



Board of Governors Retreat

Thursday, 8/4/2022 1:00 PM -

Friday, 8/5/2022 2:00 PM CT

I. Roll Call Presented By: Governor Carol Silvey

II. Approval of Minutes Presented By: Governor Carol Silvey

A. Approval of minutes of the June 24, 2022, open and closed meetings

II.A. Minutes of the June 24, 2022, Board of Governors Meeting - Page 3

III. Consent Agenda Presented By: Governor Carol Silvey

A. President

1. Approval of FY22-23 Employment Agreements for University Athletics

III.A.1.a. Approval of FY22-23 Employment Agreements for University Athletics - Page 9

III.A.1.b. Approval of Employment Agreement for Mr. Keith Guttin, Head Coach of the University's intercollegiate baseball team - Page 12

III.A.1.c. Approval of Employment Agreement for Ms. Holly Hesse, Head Coach of the University's intercollegiate softball team - Page 14

B. Facilities and Equipment

1. Approval of Activity Report for the month of June 2022

III.B.1. Approval of Activity Report for the month of June 2022 - Page 16

2. Approval of lease agreement for radio tower space for KSMU-West Plains between Missouri State University and Tom and Shawn Marhefka

III.B.2. Approval of lease agreement for radio tower space for KSMU-West Plains between Missouri State University and Tom and Shawn Marhefka - Page 18

C. Human Resources

1. Approval of Actions Concerning Academic Employees

III.C.1. Approval of Actions Concerning Academic Employees - Page 28

2. Approval of Actions Concerning Non-Academic Employees

III.C.2. Approval of Actions Concerning Non-Academic Employees - Page 41

D. Procurement Activity Report

1. Approval of Procurement Activity Report

III.D.1. Approval of Procurement Activity Report - Page 53

E. West Plains Campus

1. Approval of Actions Concerning Academic Employees

III.E.1. Approval of Actions Concerning Academic Employees - Page 56

2. Approval of Actions Concerning Non-Academic Employees

III.E.2. Approval of Actions Concerning Non-Academic Employees - Page 58

3. Approval of Revisions to the Faculty Handbook

III.E.3. Approval of Revisions to the MSU-West Plains Faculty Handbook, concerning sections 3.4.4.1 through 4.4.5 of the current edition - Page 60

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

A. Overview of Meeting

- V. Transformation Plan – Springfield Campus Presented By: President Clif Smart; Zora Mulligan, Executive Vice President; Dr. John Jasinski, Interim Provost**
- A. Overview**
 - B. Discussion of Pre-Reads**
 - V.B.1. The Future of Higher Ed is Occurring at the Margins - Page 74*
 - V.B.2. A Higher Bar for Higher Ed - Page 77*
 - C. State of the Higher Education Sector Presented By: Dr. David Vuletich, EAB Senior Director of Research Advisory Services**
 - D. Transformation Plan: Why, What, and How**
 - E. Panel Discussion with Zora Mulligan, John Jasinski, and David Vuletich**
- VI. SWOT Analysis Workshop Presented By: Dr. David Vuletich, EAB Senior Director of Research Advisory Services**
- VII. Strategic Planning – West Plains Campus Presented By: Dr. Dennis Lancaster, Chancellor of the West Plains Campus**
- A. Overview**
 - B. KPIs**
 - VII.B. WP Key Performance Indicators - Page 80*
- VIII. New Business**
- A. 2022-2023 Action Plan for Springfield and West Plains Presented By: President Clif Smart and Dr. Dennis Lancaster, Chancellor of the West Plains Campus**
 - VIII.A. 2022-2023 Action Plan - Page 81*
 - B. Development Report Presented By: Brent Dunn, Vice President for University Advancement**
 - 1. Foundation Year-End Report**
 - VIII.B.1. Foundation Year-End Report - Page 84*
 - 2. Missouri State University Foundation Historical Overview of Gifts**
 - VIII.B.2. MSU Foundation Historical Overview of Gifts - Page 86*
 - 3. Onward, Upward Campaign Update**
 - C. Office of Research Administration Year-End Report Presented By: Brad Bodenhausen, Vice President for Community and Global Partnerships**
 - VIII.C. FY2022 Year End Research Report - Page 87*
 - D. Financial**
 - 1. Approval of Procurement Activity Report - Chartwells Contract Amendment Presented By: Dee Siscoe, Vice President for Student Affairs**
 - VIII.D.1. Approval of Procurement Activity Report - Page 94*
 - 2. Approval of proposal and award of a contract to install signage at Great Southern Bank Arena Presented By: Matt Morris, Vice President for Administrative Services**
 - VIII.D.2. Approval of proposal and award of a contract to install signage at Great Southern Bank Arena - Page 96*
 - E. Discussion of 2023 Board of Governors Officers Presented By: Governor Carol Silvey**
 - F. Other Board Matters Presented By: Governor Carol Silvey**
- IX. Resolution Authorizing Closed Meeting, Pursuant to Sections 610.021(1), (2), (3), (6), (9), (11), (12), (13), (14) and/or (17) of the Revised Statutes of Missouri**
 - IX. Closed Meeting Resolution - Page 98*
- X. Adjournment Presented By: Governor Carol Silvey**

