home. We rolled out "softphone" capabilities to allow employees to use their computers to make phone calls and check voicemail from the MSU phone system. We added electronic fax functionality and updated Microsoft Office 365 security. We assisted those working from home get the computer resources needed to continue to run the University. Our cloud-based BlackBoard course management software was ready to scale up to support the alternative delivery methods. We were able to increase our online conferencing capabilities with Zoom and Microsoft Teams; and utilize Microsoft Office 365 to access our email, electronic documents, and the entire Office 365 toolset from any location with an Internet connection.

Most importantly, our talented, knowledgeable, flexible IT professionals made it all work...quickly. The Information Services Team and the distributed IT support professionals rose to the challenge. They wrote custom programs to create BlackBoard shells for all classes. They provided technology to track COVID contacts, created Sharepoint and MS Teams sites, provided faculty and students Internet access with Verizon "hot spots" to help them continue with classes. Our support calls grew exponentially during this time for both virtual and in-person support. We moved our monthly computer user support committee (CUSC) meetings to bi-weekly Microsoft Teams meetings. The cooperation exemplified in that group is essential to keeping the University's computer systems operating smoothly. The entire team of MSU IT professionals did an amazing job supporting the computer system needs for students, faculty, and staff during this difficult year. I want to personally, and publicly, thank all of them for their exceptional work.

Jeff Coiner
Chief Information Officer

Information Services Division Highlights

Each of the three divisions of Missouri State University, Information Services including Computer Services, Theresa McCoy, Deputy CIO; Information Security, Rob Martin, Information Security Officer; and Networking & Telecommunications, Mark Harsen, Director of Networking & Telecommunications have provided highlights to share in this report. David Young, Director of Information Technology Services – MSU West Plains, also provided highlights from the team that supports that campus.

Computer Services

IT Support During COVID-19 University Closure

- Ensured the continuation of administrative and academic processes by providing IT support to staff transitioning to remote work, and faculty/students in transition to online learning. This included setting up laptops for staff and faculty to use for work-from-home, assisting instructors utilizing Blackboard for the first time, providing remote IT support for staff/faculty having issues working from their homes, and maintaining 77 hours/week of open-access computer lab and walk-up IT support through the shut-down so students could continue their studies.
- The BearPass Card Office coordinated with multiple departments to safely create and distribute BearPass Cards for incoming students and ensure the student ID photos were made available to other software systems in a timely manner. The change of the SOAR program from in-person to online sessions required changes to all existing card creation processes which, coupled with pandemic related staffing needs and supply shortages, presented a tremendous challenge. The processes developed as part of this response will result in improved services and opportunities even after the pandemic has passed.
- Helped acquire of the hardware and software needed to support the transition to remote learning for students who were unable to come to campus and no longer had access to the software they need to successfully complete their coursework, as well as the transition to remote work for employees. This was accomplished through the coordination of IT licensing and procurement issues with Procurement, multiple university departments, and multiple software vendors.
- The University's endpoint management systems (including patch management infrastructure and endpoint security configurations) were reconfigured and expanded to securely accommodate the transition to working remotely. These efforts, including the deployment of a new modern, mobile friendly infrastructure, have resulted in a more secure and manageable IT environment that will continue to provide new capabilities for both end-users and IT support staff.
- Transitioned to a remote office environment while supporting the software needs of other offices to do the same. Major projects related to COVID included:
 - CARES application
 - COVID case reporting and processing
 - COVID management in Residence Life
 - Online Course Listings web page
 - Virtual SOAR session card activation and card replacement web page

- Financial Aid COVID19 Funding Request application
- Transcript comments for Covid 19 based instructional changes
- New Dining Dollars meal-plan solution to create separation between pre-Covid accounts and post-Covid accounts
- Emergency Contact application
- Enhancements to Who/What for University Safety Covid tracking needs

Maximize process efficiency and return on investment for software

- Completed more than 165 medium and large projects, including more than a 1000 code commits, 114 maintenance requests, 156 production issues, and more than 65 production report requests.
- Upgraded several software systems to maintain vendor support and install security enhancements. These included the Enterprise Data Warehouse (EDW), DegreeWorks, regular quarterly upgrades for Administrative Banner and Self-Service Banner (SSB), International Student Scholar Management (ISSM), and Event Management Software (EMS).
- Installed, configured, and started using several new products provided by Ellucian. These included Ethos, Employee Self-service 9, Finance Self-service 9, Banner Communication Management, and additional features for Student Self-service 9 (Financial Aid and Account Receivable)
- Implemented Dynamic Forms, a software solution that will help offices put more forms and requests online instead of relying on paper forms or outdated manual processing. The Office of Financial Aid has been an early beneficiary of this product.
- Implemented several new third-party software solutions and integrated with Banner including Accessible Information Management (AIM) for Disability Resource Center, Blackboard Connect for Campus Safety, and Athlete Roster Management Software (ARMS) for Athletics.
- Made significant progress on the Advancement CRM implementation including major changes to address clean-up processes.

Reduce security risk with upgrades, patches, Multi-Factor Authentication and Self-Service Password Reset

- A key component of Missouri State University's Computer Services' strategy is the diligent application of patches and upgrades. Vulnerabilities requiring remediation through these updates can exist in operating systems, middleware, databases and application software. Both the Enterprise Systems team and the DBA team have continued to refine the upgrading of operating systems and routine schedules for patching (i.e., Oracle, Apache Tomcat, Java, Weblogic, Banner, etc.) to improve security and mitigate vulnerabilities.
- Enhanced account security and self-service account management through broadened our roll-out of multi-factor authentication (MFA) and self-service Microsoft process called Self-Service Password Reset (SSPR).

Multi-factor authentication (MFA) enhances account security by requiring you to provide a second verification method, such as a code sent via text, or by using a mobile app, to gain access to university resources.

Self-service password reset (SSPR) allows you to use these additional verification methods to reset your password or to get back into your account quickly and securely without needing to contact the Help Desk.

Team Dynamix/Help Desk Service Portal Usage

- Continued to enhance IT service management with the Team Dynamix Help Desk Service Portal. Collaborated with distributed IT organizations, increased adoption of the Help Desk Service Portal by end-users, refined the self-service offerings in the Service Catalog and expanded the Knowledge Base self-help guides. Established reporting practices and customer satisfaction surveys to capture actionable insights to improve student, faculty, and staff experience with campus technology.

The Help Desk Service Portal is a central IT support site used by students, faculty, and staff to send support requests, track the work being done and communicate with IT technicians throughout the process. The system automates prioritizing, tracking, and routing of incidents and service requests. The Service Portal is also home for the university's technology Knowledge Base of self-help how-to guides and provides the latest IT updates from the Information Services blog. <https://missouristate.edu/helpdesk>

Information Security

Improvements to the security posture of University computer systems

- Deployed multifactor authentication to protect the accounts of most university employees and to thousands of students with majors in the McQueary College of Health and Human Services, the College of Natural and Applied Sciences, the College of Business, and the College of Humanities and Public Affairs.
- Collaborated with central and distributed IT support staff across the university to better secure university servers and implement the recommendations in the Distributed Servers audit report.
- Adopted and implemented the University Server Policy, including the implementation of the University Server Registry and vulnerability detection and remediation program covering all university servers.
- Implemented new tools to securely facilitate remote work, including a new virtual private network and an application proxy protect sensitive administrative applications.

Network & Telecom

COVID-19 response

- Assisted the move to remote work and alternative delivery of classes for students, faculty and staff by adding VPN hardware, increasing capacity to 3000 connections, and adding support for Multi-Factor Authentication.
- Implemented softphone capability including basic calls, call centers, and the University attendant for 279 phone numbers.
- Purchased and delivered MiFi units for 210 total students, staff, and faculty.
- Deployed 23 Google accounts to check in with new freshmen and COVID patients.
- Obtained 11 cell phones to provide voice/text for remote workers.
- Researched and demonstrated the contact tracing features of the Aruba wireless network management software to determine if it would be helpful in assisting with COVID-19 issues.
- Implemented electronic fax software and converted 23 analog fax machines to send and receive faxes via email.

Infrastructure improvements and additions

- Started the implementation of a new telephone Avaya system that includes better services and features for university and remote workers, employees, and students.
- Added network & Internet for new Bull Shoals facility and the Lofts at the West Plains campus.
- Installed telecommunications and network services at no cost for the SAAB (Student African American Brotherhood).
- Expanded or replaced aging equipment for the network, video surveillance, and electronic door access infrastructure for numerous facilities across the University.

Security enhancements

- Made improvements to the University's network security by adding three (3) firewalls deployed to MCHHS buildings to protect all users in those buildings.
- Implemented a new Internet firewall to handle increased load and improved DNS and AV protections.
- Improved network visibility and firewall protections for servers in the data centers.

Missouri State University – West Plains, Information Technology Services

Improvements to the MSU - West Plains computer systems

- Worked with Springfield Admissions on "System Admits" project, whereby students who are rejected from the admissions process in Springfield will be either admitted to the West Plains campus or will be added to the recruiting plan in Banner for the West Plains campus.
- Worked with Springfield to finish implementation of the EMS room/resource scheduling system.

- Worked with Springfield to research and select a new phone system & vendor for both campuses. New system selected and purchase approved by the Board of Governors. Ongoing collaboration and planning with the Springfield campus. Projected completion on West Plains campus is March 2021.
- Implemented Self Service Password Reset (SSPR), which reduces support calls and allows users a secure way to reset their own passwords.
- Working with Springfield campus to transition from current website content management system to new content management system “OmniUpdate Campus”.

Visioning Guide – Process Update

December 10, 2020

Introduction

In conjunction with the Long Range Plan, every five years the University develops a Visioning Guide to establish a vision for the campus's physical environment. Directly aligned with the Long Range Plan, the Visioning Guide provides long range planning for the architecture, land use, space use, transportation, parking, outdoor environment and utilities in concert with the core goals of the campus. This visual tool creates a strategic plan aligned with the Foundation's fundraising strategies and Financial Services capitalizing on all possible financial resources to improve the campus environment. This strategy has allowed most major capital improvement projects on campus to be executed using outside funding resources for twenty-five to fifty percent of project cost.