II.A.

**MINUTES OF THE
BOARD OF GOVERNORS
MISSOURI STATE UNIVERSITY
FRIDAY, JUNE 24, 2022**

The Board of Governors for Missouri State University held a meeting in the West Plains Civic Center, Magnolia Room in West Plains, Missouri on Friday, June 24, 2022, with Governor Carol Silvey, Chair of the Board of Governors, presiding. Governor Silvey called the meeting to order at 1:00 p.m.

Roll Call

Present – Carol Silvey, Chair of the Board
Amelia “Amy” Counts, Governor
Briar Douglas, Student Governor
Anson Elliott, Governor
Craig Frazier, Governor
Gabriel Gore, Governor
Lynn Parman, Governor
Chris Waters, Governor

Absent – Ann Kampeter, Governor
Jay Wasson, Governor

Also present – Clif Smart, President
Jim Baker, Vice President for Community and Global Partnerships
Jeff Coiner, Chief Information Officer
Ryan DeBoef, Chief of Staff and Assistant to the President for
Governmental Relations
Rachael Dockery, General Counsel and Chief Compliance Officer
Brent Dunn, Vice President for University Advancement
Frank Einhellig, Provost
Steve Foucart, Chief Financial Officer
Dennis Lancaster, Chancellor of the West Plains Campus
Natalie McNish, Director of Internal Audit and Risk Management
Kyle Moats, Director of Athletics
Matt Morris, Vice President for Administrative Services
Wes Pratt, Chief Diversity Officer and Assistant to the President
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 Reynolds College of Arts and Letters

Approval of Minutes

Governor Silvey called for a motion to approve the open and closed minutes of the May 19, 2022, meetings. Governor Chris Waters provided a motion, receiving a second from Governor Amy Counts.

Motion passed 6-0. Governor Elliott abstained.

Consent Agenda

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

President

Approval of FY2022-2023 Employment Agreements for Athletics Coaches and Administrators (Human Resources No. 1702-22)

Facilities and Equipment

Approval of an Intergovernmental Agreement Regarding Law Enforcement Services with Missouri State University for Fiscal Year 2023 (Agreement No. 457-22)

Human Resources

Approval of Actions Concerning Academic Employees (Human Resources No. 1703-22)

Approval of Actions Concerning Non-Academic Employees (Human Resources No. 1704-22)

Approval of Actions Concerning Employee Salary Increases Effective July 1, 2022 (Human Resources No. 1705-22)

Approval of Actions Concerning Employee Salary Increases Effective August 1, 2022 (Human Resources No. 1706-22)

Approval of FY2023 Additional Fringe Benefits to be Funded by Missouri State University or the Missouri State University Foundation (Human Resources No. 1707-22)

Approval of Amendments to the Employee Handbook for Administrative, Professional, and Support Staff Employees and Related Policies (Human Resources No. 1708-22)

Procurement and Financial

Approval of Procurement Activity Report (Purchasing Activity Report No. 511-22)

Approval of Rental Rates for Space in the Kenneth E. Meyer Alumni Center for Various Departments and University Related Offices (Agreement No. 458-22)

Student Affairs

Approval of the 2022 Revisions to the Code of Student Rights and Responsibilities (Springfield and West Plains Campuses) (Student Policies No. 114-22 and West Plains Student Policies No. 20-22)

West Plains Campus

Approval of Actions Concerning Academic Employees (West Plains Personnel No. 473-22)

Approval of Actions Concerning Non-Academic Employees (West Plains Personnel No. 474-22)

Approval of FY2022-2023 Employment Agreements for West Plains Campus Coaches (West Plains Personnel No. 475-22)

Governor Lynn Parman provided a motion for approval of the consent agenda, receiving a second from Governor Gabriel Gore.