2021-2026 Visioning Guide Process Update

Coordinated by the Office of Planning, Design and Construction, the process of developing the Visioning Guide will involve a series of collaborative meetings and discussions with multiple stakeholders. The Board of Governors will be updated and engaged for feedback throughout the process. The process includes six phases. Currently, we have completed 80% of the first two phases of the Visioning Guide Process.

Phase 1 - Investigate: The primary purpose of this phase is to analyze the existing buildings and spaces including usages and inefficiencies. In conjunction with this, we have updated executed work from the 2016-2021 Visioning Guide revising the campus plans and 3D model. In this phase, we presented the Visioning Guide process to the Board of Governors which resulted in additional investigations as follows:

- Consult with outside resources and entities to gain insight on how other campuses masterplan their facilities.
- Investigate prioritizing projects based on needs or donor opportunities.
- Investigate the output options for the final document. Should this document be printed or can it take on a digital format?

Based on the input we received during the September Board of Governors presentation, meetings will occur with the University Architect of Oklahoma State University, along with campus tours of Oklahoma State University, Illinois State University, and potentially Kansas State University and University of Texas at Dallas. Masterplan documents have also been received from Kansas City University, University of Kansas Medical School, Avila University, Texas Christian University, and condition assessments from the University of Illinois.

Phase 2 – Data Collection: During our Visioning Guide meeting with President Smart he challenged the Visioning Guide document to show viable real projects that we believe we can execute in the next five years. Lastly, we have completed the analysis of our ADA Masterplan, the CNAS Masterplan, the Residence Life Condition Assessment, and the Ann Kampeter Health Sciences Hall. Overall progress of the Visioning Guide Process is on track and will be complete and published prior to June 30, 2021.

XVI.A.2.

RECOMMENDED ACTION – Approval of the 2020-2026 Strategic Enrollment Management (SEM) Plan

The following resolution was moved by _____
and seconded by _____:

WHEREAS, the University regularly engages in a long-range planning process; and

WHEREAS, last year Missouri State University agreed that a strategic enrollment management plan was needed as part of long-range planning; and

WHEREAS, the University formed a SEM steering committee with broad representation from academic and non-academic units throughout campus to develop Missouri State University’s first SEM plan; and

WHEREAS, the steering committee solicited input from internal and external audiences through stakeholder meetings, town hall meetings, and comments solicited through internal communications; and

WHEREAS, throughout the past year the steering committee used data driven and transparent approaches to draft multiple versions of the goals and strategies, evaluated feedback received, made revisions to drafts based on such feedback, and developed the final version of the 2020-2026 SEM Plan, a copy of which immediately follows this resolution; and

WHEREAS, the new SEM plan is ready for implementation beginning the spring 2021 semester.

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors of Missouri State University that the attached 2020-2026 SEM Plan be approved and implemented beginning the spring 2021 semester and concluding June 30, 2026 to guide the University in its enrollment, retention, and completion priorities for the next five years.

BE IT FURTHER RESOLVED that the Board of Governors authorizes the President to make any necessary adjustments and updates to the details of the plan as it is implemented over the next five years, and report significant changes to the Board of Governors.

VOTE: **AYE** _____

NAY _____

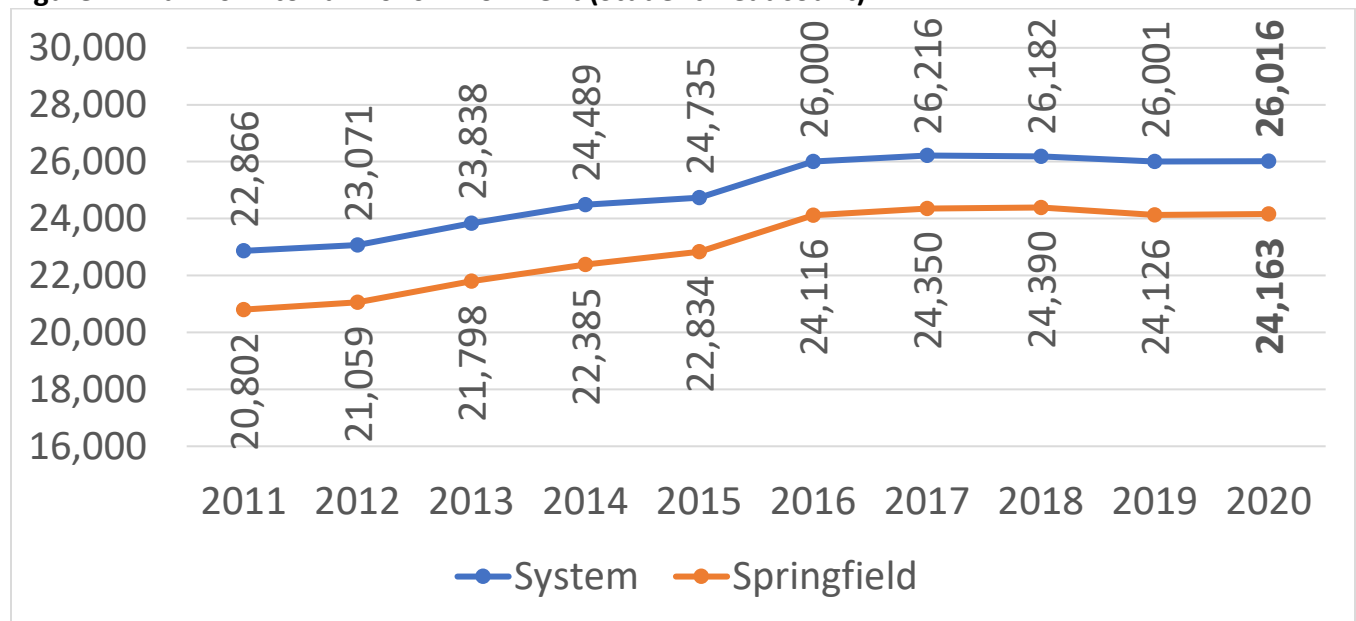
Missouri State University
Strategic Enrollment Management (SEM)
Plan for Student Success
2020-2026



Situational Analysis: The Case for a SEM Plan

The University has experienced growth in undergraduate enrollment over the past 20 years but that growth plateaued in 2017. This fact along with projections that high school graduations will decline over the next 5-10 years led us to investigate a SEM plan. “[Strategic] Enrollment management is a comprehensive and coordinated process that enables a college to identify enrollment goals that are allied with its mission, its strategic plan, its environment, and its resources, and to reach those goals through the effective integration of administrative processes, student services, curriculum planning, and market analysis.”¹ Also, strategic enrollment management includes the areas of recruitment (including outreach), retention, research, and structure. Projected enrollment for fall 2020 prior to the pandemic was a new loss of approximately 834 undergraduate degree-seeking students. After the campus closed in spring 2020 due to the pandemic and the university began planning for fall, expectations based on national survey data were that enrollment could be down closer to 1,200 to 1,500 students overall. However, fall 2020 overall enrollment was flat, even with a small increase, in spite of the pre- and post-pandemic projections. Student headcount from 2011 through 2020 is noted in Figure 1.

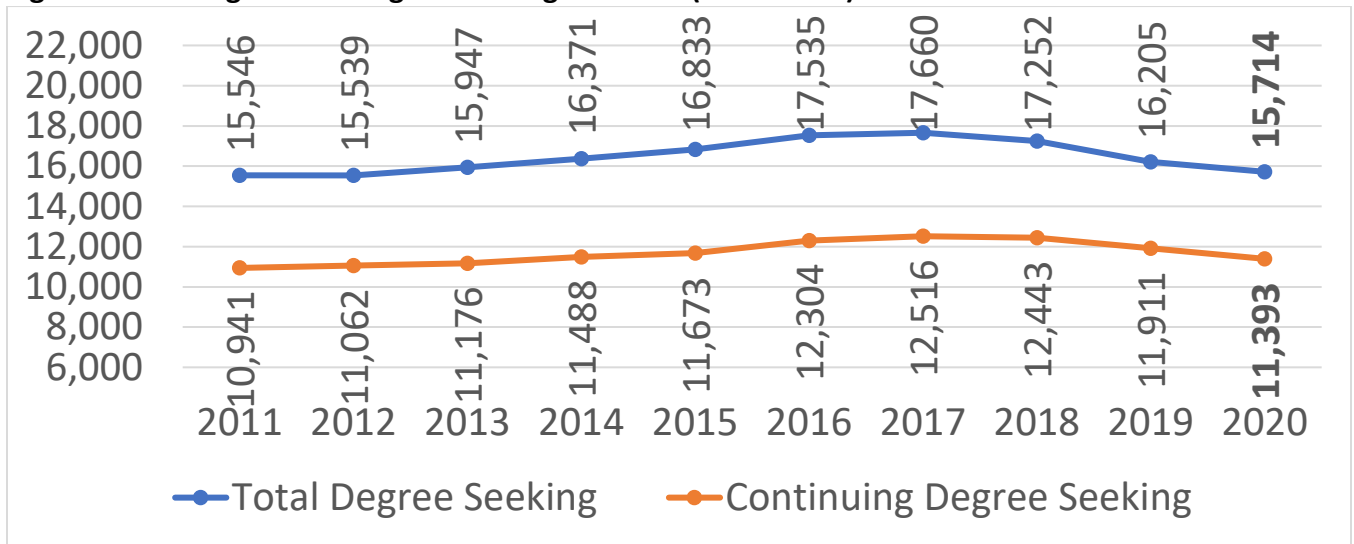
Figure 1 – Fall 2011 to Fall 2020 Enrollment (Student Headcount)



Of the university’s total enrollment, those students pursuing undergraduate degrees has shown a decline since 2017. In fall 2020, the total headcount for degree seeking students was 15,714 down from 16,205 in 2019. However, the rate of the decline from fall 2019 to fall 2020 shrunk to -3.1% as opposed to the -4.3% decline the previous comparison years (see Figure 2).

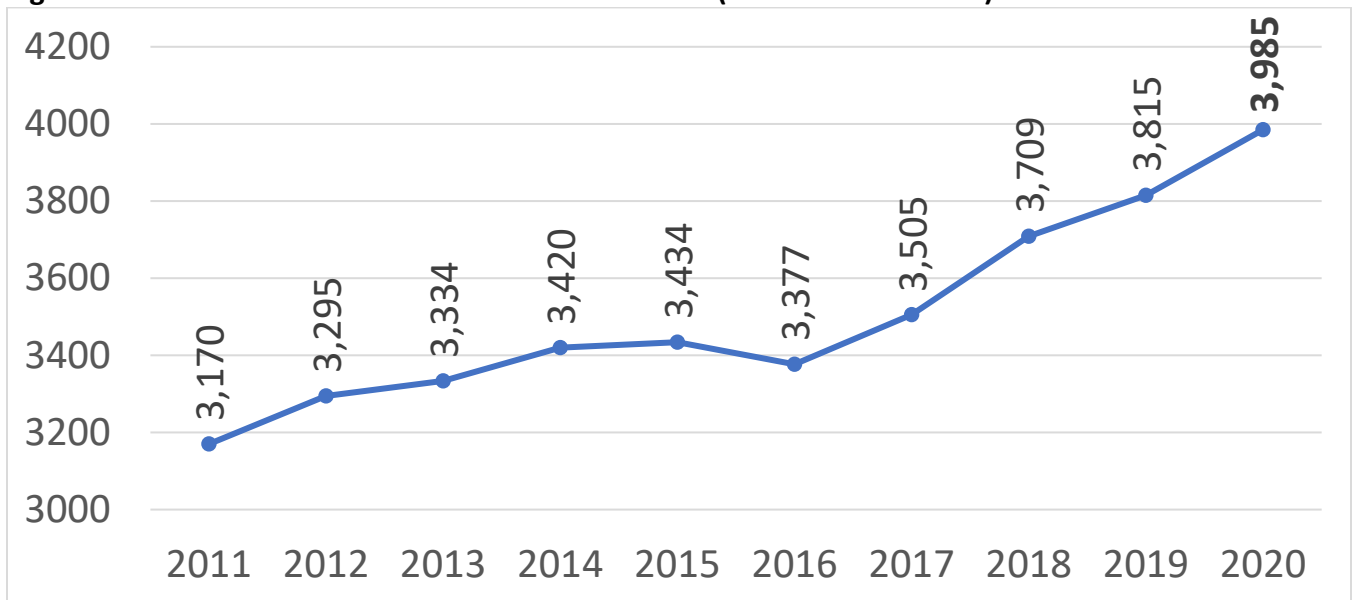
¹ Kerlin, Christine (2008), “Community College Roadmap for the Enrollment Management Journey,” *College and University Journal*, Vol. 83, No. 4, p. 11.

Figure 2 – Undergraduate Degree Seeking Students (Headcount)



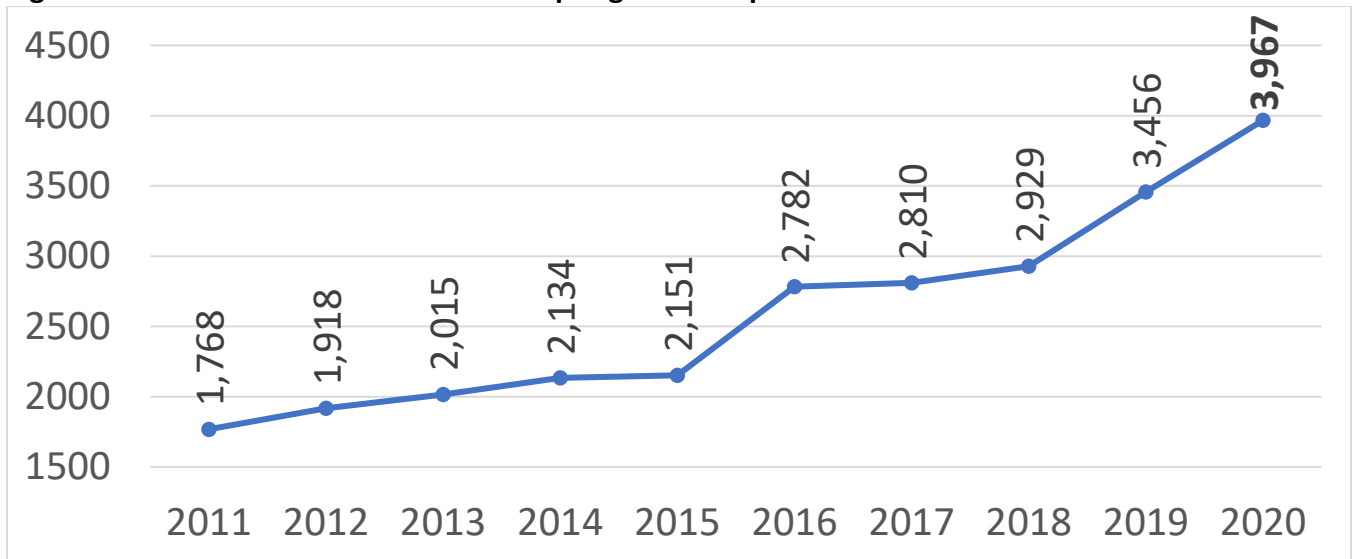
Graduate student enrollment, on the other hand, has been steadily increasing over the past four years as noted in Figure 3. Total student headcount for graduate enrollment in fall 2020 rose to 3,985 (a record enrollment of graduate students), compared to 3,815 in 2019.

Figure 3 – Fall 2011 to Fall 2020 Graduate Enrollment (Student Headcount)



The University has also seen growth in dual credit students (high school students who take college level credit) noted in Figure 4. The 18% growth in enrollment from fall 2018 to fall 2019 was a significant factor in helping reduce the decline in overall enrollment that year. The increase again in fall 2020 certainly helped to maintain enrollment levels equal to last year despite the impact of the pandemic.

Figure 4 – Dual Credit Enrollment at the Springfield Campus



Meanwhile, the university’s overall first to second year retention rate for first-time new in college students has remained flat for the last five years up to fall 2019 (see Figure 5). However, the fall 2019 to fall 2020 first to second year overall retention rate for first-time new in college students rose to 79.2%.

Figure 5 – Undergraduate Retention Rate by Specified Group

| MSU Retention by Specified Groups | | | | | | | |
|-----------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Year | Fall 2013 to Fall 2014 | Fall 2014 to Fall 2015 | Fall 2015 to Fall 2016 | Fall 2016 to Fall 2017 | Fall 2017 to Fall 2018 | Fall 2018 to Fall 2019 | Fall 2019 to Fall 2020 |
| African American | 71.5% | 68.8% | 74.0% | 65.4% | 66.0% | 74.8% | 71.3% |
| Hispanic/Latino/Latinx | 69.4% | 78.4% | 75.7% | 71.5% | 76.3% | 66.4% | 75.8% |
| First Generation | 68.9% | 72.7% | 72.2% | 69.5% | 71.3% | 72.6% | 73.9% |
| Pell Eligible | 65.7% | 71.9% | 71.4% | 68.4% | 70.0% | 70.8% | 71.7% |
| Overall Retention | 75.3% | 78.3% | 79.1% | 77.4% | 77.7% | 78.1% | 79.2% |

Source: KPI Retention Dashboard: <https://www.missouristate.edu/OIR/key-performance-indicators.htm>

Taking into consideration external factors, the direct from high school market shows no signs of growth from within the state of Missouri as noted in Figure 6. Another external factor is transfer students from Missouri community colleges. The enrollment in area community colleges has been declining for the past 5 years.

Figure 6 – Projected MO High School Graduates

| GRADUATION YEAR | TOTAL | CHANGE OVER PREVIOUS YEAR | HISPANIC | BLACK |
|------------------------|--------------|----------------------------------|-----------------|--------------|
| 2018 | 68,681 | | 3,158 | 9,174 |
| 2019 | 68,514 | -0.2% | 3,368 | 8,884 |
| 2020 | 68,301 | -0.3% | 3,601 | 8,721 |
| 2021 | 68,248 | -0.1% | 3,728 | 8,520 |
| 2022 | 69,063 | 1.2% | 3,940 | 8,567 |
| 2023 | 70,092 | 1.5% | 4,295 | 8,496 |

While enrollment size remains important to institutional health and the well-being of the communities we serve, enrollment mix does as well. It is imperative and consistent with the mission of the University to support the enrollment and retention of students from underserved populations, such as African American, Hispanic/Latino/Latinx, first-generation and Pell eligible students. Like overall headcount, enrollment of underrepresented students has been overall increasing, with a small decline starting in 2017, but recovery to 3,300 students in fall 2020.

Figure 7 – Enrollment of Underrepresented Populations at MSU

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Headcount | 2,392 | 2,594 | 2,755 | 2,939 | 3,110 | 3,084 | 3,075 | 3,300 |
| Percent of Student Body | 11.0% | 11.6% | 12.1% | 12.2% | 12.8% | 12.6% | 12.7% | 13.7% |

In summary, fall 2020 overall enrollment remained relatively flat, first to second year retention of first time new in college students increased, and the total number of underrepresented students grew as well. Considering the many future internal and external challenges for higher education, a more strategic approach to future enrollment management planning is needed to ensure our recruitment, retention, and completion goals are addressed.

SEM Planning Overview

Missouri State University adopted a definition of strategic enrollment management that recognized the connection between the SEM Plan and the Long-Range Plan:

Strategic enrollment management is a concept and process that [through strategic planning of enrollments] enables the fulfillment of institutional mission and students' educational goals.²

This included viewing SEM within a larger planning process:

[Strategic] Enrollment management is a comprehensive and coordinated process that enables a college to identify enrollment goals that are allied with its mission, its strategic plan, its environment, and its resources, and to reach those goals through the effective integration of administrative processes, student services, curriculum planning, and market analysis.³

The President and Administrative Council endorsed the development of a SEM plan through a campus wide effort, including administrative, faculty, staff, and student representation. Guiding principles were established to direct this work. These were:

- Stabilize enrollment short term
- Grow enrollment in targeted areas
- Improve retention
- Facilitate successful degree and credential completion
- Broaden access to underserved populations
- Identify new and emerging academic programming that meets student and workforce demands
- Equip students for successful career outcomes
- Employ actions and modify processes that eliminate barriers that impair student success
- Raise the profile of the University
- Develop a culture of enrollment growth among faculty, staff, and students

These principles grounded the SEM planning and directed the team towards the type of university we desire to be. The framework we utilized for establishing this SEM Plan is described in Figure 8.

² Bontrager, Bob. "Enrollment Management: An Introduction to Concepts and Structures", *College and University Journal*, Vol. 79, No. 3, Winter 2004, p. 12.