Motion passed 6-0. Governor Elliott abstained.

Committee Reports

Governor Waters reported out on the June 23, 2022, Risk Management and Audit Committee meeting.

Governor Parman reported out on the June 23, 2022, Finance and Facilities Committee meeting.

Governor Counts reported out on the June 23, 2022, Programs and Planning Committee meeting.

President's Report

President Smart welcomed everyone to the meeting, highlighted topics discussed at the committee meetings the day before, and summarized items to be approved as part of the regular meeting.

President Smart reviewed the appointment letter for Dr. John Jasinski as Interim Provost. The appointment is for one year at a base salary of \$200,000 with the potential of a one-year renewal. Governor Waters provided a motion for approval, receiving a second from Governor Craig Frazier.

Motion passed 6-0. Governor Elliott abstained.

West Plains Campus

Dr. Dennis Lancaster, Chancellor of the West Plains Campus, introduced his Administrative Council team members.

Dr. Lancaster presented a resolution for approval of the 2022-2027 Long Range Plan for the West Plains Campus (West Plains Board Policies No. 19-22). Governor Fraizer provided a motion, receiving a second from Governor Parman.

Motion passed 6-0. Governor Elliott abstained.

Dr. Lancaster presented a resolution for approval of the 2022-2027 Master Plan for Missouri State University-West Plains (West Plains Board Policies No. 20-22). Governor Counts provided a motion, receiving a second from Governor Frazier.

Motion passed 6-0. Governor Elliott abstained.

As part of the Making our Missouri Statement moment, Dr. Lancaster introduced the National Professional Agriculture Student Competition winners: Viviana Prado, Andi Howard, and Kendra Sisney, and their club sponsor, Dr. Linda Wulff-Risner, Professor of Agriculture. Dr. Lancaster highlighted the students' achievements and involvement on campus.

Dr. Gary Phillips, Immediate Past Chair of West Plains Faculty Senate, provided a report on happenings of the West Plains Faculty Senate. Highlights of his report included work on faculty handbook updates, faculty appointments to campus committees, program reviews, and introductions of the executive officers for the upcoming year. Dr. Wulff-Risner, incoming Chair of Faculty Senate, shared plans for the upcoming year will have a focus on student success.

Rachel Peterson, Immediate Past Chair of West Plains Staff Senate, provided a report on happenings of the West Plains Staff Senate. Highlights of her report included work on the Long-Range Plan, the inauguration of the Grizzly Ambassadors Program (GAP), fundraising efforts, and introduction of Bryan Moore, incoming Chair of the Missouri State University – West Plains Staff Senate. Mr. Moore shared plans for the upcoming year include a volunteer program to connect with the community and events for faculty and staff to reconnect after the pandemic.

Jackson Wright, Missouri State University – West Plains Student Body President, and Logan Brewer, Missouri State University – West Plains Student Body Vice President, provided a report on happenings of the West Plains Student Government Association (SGA). Highlights of their report included past events and plans for the next year that include efforts to grow SGA, hold roundtable discussions with West Plains Administrative Council, and engaging with the community more.

Academic Affairs

Dr. Frank Einhellig, Provost, presented a resolution for Approval of Faculty Handbook Proposed Revisions, Handbook Sections 3.11; 3.3.3; 3.5.2; 3;5.11; and 4.8.2.2. for the Springfield Campus (Faculty Policies No. 143-22). Governor Frazier provided a motion, receiving a second from Governor Counts.

Motion passed 6-0. Governor Elliott abstained.

Dr. Einhellig provided an update on the Provost’s Academic Leadership Series (PALS). PALS is a training series for new administrators and for a select number of faculty who want to learn more about administrative roles and expectations. This past year saw the sessions switch from an all-day orientation format to one-hour monthly sessions covering various topics such as fiscal processes and managing budgets, tenure and promotion processes, annual evaluations and reports, DEI and mentoring faculty, legal issues, Institutional Research, perspectives on leaderships, and the Office of Research Administration. He shared that at the end of the series, attendees visited the Mountain Grove and West Plains campuses to connect with other faculty and staff.