³ Kerlin, Christine (2008), "Community College Roadmap for the Enrollment Management Journey," *College and University Journal*, Vol. 83, No. 4, p. 11.

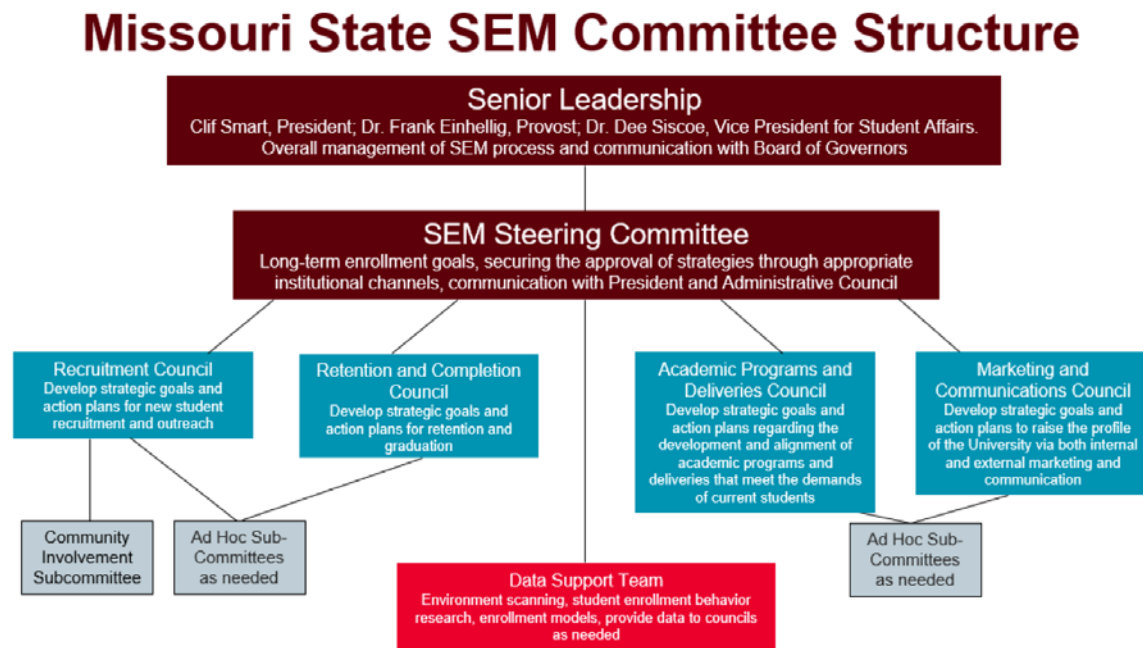
Figure 8 – SEM Framework⁴



A SEM Steering Committee with four councils were formed to carry out this work. This committee structure remained in place through March of 2020 when we paused for the pandemic. As we refocused to finish the work we not only decreased the number of goals but we decreased the working councils as we proceeded through the fall of 2020. This structure is described in Figure 9.

⁴ Kerlin and Smith (2018), adapted from Bontrager and Green, 2004.

Figure 9 – SEM Plan Development Committee Structure



In addition to guiding principles, the SEM plan was grounded in evidence. An environmental scan captured both external and internal factors that influence enrollment and student success at the University. Enrollment trends, along with demographic data of projected high school graduates and college bound transfers, together tell a story about MSU that informs the development of four strategic enrollment goals. Strategic enrollment goals are intended to capture MSU’s desired future based on the University’s vision and long range plan and are informed by our environmental scan. Data will also be used to establish and measure the benchmarks that will be set within each of the enrollment goals.

Strategies are the means by which our enrollment goals will be achieved. These were developed through the four SEM Councils and approved by the SEM Steering Committee. Tactics, in support of our strategies, will be developed, or deployed when they already exist, by support units and colleges institution-wide. This is where support units find opportunities to collaborate, where colleges develop new programming and interdisciplinary studies and where support units and colleges come together to collaborate on student success initiatives. Given the operational nature of tactics, they will be developed, or identified where they already exist, upon final approval of the SEM Plan.

Enrollment Goals

The purpose of our SEM Plan is to provide a long-range outlook for student enrollment and student success. The intention of the plan is for the University to establish, achieve and maintain optimum enrollment, a balanced mix of desired students and higher rates of student success. However, it is challenging to now forecast changes that will undoubtedly occur in student needs and enrollment patterns due to the extraordinary disruption caused by the COVID-19 pandemic. The university has successfully made it through the fall 2020 semester by offering courses in a variety of modalities and we

recognize the need to expand resources for increased online courses, programs, and services. As a result of the pandemic and the university beginning development of the next long range plan, our enrollment goals were streamlined and we have set 5-year benchmarks for our goals anticipating that additional data will continue to inform our planning during such unprecedented times.

The SEM Steering Committee, along with the four SEM councils, carried out the work of determining the strategic enrollment goals that would shape the enrollment future of the University. This work was further informed by those who participated in multiple opportunities for feedback (e.g., kickoff event, town hall meeting, volunteer involvement form) supported by senior leadership at regular intervals throughout the year. The enrollment goals include: outreach and recruitment; student retention and success; successful graduation and/or credential completion; and financial preparedness. The baseline for these goals will be fall 2020 for goals one and two, FY20 for goal three, and the 2019-20 academic year for goal four. While 2026 exists as the target end date, because of varying internal and external circumstances (e.g., demographic shifts, the economy, university funding, challenges related to the pandemic, significant hindrances regarding international students), the SEM Council (see Figure 11 below) will annually review goals and adjust accordingly with approval from the Senior Leadership Team. In addition to recent factors, a historical enrollment perspective will be considered as well.

Eye to the Future

SEM planning is about establishing clear goals for the number and types of students needed to fulfill our mission and meet our long range plan objectives. It is also about promoting students' academic success by improving access, transition, persistence, and graduation – in other words to positively impact the overall student learning experience. Enrollment goals help shape the future of the university. Strategies build the roadmap by which those goals will be achieved. And tactics determine how we will get there. Not all strategies and tactics will be deployed in the first year of the plan. Further, some tactics support more than one strategy and some strategies support more than one enrollment goal.

Existing key performance indicators were reviewed so that new SEM goals were complementary of them. They defined optimum enrollment mix and student success objectives, and will continue to guide us in measuring the future impact of our SEM plan. The entire lifecycle of the student is taken into consideration when determining metrics for assessment. Assessment is necessary to ensure our strategies and tactics achieve what they intend to. The revised SEM committee structure for plan completion was tasked with sharpening the vision for the enrollment goals post-pandemic.

Upon receiving Board approval for the SEM Plan, colleges and support units will link existing strategies and tactics to these enrollment goals and begin working on developing and implementing new tactics. Through interdisciplinary approaches and working across divisional lines we will deploy new strategies and tactics that will ensure we achieve our strategic enrollment goals leading to our desired enrollment and ultimately to improved student success. The SEM Council, for sustaining the plan, will determine the schedule for implementing the strategies and tactics for the enrollment goals and for the assessment of them (see Figures 10 and 11 below).

Figure 10 – SEM Plan Sustainability – Committee Structure

Missouri State SEM Committee Structure

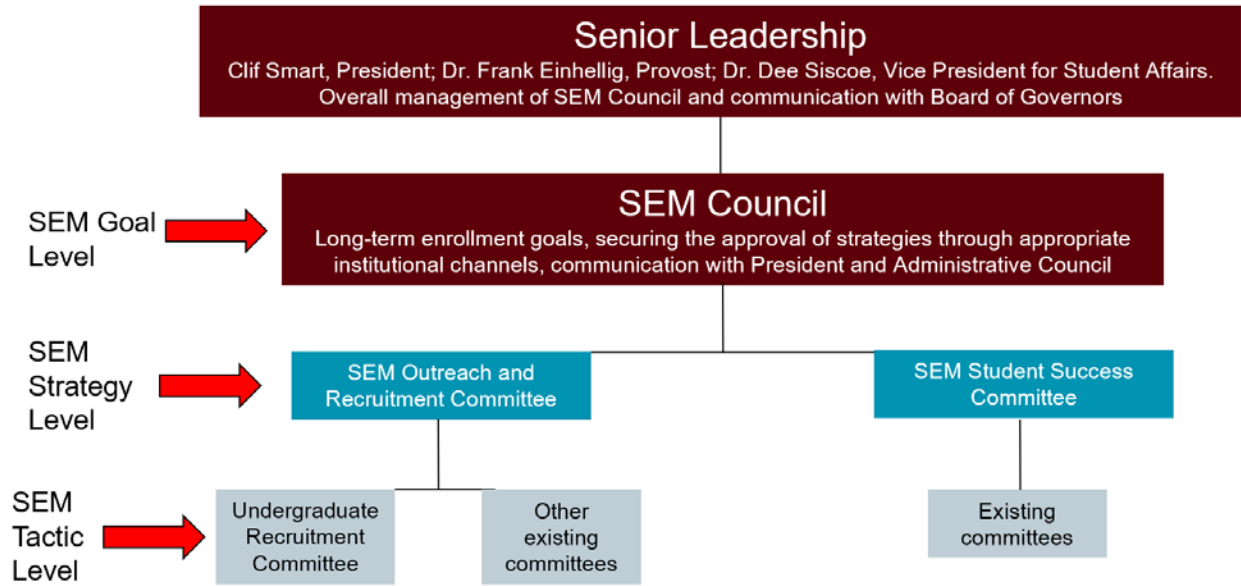


Figure 11 – Tracking, Measuring and Implementing Strategies

| STRATEGY | MILESTONES | METRICS /Dates for measurement | BUDGET CONSIDERATIONS | PERSONNEL CONSIDERATIONS |
|----------|------------|--------------------------------|-----------------------|--------------------------|
|----------|------------|--------------------------------|-----------------------|--------------------------|

As our SEM plan is a living document, tracking, measuring and assessing strategies and tactics will be an iterative process with a constant feedback loop to inform and influence future action. To further support this work, those support units and colleges responsible for the implementation of tactics, will develop action plans, initiatives, outreach and recruitment plans, operational plans, etc. SEM planning is a way to link, integrate and extend those initiatives that affect enrollment. It is an enterprise-wide effort where data is linked, effort is integrated and our vision for student success is extended across the campus and into the long range plan. We will, therefore, continue to measure our success by the successes of our graduates and the communities our graduates serve. As a part of this process, the SEM council and committees will assess tactics and determine if they can be accomplished with current staffing and budget resources. When determined additional resources are needed, a mechanism for requesting this support will be developed in consultation with the SEM Senior Leadership Team.

The information that follows provides a working summary of our enrollment goals and strategies for student success and in turn overall institutional enrollment health.

SEM Plan Goals and Strategies

The baseline for these goals will be fall 2020 for goals one and two, FY20 for goal three, and the 2019-20 academic year for goal four. While 2026 exists as the target date, because of varying internal and external circumstances (e.g., demographic shifts, the economy, university funding, challenges related to the pandemic, significant hindrances regarding international students), the SEM Steering Committee will annually review goals and adjust accordingly with approval from the Senior Leadership Team. In addition to recent factors, a historical enrollment perspective will be considered as well.

1. Outreach and Recruitment

By 2026, with particular focus on targeted student populations, increase overall headcount enrollment by 5% and increase FTE enrollment by 3%.

| Goal #1 | Fa2020 Baseline | Fa2026 Goal | Diff | Diff % |
|-------------------|------------------------|--------------------|-------------|---------------|
| Overall Headcount | 24,163 | 25,371 | 1,208 | 5% |
| FTE Enrollment | 18,027 | 18,568 | 541 | 3% |

Strategies

- Through a data-driven approach, project targeted student populations (e.g., FTNICs, new UG transfers, graduate, international, underrepresented, adult/non-traditional, online, geographic location, academic aptitude) for growth or decline and develop appropriate communication and recruitment efforts accordingly.
- Elevate the reputation of the University's academic programs through the pursuit of new and emerging academic offerings and delivery modes, enrichment of existing curriculum and research, and equipping of students for successful career outcomes that meet workforce and market demands.
- Enhance both internal and external communication and marketing about the University's enrollment, recruitment, and brand to both maintain and grow an engaged and educated campus community, and appeal to prospective students and other external stakeholders.
- Increase emphasis on outreach through relationship-building and effective communication with high school counselors, teachers, community college advisors, community partner organizations, and access programs for underserved populations.

2. Retention and Student Success

By 2026, increase the first to second year undergraduate student retention rate by 3%, with a focus on improving retention by 5% for each of these sub-groups: African American, Hispanic/Latino/Latinx, first-generation and Pell eligible students; and improve persistence at other critical transition points.

| Goal #2 | Fa2020 Baseline | Fa2026 Goal |
|-----------------------------|------------------------|--------------------|
| Overall Retention @ 3% | 79.2% | 82.2% |
| African American @ 5% | 71.3% | 76.3% |
| Hispanic/Latino/Latinx @ 5% | 75.8% | 80.8% |
| First Generation @ 5% | 73.9% | 78.9% |
| Pell Eligible @ 5% | 71.7% | 76.7% |

Strategies

- Support initiatives that foster student success, develop and strengthen early alert communications, enhance advising approaches, coordinate comprehensive student life cycle communications, and enhance collaboration among units and faculty/student connections, keeping in mind the various characteristics of different student populations.
- Strengthen the first-year experience through enhancing faculty and student connections in first-year gateway and foundation courses, improving the effectiveness of GEP 101, and promoting opportunities that offer student engagement and support.
- Improve the support services for students who historically have been less likely to persist.
- Develop and strengthen programs that recruit and retain a diverse faculty and staff.
- Enhance faculty, staff, and student accountability in becoming more culturally conscious by building a stronger sense of belonging and engagement at Missouri State and in the general community.

3. Successful Graduation and/or Completion

By 2026 increase the number of credentials (e.g., degrees and certificates) awarded to 5,800 per year.

| Goal #3 | FY20 Baseline | FY25 Goal | Diff | Diff % |
|-------------------|---------------|-----------|------|--------|
| Total Credentials | 5,696 | 5,800 | 104 | 1.8% |

Strategies

- Collaborate with advising administrators and stakeholders to discuss and refine advising models, policies and practices, within both centralized and college/department offices to support students on successful pathways to credential completion.
- Support career readiness activities throughout the student life cycle through collaboration between the Career Center, academic and advising units, and other areas; the use of appropriate technology; and other relevant initiatives.
- Refine curricular options (i.e., degrees and certificates) and remove perceived barriers to help students successfully navigate their academic program and connect it with workforce, market, or graduate/professional school demands.

4. Financial Preparedness

By 2026, decrease the average loan debt of undergraduate degree recipients by 5% after inflation.

| Goal #4 | AY 2019-20 Baseline | AY 2025-26 Goal | Diff | Diff % |
|------------------|---------------------|-----------------|----------|--------|
| Avg UG loan debt | \$24,893 | * \$23,648 | -\$1,245 | -5% |

* Assuming CPI remains the same.

Strategies

- Proactively implement targeted interventions and realignments of institutional resources that help prevent attrition and decrease student loan debt.
- Develop and deploy a financial preparedness education program for students and family members that begins with the financial aid award letter and continues through graduation.
- Identify and implement advising practices that improve enrollment efficiency and therefore contribute to lowering student debt.

Measurable Goals and Performance Indicators
Executive Summary
December 10, 2020

Background

Missouri State University developed a group of Key Performance Indicators (KPI) during the 2011-12 academic year. Later in 2012 the Missouri Department of Higher Education adopted six performance measures which were to be used for determining the distribution of a portion of state funding if these goals were achieved.

The adoption of the current Missouri State University long-range plan, *Implementing the Vision: 2016-21 Long-Range Plan*, was accompanied by a revised set of KPI's that corresponded to the multiple emphasis areas of the six chapters of the plan. Data on these Long-Range Plan emphasis areas is on the MSU KPI website (<https://www.missouristate.edu/oir/>). The KPI section of this website begins with a Performance Spotlight on a the most commonly asked questions. A series of searchable, interactive dashboards follows the spotlight highlights.

In 2016 the Board of Governors established measurable goals for number of annual graduates, undergraduate retention, graduation rates, and progress in diversity and inclusion.

Status of Long-Range Plan Measurable Goals

Graduate Numbers. Missouri State has continued an upward trend in numbers completing a degree or certificate program (Table 1.A.). In the most recent Fiscal Year this number was 5,696 with 90% of those as degrees and 10% certificates. While both categories showed an increase, certificate programs have become increasingly popular as evidence of academic achievement. The total number of awards exceed the most recent goal of 5,200.

Retention and Graduation Rates. The starting point for retention is for first-time full-time students to return for their second year. This fall 2020 Missouri State moved up a percentage point to 79.2% (Table I.B). Over the past seven years retention has ranged between 75 and 79%. While first-year retention for MSU is below that of the University of Missouri and the University of Arkansas, it is considerably above the other state Universities in Arkansas (Table IV). First to second-year retention for the specific groups shown in Table II.A. remain below the 79% goal.

This six-year measure has shown an upward trend over the past several years. The graduation rate for students starting at MSU as first-time full-time students was 57.9% for the 2014-20 cohort, meeting the 2021 goal. (Table I.C). The six-graduation rates for students Pell-eligible, First Generation, and the historically underrepresented groups fall short of the University average (Table II. B).

Faculty and Staff Diversity. The percentage of faculty and staff from historically underrepresented and international groups increased and was on an upward trend from Fall 2013 to 2019, but it dropped slightly to 14.4% this current year (Table II!).

State Performance Measures

Currently, the state of Missouri requires MSU to report on six performance measures. These measures are intended to reflect student success, quality of learning, and institutional efficiency:

- Completions per student FTE (full-time equivalent)
- Student success/passing rate on licensure exams
- Student placement after graduation (Career Outcomes)
- Total (academic) core expenditures compared to total expenditures
- Change in operating salary expenditure compared to median household income
- Change in tuition and fee revenue collected from Missouri resident degree-seeking undergraduates compared to median household income

Each year MSU has met all of these measures and when the data is reported to the Missouri Department of Higher Education and Workforce Development later this year, we anticipate again meeting these goals. For example, the threshold for passing the first measure, completions per student FTE, is 25% and MSU will report 34%. Passing the second performance measure above requires students taking licensure exams to pass at the rate of 90%, or above. The health-care programs where licensure pass rates were utilized have typically had pass rates at or near 100%. The third measure focuses on student placement after graduation. Passing this performance measure is achieved by having a knowledge rate above 60% and employment or further education placement above 75%. In our most recent data MSU graduates (undergraduate only) outcomes exceeded these benchmarks with 89% knowledge rate and 90% placement.

MSU's core academic expenditures as a percent of total expenditures is 69% which exceeds the minimum threshold. The other two state performance measures are passed when the institutions change in salary expenditures and change in tuition/fee revenue are less than the percent increase in the Median Household Income. In both cases the percentage change for these variables at MSU was below the change in the benchmark Median Household Income.

KPI Interactive Dashboards

The MSU KPI website is in the process of development to provide interactive dashboards on Enrollment, Retention, Graduate Outcomes, and Faculty/Staff. These four dashboard topics allow searching for a large number of specific perspectives.

The Retention and Faculty/Staff are near completion. (<https://www.missouristate.edu/oir/> on left side scroll down under Key Performance Indicators)

Using the Faculty/Staff dashboard as an example, one can start off with viewing the total number of full-time faculty (742 for Fall 2020) and then drill down to the number in each rank going back for ten years. Further, details of gender, race/ethnicity, and things like student to faculty ratio are quickly found. Currently the student to faculty ratio is 20:1.