Dr. Einhellig reviewed current and upcoming academic program accreditations. He shared that in addition to the university’s institutional accreditation from the Higher Learning Commission (HLC), it has accreditations through 25 different agencies for specific colleges and programs. HLC currently requires separate approval for each professional doctorate program. He reported that the HLC review team has recommended the university’s Doctor of Occupational Therapy program and a final vote for approval will take place in mid-July by HLC’s Institutional Action Panel.

Dr. Einhellig concluded his report by thanking his colleagues and the Board for all their years of support.

Community and Global Partnerships

Dr. Jim Baker, Vice President for Community and Global Partnerships, provided an update of leadership transitions for the Division of Community and Global Partnerships. He introduced Brad Bodenhausen, Associate Vice President International Education and Training, who will assume the role of Vice President for Community and Global Partnerships on July 1, 2022.

Mr. Bodenhausen thanked Dr. Baker for his years of service to the university and for being a personal mentor. He shared plans for the office transition and goals for the division.

Diversity, Equity, and Inclusion

Wes Pratt, Chief Diversity Officer and Assistant to the President, announced his plans to retire as of August 1, 2022. He shared information on his personal journey and connection with Missouri State and the West Plains and Springfield communities. He thanked the Board for its leadership, commitment, and dedication to valuing the inclusion of diversity through the university's public affairs mission. He thanked his staff, community partners, and colleagues for their support over the years and for making a difference at the university and in the community, region, and state in valuing the inclusion of diversity.

President Smart commended Dr. Einhellig, Dr. Baker, and Mr. Pratt for their years of dedication to the university and for the tremendous accomplishments they have made to Missouri State University, in the community, across the state and nation, and all over the world.

Student Affairs

Colin Weber, Student Body President provided a report on happenings of the Student Government Association (SGA) and the student body. Highlights of his report included updates on various events and initiatives.

Facilities and Equipment

Matt Morris, Vice President for Administrative Services, reviewed plans for the construction of building 6 at Jordan Valley Innovation Center and Mr. Bodenhausen reviewed information on the material braider that will be housed in the facility. Mr. Morris presented a resolution for approval of bids and award of a contract to construct building 6 at Jordan Valley Innovation Center (Bids & Quotations No. 1598-22). Governor Frazier provided a motion, receiving a second from Governor Counts.

Motion passed 6-0. Governor Elliott abstained.

Financial

Steve Foucart, Chief Financial Officer, presented a resolution for Approval of the FY2023 Internal Operating Budget (Finance No. 1106-22). Governor Waters made a motion, receiving a second from Governor Parman.

Motion passed 6-0. Governor Elliott abstained.

New Business

President Smart recommended the Adoption of the 2023 Meeting Schedule of the Missouri State University Board of Governors (Administration No. 53-22). Governor Frazier made a motion, receiving a second from Governor Waters.

Motion passed 6-0. Governor Elliott abstained.

President Smart presented an offer of commendation to Briar Douglas for service as Student Governor for Missouri State University (Recognition No. 12-22). He shared that Student Governor Douglas was a strong advocate for Missouri State University students who served as a voice for students and provided critical advice and input on university policies to help navigate the university through a global pandemic. Mr. Douglas served on the Citizen Scholar and Excellence in Public Affairs selection committees, helping to recognize outstanding students, faculty, and staff. President Smart stated that Missouri State is better for having had Briar Douglas on the Board. Governor Parman made a motion for approval of the commendation, receiving a second from Governor Counts.

Motion passed 6-0. Governor Elliott abstained.

Closed Session

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

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

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

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

Governor Waters provided a motion for approval, receiving a second from Governor Counts.

A roll call vote was taken. Those voting in favor – Governors Counts, Frazier, Gore, Parman, Silvey, and Waters; those voting against – none; those abstaining – Governor Elliott.

The open meeting recessed at 10:24 a.m. to go into closed session.

The open meeting reconvened at 12:49 p.m.

Adjournment

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

Motion passed 6-0. Governor Elliott abstained.

Meeting adjourned at 12:50 p.m.