MEASURABLE GOALS FOR THE 2016-2021 LONG-RANGE PLAN

Table I. Increase the Number of Graduates

A. Degrees and certificates awarded annually (July 1 – June 30)

| | FY015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | Goal FY21 |
|------------------------------|-------|--------|--------|--------|--------|--------|--------------------|
| Springfield Campus | 4,430 | 4,607 | 4,881 | 5,130 | 5,393 | 5,603 | |
| China Campus | 49 | 34 | 55 | 56 | 97 | 93 | |
| Total Degrees & Certificates | 4,479 | 4,641 | 4,936 | 5,186 | 5,490 | 5,696 | 5,200 ¹ |

B. First to second year retention rate for first-time student cohort (fall to fall)

| F13 to F14 | F14 to F15 | F15 to F16 | F16 to F17 | F17 to F18 | F18 to F19 | F19 to F20 | Goal Fall 2021 |
|------------|------------|------------|------------|------------|------------|------------|----------------|
| 75.2% | 78.2% | 79.1% | 77.3% | 77.7% | 78.0% | 79.2% | 82% |

C. Six-year graduation rate of first-time student cohort

| 2008 Cohort in 2014 | 2009 Cohort in 2015 | 2010 Cohort in 2016 | 2011 Cohort in 2017 | 2012 Cohort in 2018 | 2013 Cohort in 2019 | 2014 Cohort in 2020 | Goal Fall 2021 |
|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| 54.7% | 52.4% | 54.2% | 55.0% | 54.5% | 55.9% | 57.9% | 57% |

¹ Increased after university reached goal of 4,900 that was initially established

Table II. Enhance Campus Diversity and Inclusion: Students

A. First to second year retention rate for first-time students of specific groups

| | F13 to F14 | F14 to F15 | F15 to F16 | F16 to F17 | F17 to F18 | F18 to F19 | F19 to F20 | Goal Fall 2021 |
|------------------------|------------|------------|------------|------------|------------|------------|------------|----------------|
| Pell-eligible | 66% | 72% | 71% | 68% | 70% | 71% | 70% | 79% |
| First generation | 61% | 73% | 72% | 69% | 71% | 73% | 73% | 79% |
| Hispanic/Latino | 71% | 78% | 75% | 71% | 76% | 66% | 75% | 79% |
| Black African American | 71% | 69% | 74% | 65% | 66% | 74% | 71% | 79% |
| Two or more races | 67% | 72% | 83% | 67% | 64% | 74% | 73% | 79% |

B. Six-year graduation rate for specific student groups

| | 2008 Cohort in 2014 | 2009 Cohort in 2015 | 2010 Cohort in 2016 | 2011 Cohort in 2017 | 2012 Cohort in 2018 | 2013 Cohort in 2019 | 2014 Cohort in 2020 | Goal Fall 2021 |
|------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| Pell-eligible | 50% | 45% | 49% | 46% | 45% | 47% | 47% | 50% |
| First generation | 46% | 44% | 48% | 49% | 44% | 47% | 49% | 50% |
| Hispanic/Latino | 42% | 45% | 52% | 49% | 57% | 49% | 57% | 50% |
| Black African American | 32% | 35% | 33% | 45% | 30% | 40% | 38% | 50% |
| Two or more races | 61% | 46% | 43% | 50% | 38% | 49% | 43% | 50% |

Table III. Enhance Campus Diversity: Faculty and staff that are international or members of historically underrepresented groups

| Fall 2013 | Fall 2014 | Fall 2015 | Fall 2016 | Fall 2017 | Fall 2018 | Fall 2019 | Fall 2020 | Goal Fall 2021 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------------|
| 10.6% | 11.0% | 11.5% | 12.8% | 14.1% | 14.5% | 15.0% | 14.4% | 16% ² |

² Increased after university reached goal of 14% that was initially established

Missouri State University Undergraduate Comparison to Latest IPEDS Data for Selected Group

| Categories | Missouri State University | University of Missouri | University of Arkansas | Arkansas State U | U Central Arkansas | U Arkansas Little Rock | Illinois State U |
|---|---------------------------|----------------------------|----------------------------|--------------------------|--------------------------|-----------------------------|-------------------------|
| General information | Fall 2020 | Fall 2019 | Fall 2019 | Fall 2018 | Fall 2018 | Fall 2018 | Fall 2018 |
| Carnegie Classification | Doctoral: Professional | Doctoral: Highest Research | Doctoral: Highest Research | Masters: Larger Programs | Masters: Larger Programs | Doctoral: Moderate Research | Doctoral: High Research |
| Average High School GPA** | 3.74 | Unknown | 3.72 | 3.55 | 3.55 | 3.19 | 3.48 |
| Average Composite ACT Score | 24 | 26 | 27 | 24 | 24 | 23 | 23 |
| ACT Composite 25th Percentile* | 21 | 23 | 23 | 21 | 21 | 18 | 20 |
| ACT Composite 75th Percentile* | 27 | 29 | 29 | 27 | 29 | 25 | 26 |
| Receiving Pell (FTFT) | 29.1% | 26.0% | 33.0% | 42.0% | 33.0% | 35.0% | 21.3% |
| Enrollment** | Fall 2020 | Fall 2020 | Fall 2020 | Fall 2019 | Fall 2019 | Fall 2019 | Fall 2020 |
| Undergraduate enrollment | 19,620 | 23,396 | 22,825 | 8,928 | 9,134 | 7,160 | 17,987 |
| Graduate enrollment | 3,884 | 6,273 | 4,354 | 4,428 | 554 | 2,461 | 2,733 |
| First-time full-time degree seeking | 2,649 | 5,318 | 4,725 | 1,525 | 2,033 | 1,631 | 3,353 |
| Total degrees and certificates awarded | | | | | | | |
| Fiscal Year 2015 | 4,418 | 8,668 | 5,741 | 3,778 | 2,141 | 2,464 | 5,061 |
| Fiscal Year 2016 | 4,607 | 8,902 | 6,149 | 3,987 | 2,228 | 2,424 | 5,392 |
| Fiscal Year 2017 | 4,880 | 9,150 | 6,339 | 4,471 | 2,504 | 2,433 | 5,374 |
| Fiscal Year 2018 | 5,139 | 9,279 | 6,432 | 4,789 | 2,627 | 2,460 | 5,348 |
| Fiscal Year 2019 | 5,412 | 10,776 | 6,540 | 4,979 | 2,466 | 2,569 | 5,403 |
| Fiscal Year 2020 | 5,603 | 8,570 | 6,894 | 4,335 | 2,424 | 2,397 | 5,578 |
| Six-year Graduation Rates | | | | | | | |
| Six-year graduation rate (2008 Cohort in 2014) | 55% | 69% | 62% | 39% | 45% | 27% | 65% |
| Six-year graduation rate (2009 Cohort in 2015) | 52% | 69% | 62% | 40% | 45% | 30% | 73% |
| Six-year graduation rate (2010 Cohort in 2016) | 55% | 68% | 65% | 44% | 42% | 30% | 72% |
| Six-year graduation rate (2011 Cohort in 2017)** | 55% | 68% | 62% | 46% | 41% | 33% | 69% |
| Six-year graduation rate (2012 Cohort in 2018)** | 54.5% | 69% | 66% | 47% | 41% | 35% | 69% |
| Six-year graduation rate (2013 Cohort in 2019) | 55.9% | 71% | 66% | 42% | 41% | 43% | 70% |
| Six-year graduation rate (2014 Cohort in 2020) | 57.9% | | | | | | |
| Pell eligible - 6-yr graduation rate (2013 cohort) | 47% | 55% | 57% | 50% | 32% | 29% | 59% |
| Pell eligible - 6-yr graduation rate (2014 cohort) | 47.3% | 59% | | 42% | 33% | 31% | 56% |
| First generation - 6-year grad. rate (2013 cohort) | 47% | | | | | 26% | 63% |
| First generation - 6-year grad. rate (2014 cohort) | 48.5% | | | | | | 65.1% |
| Graduation Rates by Ethnicity | 2014 Cohort | 2014 Cohort | 2014 Cohort | 2014 Cohort | 2014 Cohort | 2014 Cohort | 2014 Cohort |
| Grad rate Hispanic/Latino | 56.9% | 67% | 53% | 44% | 45% | 40% | 60% |
| Grad rate Black African American | 37.5% | 58% | 48% | 43% | 28% | 31% | 54% |
| Grad rate White, non-Hispanic | 60.1% | 74% | 68% | 56% | 48% | 43% | 73% |
| Grad rate Two or more races | 43.0% | 62% | 56% | 38% | 35% | 58% | 62% |
| Retention | | | | | | | |
| Retention (fall-to-fall 2015 to 2020) | | | | | | | |
| 2014 Cohort in 2015 | 78% | 87% | 82% | 76% | 72% | 72% | 82% |
| 2015 Cohort in 2016 | 79% | 86% | 82% | 75% | 73% | 68% | 82% |
| 2016 Cohort in 2017** | 77% | 87% | 82% | 73% | 72% | 68% | 81% |
| 2017 Cohort in 2018** | 78% | 87% | 84% | 77% | 74% | 68% | 79% |
| 2018 Cohort in 2019 | 78% | 88% | 84% | 75% | 75% | 66% | 79% |
| 2019 Cohort in 2020 | 79.2% | 90% | | 75% | 76% | 66% | 84% |
| Pell eligible - % retained fall 2017 to fall 2018 | 70.8% | 88% | | | 68% | | 73% |
| Pell eligible - % retained fall 2018 to fall 2019 | 70.8% | | | | | | 82% |
| Pell eligible - % retained fall 2019 to fall 2020 | 71.7% | | | | | | 80% |
| First generation -% retain fall 2018 to fall 2019 | 72.6% | | | | | | 83% |
| First generation -% retain fall 2019 to fall 2020 | 73.9% | | | | | | 82% |
| Retention /Ethnicity | 2019-20 | | | 2017-18 | 2017-18 | | 2019-20 |
| Hispanic/Latino | 75.8% | | | 4% | 73% | | 80% |
| Black African American | 71.3% | | | 13% | 73% | | 67% |
| White, non-hispanic | 80.2% | | | 78% | 75% | | 83% |
| Two or more races | 73.6% | | | Unknown | 61% | | 79% |

Source: IPEDS Data Feedback Reports on IPEDS Data Center
 * Denotes data found on the IPEDS Data Center, but not on the Data Feedback Report
 **Denotes data found on University Common Data Sets or University IR

XVII.A.2.

Missouri State-West Plains Key Performance Indicators 2020 Report to the Board of Governors, December 10, 2020

Funding Performance Measures

If the Missouri Department of Higher Education and Workforce Development (MDHEWD) uses performance measures this year to determine the percentage of any new state appropriations that would come to the institution, MDHEWD officials have said, then, that the campus will only be measured by two of the typical six funding performance measures applied to the state's community colleges. Those two measures focus on the combined graduation/transfer rate and licensure/certification pass rate. For the current period of applicable measurement, MSU-WP met both of the funding performance measures.

- *Completion/Transfer Rates for Full-time, First-time students:*
 - 3.8 percentage points higher than the previous year, moving from 30.1% to 33.9%
- *Licensure/Certification Exam Success*
 - 1.7 percentage points higher than the previous 3-year rolling average, going from 95.2% to 96.9%

Key Performance Indicators for the new SEM and LRP processes

With the development this fall of a new Strategic Enrollment Management (SEM) plan on the Missouri State University-West Plains, members of the campus community have generated a new set of possible new Key Performance Indicators (KPIs). For now, these KPIs will provide needed data for development of the SEM and, if desired, will continue to both generate data to inform the SEM's progress and, along with possible funding performance measures required by the Missouri Department of Higher Education and Workforce Development, provide the data-informing structure for the West Plains campus' long-range plan that will come on the heels of the SEM's completion.

The following data analysis is based on this new set of KPIs. The analysis will provide the context for the presentation of data graphs during the December Board of Governors meeting.

Enrollment

Head Count: In the past five years, total for-credit enrollment has stayed relatively consistent despite the challenges of declining high school graduate numbers in Missouri and in our service area, near full-employment during most of the period, and, of course, the pandemic this fall. Enrollment has varied from a high of 1,951 in Fall 2018 to a low of 1,869 in Fall 2017, a 4.3% difference. This past fall, our head count was 1,920. Over the past 10 years, however, total for-credit enrollment has declined from a high of 2,156 in Fall 2013 to a low of 1,869 in Fall 2017, a difference of 15.4%.

Within those enrollment numbers, however, changes in type of student enrollment should be noted. Degree-seeking student numbers have steadily declined in both the five- and 10-year timeframes, moving from a high of 1,700 students in Fall 2010 to a low of 1,004 during our current Fall semester, a 69% decline.

However, dual credit enrollment has increased dramatically from 253 in Fall 2011 to the 10-year period high of 839 this semester, a 232% increase. Non-degree student enrollment (students taking credit courses but not toward a degree at the time of enrollment) has dropped as well, varying from a high of 243 in Fall 2014 to a low of 58 in Fall 2017, a difference of 320%.

Credit Hours: In terms of hours taken by our students, total credit hours have declined by 15.4% over the past five years, and, over a 10-year period, by 35%.

By enrollment status, credit hours taken by degree-seeking students dropped from a high in Fall 2010 of 19,878 to the 10-year low during this fall of 16,253, a 22.3% difference. At today's standard tuition rate, that difference in credit hours between those generated in Fall 2010 and Fall 2020 would be \$485,750.

Credit hours generated by dual credit students, however, increased from the 10-year-period low of 1,205 in Fall 2010 to the period's high this fall of 4,148, a 243% increase. During the past 10 years, non-degree credit hours ranged from a low of 263 in Fall 2017 to a high of 1,089 in Fall 2013. It should be noted, however, that tuition monies generated by dual credit students is less than those from on-campus degree-seeking students, as dual credit students will pay either half of our current standard seated tuition rate or none at all if they fall in the public school's Free and Reduced Lunch program income category.

Dual Credit Effect on College Enrollment: With the increase in students taking dual credit but, perhaps more critically, with the increase in number of credits earned by dual credit students, the West Plains campus continues to monitor the situation concerning the program's effect on freshman enrollment. In the past 10 years, as the number of students who take dual credit courses from Missouri State-West Plains has increased by 586, the number of students attending the West Plains campus as degree-seeking freshman has also increased, moving from a low of 40 in Fall 2014 to a high of 102 in 2018.

Online Enrollment: Even prior to this year's pandemic and the increased reliance on online/virtual course delivery, online course enrollment at the West Plains campus has steadily increased over the past 10 years while seated-only course enrollment has comparatively declined. Enrollment in hybrid courses – those utilizing both online and seated delivery methods – has remained relatively steady during the same time.

Online-only course enrollment by head count has increased from a low of 238 students in Fall 2011 to a high this semester of 587, 147% increase. The previous high was last fall with 548 students. Credit hours generated by online-only enrollment likewise increased from 1,440 in

Fall 2011 to 5,303 this pandemic-influence fall, a 268% increase. Again, the previous high mark was last fall when students took 4,116 credit hours in online-only courses, or a 185% increase over the Fall 2011 mark.

Seated-only course enrollment, by contrast, fell from a high of 1,376 in Fall 2011 to a low of 785 this fall, a 75% decline. The Fall 2019 semester had 878 students in seated-only courses. By credit hour, seated-only courses generated 14,274 hours in Fall 2011 compared with 5,303 this fall, a 178% difference. In Fall 2019, students in seated-only courses took a total of 6,558 credit hours, or a 118% decline since the high mark in Fall 2011.

Hybrid course enrollment has, again, remained rather steady, moving during our 10-year timeframe from a low of 513 in Fall 2012 to a high of 594 in Fall 2019, only a 15.8% increase. Credit hours from hybrid course enrollment was also rather flat, increasing from a low point of 6,223 in Fall 2011 to a high of 7,488 in Fall 2017, or a difference of 20.3%. This fall, 6,834 credit hours came from hybrid courses.

Enrollment by High School Location: Most of Missouri State-West Plains' student enrollment comes from our seven-county service area; however, over the past 10 years we have been able to draw a varying percentage of our total enrollment from outside of the region, principally from the St. Louis area. Of highest concern is the steadily decreasing number of students coming from our service region, a decline most likely due to the lower number of graduating seniors each year as well as a higher percentage of high school students graduating with a larger number of college credits from dual credit courses.

The total number of degree-seeking students (non-dual credit) coming from our seven-county region's high schools immediately following graduation has steadily declined over the past 10 years, moving from a high of 291 in Fall 2011 to a low this fall of 192, a 52% decrease. Student numbers coming to West Plains from Missouri but outside of the seven-county service area has varied from a low of 39 in Fall 2011 to a high of 101 in Fall 2017, a difference of 159%. However, since Fall 2017, the number of students in this category has fallen to 53 both in Fall 2019 and Fall 2020.

Retention

Fall-to-fall retention rates for Missouri State-West Plains have, after a four-year downward trend from 2011 to 2014, have returned to the 50%-plus range for each year of the past five years. The campus continues to address retention issues; however, given our two-year sister institutions, the campus scores in the upper one-quarter of participating institutions in the National Community College Benchmark Project.

The *retention rate* for all first-time, full-time freshman have ranged from a low of 42.6% for students entering in Fall 2014 to a high of 56% for the Fall 2016 cohort. Last year's Fall 2019 cohort had a 51.4% retention rate after a pandemic-influenced Spring 2020 semester.

First-generation students among the first-time, full-time freshman cohort have come to fare as well as non-first-generation students as noted by the Fall 2019 cohort. The latest cohort of first-generation students had a retention rate of 51.4% compared to a 51.0% retention rate for non-first-generation students. Over the past 10 years, first-generation retention rates have ranged from a low of 37.9% in 2014 to a high of 56.1% in 2016. *Non-first-generation student retention rates* have ranged from a low of 49% in 2014 to a high of 56.5% in the 2018 cohort.

Graduation and Transfer Rates

Two-year institutions report graduation rates on the number of first-time, full-time freshmen who graduate within three years of their first fall semester. Transfer rates are based on those same students in that cohort who transfer without graduating out of the institution to another institution within that same three-year period. Since transfer is considered a success measure at two-year institutions whose mission includes preparation for bachelor's degree programs, the graduation and transfer rates are combined to provide a better measure of success.

The overall *graduation rate* for the West Plains campus remains in the 20% range, topping out this past year at 27.4%, the highest for the campus since the 2010 cohort. Over the 10-year-period, the highest rate was from the 2008 cohort (graduating by 2011) at 31.7%. The lowest in the period was 21.3% from the 2012 cohort.

Transfer rates over the 10-year timeframe show a high of 25.3% among the 2008 cohort to a low of 11.7% for the 2010 cohort. The most recent cohort with available data, the 2016 cohort, had a 19.8% transfer rate.

When the *graduation rate and transfer rate are combined*, the campus has moved into the 40% range for the past cohort years of available data. The 2015 and 2016 cohorts had combined rates of 46.4% and 47.2% respectively. For the 10-year period, the highest rate was 57% for the 2008 cohort, while the lowest rate was 35.5% for the 2011 cohort.

Transfer Data of West Plains Students Transferring to the Springfield Campus

Native Transfers: Personnel on both campuses note the number of students who transfer from the West Plains campus to the Springfield campus. In our latest data, a total of 118 students started at the West Plains campus in Fall 2019 and transferred to the Springfield campus by Fall 2020. On average over the past 10 years, 125 students transfer each year. The highest number was 159 in 2012-13 when the West Plains campus was experiencing its highest total enrollment, while the lowest was 102 in 2015-16.

Transfers by College: In a three-year review of West Plains students transferring to the eight colleges on the Springfield campus, the highest number of students (52) transferred to the College of Education over those three years; however, the second highest number (51)

transferred to the College of Health and Human Services, which saw the highest number of transfers (22) in this past cohort, most likely buoyed by a new 2+2 articulation agreement for West Plains Associate of Science in Nursing graduates. The third highest number of transfers over the three-year period were to the College of Business (44), followed by College of Natural and Applied Sciences (24), College of Agriculture (21), (tie) College of Humanities and Public Affairs and College of Arts and Letters (each at 18), and programs under the Undergraduate/Provost (13).

Retention Rate of Transfers to Springfield Campus: Over the past 10 years, West Plains campus students are consistently retained at a higher rate than other transfer students to the Springfield campus. Among the most recent cohort, 91.9% of West Plains students who transferred to the Springfield campus in Fall 2019 are enrolled there this current fall semester. Among all other institutions, 81.9% were retained. The highest rate for West Plains transfers during the 10-year period was in the 2015-2016 cohort at 93.5%. The lowest was 84.1% in 2012-2013.

Graduate Rate of Transfers to the Springfield Campus: Over the past 10 years, transfer students from West Plains had a higher graduation rate (within 6 years of their freshman year) from their Springfield campus bachelor's degree program than the average of transfer students from all other institutions. In the most recent cohort of transfers, 85.6% of West Plains transfers graduated within the six-year period, as compared with a 61.9% rate for transfer students from all other institutions. The highest rate was from the 2010 West Plains campus freshman cohort (graduating by 2016 at Springfield), who had a 87.5% rate while all other transfers had a 53.7% rate. The lowest rate for West Plains transfers was in 2012-2017, when the rate was 79.7%. All other students had a 58.2% rate in that cohort.