Carol Silvey
Board Chair

Approved at the meeting of
August 4-5, 2022

Rowena Stone
Secretary to the Board

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1709-22
Approval of FY22-23 Employment
Agreements for University Athletics

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

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

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

Carol Silvey
Board Chair

Passed at meeting of
August 4-5, 2022

Rowena Stone
Secretary to the Board

Comments:

Christine McCarney's salary has increased from \$41,777.00 to \$43,777.00. Susan Atkinson's and Kristian Wilkinson's salaries have increased from \$44,902.00 to \$46,097.00. These salary increases will be paid for from the salaries of previous employees who have left the University and/or through donations to the University, such that this increase does not represent a new expense to the Athletics Department or University.

Kasey Griffith and Ashley Emery's salaries will be paid for from the salaries of previous employees who have left the University or through donations to the University, such that these hires do not represent a new expense to the Athletics Department.

Unless noted above, all other salaries remain unchanged from FY21-2022, except for the across-the-board increase provided to all full-time employees effective July 1, 2022.

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

Schedule 1

| Coaches' Name | Athletic Program | Position | Contract Salary | Designation |
|--------------------------|---|-----------------------------|-----------------|---------------------|
| Paul Evans | Baseball | Asst. Coach | \$78,301.00 | Continuing Employee |
| Joseph "Joey" Hawkins | Baseball | Assoc. Head Coach | \$54,778.00 | Continuing Employee |
| Ashley Emery | Beach Volleyball | Head Coach | \$38,000.00 | New Hire |
| Sheldon Everett | Men's Basketball | Asst. Coach | \$104,000.00 | Continuing Employee |
| Jase Herl | Men's Basketball | Asst. Coach | \$156,000.00 | Continuing Employee |
| Christopher Lowery | Men's Basketball | Special Asst. to Head Coach | \$42,000.00 | Continuing Employee |
| Neal Stafford | Men's Golf | Head Coach | \$42,848.00 | Continuing Employee |
| Kasey Griffith | Softball | Asst. Coach | \$54,000.00 | New Hire |
| Elizabeth Perine | Softball | Assoc. Head Coach | \$56,596.00 | Continuing Employee |
| David Collins | Swimming and Diving | Head Coach | \$78,109.00 | Continuing Employee |
| Chelsea Dirks-Ham | Swimming and Diving | Asst. Coach | \$48,204.00 | Continuing Employee |
| Jeffrey "Ethan" Jacobson | Swimming and Diving | Asst. Coach | \$31,200.00 | Continuing Employee |
| Jordan Fife | Track and Field and Cross Country | Head Coach | \$67,057.00 | Continuing Employee |
| Russell Friedland | Volleyball | Assoc. Head Coach | \$59,559.00 | Continuing Employee |
| Anastasia "AJ" Lux | Volleyball | Asst. Coach | \$43,491.00 | Continuing Employee |
| Angel Whetstone | Women's Basketball | Video Coordinator | \$40,000.00 | New Hire |
| Kevin Kane | Women's Golf | Head Coach | \$45,559.00 | Continuing Employee |
| Administrators' Name | Area | Position | Contract Salary | Designation |
| Melissa Goodman | Athletics Business Administration | Asst. Director | \$53,638.00 | Continuing Employee |
| Benjamin Adamson | Athletics Communications | Asst. Director | \$55,245.00 | Continuing Employee |
| Megan Fisher | Athletics Communications | Asst. Director | \$36,991.00 | Continuing Employee |
| Richard Kindhart | Athletics Communications | Asst. Director | \$81,302.00 | Continuing Employee |
| Tuamafa Reilly | Athletics Compliance | Asst. Director | \$57,500.00 | New Hire |
| Susan Atkinson | Athletics Medical & Rehab Services | Athletic Trainer | \$46,097.00 | Continuing Employee |
| Andrew Cheney | Athletic Medical & Rehab Services | Athletic Trainer | \$46,500.00 | New Hire |
| Shannon Derricks | Athletics Medical & Rehab Services | Asst. Director | \$58,535.00 | Continuing Employee |
| Mitch Hauschildt | Athletics Medical & Rehab Services | Coordinator | \$53,232.00 | Continuing Employee |
| Mark Ortiz | Athletics Medical & Rehab Services | Athletic Trainer | \$44,720.00 | Continuing Employee |
| James Penkalski | Athletics Medical & Rehab Services | Director | \$78,739.00 | Continuing Employee |
| Danielle Richesin | Athletics Marketing & Promotions | Director | \$38,743.00 | Continuing Employee |
| Stephen Sawchak | Athletic Medical & Rehab Services | Athletic Trainer | \$53,760.00 | Continuing Employee |
| Kristian Wilkinson | Athletics Medical & Rehab Services | Athletic Trainer | \$46,097.00 | Continuing Employee |
| Ethan Swingle | Dr. Mary Jo Wynn Achievement Center for Intercollegiate Athletics | Academic Advisor | \$46,977.00 | Continuing Employee |
| Christine McCartney | Dr. Mary Jo Wynn Achievement Center for Intercollegiate Athletics | Academic Advisor | \$43,777.00 | Continuing Employee |
| Daniel Rains | Dr. Mary Jo Wynn Achievement Center for Intercollegiate Athletics | Asst. Director | \$61,934.00 | Continuing Employee |