Awards, Licensures, and Certifications

Another key performance indicator for Missouri State-West Plains, with its increasing number of technical programs, is the number of degrees, certificates, and certifications. In 2020, the campus had its highest number of certificates (23), while also seeing the largest number of associate degrees awarded (281) in the past four years. The campus is still working to reach its highest level of awards (354) given in 2011.

With an increased focus on workforce development across the state and nation, including measurements of success associated with certification of students in technical education programs, the West Plains campus has increased our attention to preparing students for their certification exams prior to graduation. In doing so, our success rate based on first-time exam passage rates (repeat exams are not included) topped 100% in 2019 and for the first time in the history of the campus. Our lowest rate (77%) was in 2014. While exams during the past two years were in the Certificated Nursing Assistant and the Associate of Science in Nursing degree programs, previous exams included our now eliminated Respiratory Care program, while future

exams will include, when appropriate, certifications in advanced manufacturing and fabrication technologies, include our welding program.

Workforce Diversity

With Missouri State University's focus on diversity, equity and inclusion as well as with new like-missioned initiatives on the West Plains campus, a key performance indicator for West Plains concerns the diversity mix among our faculty and staff, both full-time and part-time. Believing and knowing that student diversity and student satisfaction with issues of equity and inclusion on campus are reflections of the diversity among the faculty and staff on campus, Missouri State-West Plains is committed to increasing the number of faculty and staff members from traditionally under-represented populations.

The campus currently has 14 individuals or 5.8% of its workforce self-reporting as being among an under-represented population. With a total workforce of full-time and part-time faculty and staff totaling from 240 to 280 at any one time, the campus diversity percentages have ranged from a low of 3.4% in 2015 to a high of 9.6% in 2017.

XVII.B.1.

RECOMMENDED ACTION – Approval of Resolution of Recognition for Governor Gabriel Gore

The following resolution was moved by _____ and seconded by _____.

WHEREAS, Gabriel E. Gore, a 1991 alumnus of Missouri State University, was named to the Board of Governors on December 4, 2015; and

WHEREAS, Governor Gore served as Vice Chair of Board from January 2018 to December 2018 and served as Chair of the Board from January 2019 to December 2019; and

WHEREAS, during Governor Gore’s time on the Board, the University grew and improved in many ways, including setting campus and system enrollment records; increasing diversity on campus; competing in multiple post-season athletic events; adding new certificate programs as well as bachelors, masters, and doctoral academic programs; achieving HLC accreditation for the Springfield and West Plains campuses; acquiring, constructing, and renovating multiple facilities on the Springfield campus (including Clarke Family Basketball Complex, Mary Jean Price Walls Multicultural Resource Center, Kentwood Hall, Meyer Library, Jim D. Morris Center, Glass Hall, Ellis Hall, Hill Hall, the Magers Health and Wellness Center and the naming of both the McQueary College of Health and Human Services and the Judith Enyeart Reynolds College of Arts and Letters); constructing and renovating multiple facilities on the West Plains campus (including Hass-Darr Hall); celebrating the launch of the Onward, Upward: The Campaign for Missouri State University; and setting records with regard to the University’s private support, grants and sponsored contracts, and state appropriations; and

WHEREAS, as a leader in the St. Louis area, Governor Gore advocated for initiatives that advanced the University’s diversity and inclusion efforts and raised the University’s overall profile; and

WHEREAS, relying on his excellent legal training and experience, Governor Gore provided critical advice and input on University policies, regulatory matters, and legal affairs, and encouraged the University to evaluate the impacts on underrepresented individuals when making decisions and analyzing operations.

NOW, THEREFORE, BE IT RESOLVED that the faculty, staff, students and administrators of Missouri State University, along with his past and current colleagues on the Board of Governors, acknowledge and thank Governor Gabriel E. Gore for his tireless and excellent work on behalf of the University as a member of the Board of Governors.

VOTE: **AYE** _____
 NAY _____

XVII.B.2.

RECOMMENDED ACTION – Approval of Resolution of Recognition for Governor Beverly “Bev” Miller Keltner

The following resolution was moved by _____ and seconded by _____.

WHEREAS, Beverly “Bev” Miller Keltner, a 1973 alumna of Missouri State University, was reappointed to the Board of Governors on November 5, 2015; and

WHEREAS, Governor Miller served as Vice Chair of the Board from January 2013 to December 2013, as Chair of the Board from January 2014 to December 2014, and as Chair of the Citizen Scholars Subcommittee from 2018 to 2020, selecting the top students to receive one of the University’s premier awards; and

WHEREAS, during Governor Miller Keltner’s time on the Board, the University grew and improved in many ways, including setting campus and system enrollment records; increasing diversity on campus; competing in multiple post-season athletic events; adding new certificate programs as well as bachelors, masters, and doctoral academic programs; achieving HLC accreditation for the Springfield and West Plains campuses; acquiring, constructing, and renovating multiple facilities on the Springfield campus (including Clarke Family Basketball Complex, Mary Jean Price Walls Multicultural Resource Center, Kentwood Hall, Meyer Library, Jim D. Morris Center, Glass Hall, Ellis Hall, Hill Hall, the Magers Health and Wellness Center and the naming of both the McQueary College of Health and Human Services and the Judith Enyeart Reynolds College of Arts and Letters); constructing and renovating multiple facilities on the West Plains campus (including Hass-Darr Hall); celebrating the launch of the Onward, Upward: The Campaign for Missouri State University; and setting records with regard to the University’s private support, grants and sponsored contracts, and state appropriations; and

WHEREAS, as an engaged resident of the Lebanon area, Governor Miller Keltner played a critical role in establishing the University’s physical presence and community profile in Lebanon; and

WHEREAS, as a former educator, Governor Miller Keltner Keltner served as a voice for faculty and other University employees, encouraging administration to develop creative avenues to increase compensation and benefits for faculty and staff.

NOW, THEREFORE, BE IT RESOLVED that the faculty, staff, students and administrators of Missouri State University, along with her past and current colleagues on the Board of Governors, acknowledge and thank Governor Beverly Miller Keltner for her tireless and excellent work on behalf of the University as a member of the Board of Governors.

VOTE: **AYE** _____
 NAY _____

XVII.B.3.

RECOMMENDED ACTION – Approval of Resolution of Recognition for Governor Carrie Tergin

The following resolution was moved by _____ and seconded by _____.

WHEREAS, Carrie Tergin, a 1994 alumna of Missouri State University, was reappointed to the Board of Governors on November 5, 2015; and

WHEREAS, Governor Tergin served as the Vice Chair of the Board from April 2017 to December 2017 and Chair of the Board from January 2018 to December 2018; and

WHEREAS, during Governor Tergin’s time on the Board, the University grew and improved in many ways, including setting campus and system enrollment records; increasing diversity on campus; competing in multiple post-season athletic events; adding new certificate programs as well as bachelors, masters, and doctoral academic programs; achieving HLC accreditation for the Springfield and West Plains campuses; acquiring, constructing, and renovating multiple facilities on the Springfield campus (including Clarke Family Basketball Complex, Mary Jean Price Walls Multicultural Resource Center, Kentwood Hall, Meyer Library, Jim D. Morris Center, Glass Hall, Ellis Hall, Hill Hall, the Magers Health and Wellness Center and the naming of both the McQueary College of Health and Human Services and the Judith Enyeart Reynolds College of Arts and Letters); constructing and renovating multiple facilities on the West Plains campus (including Hass-Darr Hall); celebrating the launch of the Onward, Upward: The Campaign for Missouri State University; and setting records with regard to the University’s private support, grants and sponsored contracts, and state appropriations; and

WHEREAS, Governor Tergin’s business and civic presence in Jefferson City has provided the University with valuable relationships, contacts, and resources in the capitol and throughout mid-Missouri; and

WHEREAS, Governor Tergin regularly traveled to attend University events throughout the state and has consistently and enthusiastically supported the University in her business, civic, and social activities.

NOW, THEREFORE, BE IT RESOLVED that the faculty, staff, students and administrators of Missouri State University, along with her past and current colleagues on the Board of Governors, acknowledge and thank Governor Carrie Tergin for her tireless and excellent work on behalf of the University as a member of the Board of Governors.

VOTE: **AYE** _____

NAY _____

XVII.C.

RECOMMENDED ACTION – Approval of Appointment of the 2021 Executive Committee of the Board of Governors.

The following resolution was moved by _____ and seconded by _____.

WHEREAS, the Bylaws of the Board of Governors requires the chair-elect of the Board to appoint committees of the Board; and

WHEREAS, the Bylaws require the appointment of the Executive Committee to be approved by the full Board of Governors.

NOW, THEREFORE, BE IT RESOLVED that the 2021 Executive Committee of the Board of Governors consist of Chair Amy Counts, Vice Chair Carol Silvey, Craig Frazier, and Chris Waters.

VOTE: **AYE** _____

NAY _____

COMMENTS:

Membership in the other committees for 2021 as appointed by Chair Counts shall be as follows:

1. Finance and Facilities Committee: All members of the Board of Governors (Chair Chris Waters);
2. Programs and Planning Committee: All members of the Board of Governors (Chair Lynn Parman);
 - a. Citizen Scholars Subcommittee: Craig Frazier, Lynn Parman, Jay Wasson, Briar Douglas
 - b. Staff and Faculty Excellence in Public Affairs Awards Subcommittee: Amy Counts, Carol Silvey, Chris Waters, Jay Wasson
3. Risk Management and Audit Committee: Carol Silvey (Chair), Amy Counts, Lynn Parman, and Jay Wasson; and
4. Board Representative to the Missouri State University Foundation: Craig Frazier

XVIII.

RECOMMENDED ACTION - Resolution authorizing closed meeting

The following resolution was moved by _____ and seconded
by _____:

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 regular meeting of the Board of Governors to consider items pursuant to the revised statute of the State of Missouri 610.021 sections X, X & X.

- 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. 610.21(10). “Software codes for electronic data processing and documentation thereof;”
- G. R.S. Mo. 610.021(11) and (12). “Specifications for competitive bidding...;” and “Sealed bids and related documents...;”
- H. R.S.Mo. 610.021(13). “Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment...;”
- I. R.S.Mo. 610.021(14). “Records which are protected from disclosure by law;” and
- J. R.S.Mo. 610.021(17). “Confidential or privileged communications between a public governmental body and its auditor,...”

VOTE: ___ AYE

___ NAY