Schedule 1

| Administrators' Name | Area | Position | Contract Salary | Designation |
|-------------------------|---------------------------|--|-----------------|---------------------|
| A'dja Jones | Intercollegiate Athletics | Director / Chief Diversity and Inclusion Officer for Athletics | \$53,560.00 | Continuing Employee |
| Chastity Hunt | Intercollegiate Athletics | Sr. Associate Director of Athletic/Sr. Women's Administrator | \$107,957.00 | Continuing Employee |
| Nicholas "Chase" Barber | Strength & Conditioning | Asst. Coach | \$43,491.00 | Continuing Employee |
| Jared Brugmann | Strength & Conditioning | Asst. Coach | \$40,000.00 | New Hire |
| David Consiglio | Strength & Conditioning | Asst. Coach | \$43,491.00 | Continuing Employee |

III.A.1.b.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1710-22
Approval of Employment Agreement
for Mr. Keith Guttin, Head Coach
of the University's intercollegiate
baseball team

WHEREAS, the University desires to continue employ Mr. Keith Guttin as the Head Coach of the University's intercollegiate baseball team, and Mr. Guttin desires to continue such employment through June 30, 2026; and

WHEREAS, an Employment Agreement has been negotiated with Mr. Guttin.

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Missouri State University hereby approves the continued employment of Keith Guttin as its Head Coach of the University's intercollegiate baseball team and authorizes President Clifton M. Smart, III to execute the attached Employment Agreement with Mr. Guttin on behalf of the University.

Carol Silvey
Board Chair

Passed at meeting of
August 4-5, 2022

Rowena Stone
Secretary to the Board

Comments:

The Employment Agreement includes the following terms:

- Extend the term of employment for an additional three (3) years (i.e. through June 20, 2026).
- Base Salary –\$137,751.00 for the first year of the Employment Agreement. Mr. Guttin’s Base Salary will be subject to annual merit-based increases after January 1, 2023.
- Achievement payments as outlined in Section 6(a) of the Employment Agreement:
 - In the event the team finishes as champions in the Missouri Valley Conference, an additional \$2,500 will be paid for a conference championship and \$1,400 will be paid for a conference co-championship.
 - In the event a post-season conference tournament is held, and the team is champion of that tournament, an additional \$2,500 will be paid.
 - In the event the baseball team is invited to appear in the NCAA post-season tournament, Mr. Guttin will be paid an additional \$700 for each game appearance as well as one of the following: \$5,000 if the team wins the NCAA Regional; \$10,000 if the teams wins the NCAA Super Regional; \$25,000 if the team advances to the NCAA Championship Series; or \$50,000 if the team wins the NCAA College World Series.
 - Mr. Guttin shall be paid the amount of \$500.00 for each year that the Team’s NCAA calculated APR meets or exceeds the NCAA APR score of 985.
 - In any year that Mr. Guttin is named the Missouri Valley Conference Coach of the Year by the MVC coaches or the MVC media, he will receive an additional \$2,500.00.
- Additional fringe benefits, incentives, and entitlements as outlined in the Employment Agreement.
- The termination and/or cancellation of the Agreement is addressed in Sections 8 and 9 of the Employment Agreement. The University has the right to terminate the Employment Agreement for both cause and just cause, as defined in the Employment Agreement (Section 8). Mr. Guttin and the University both have the right to cancel the Employment Agreement without cause (Section 9). The Party who cancels the Employment Agreement without cause must pay liquidated damages, as set forth in Section 9. The liquidated damage amount is calculated the same regardless which Party cancels the Employment Agreement under Section 9.
- Remaining terms and conditions are consistent with other University employment agreements.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1711-22
Approval of Employment Agreement for
Ms. Holly Hesse, Head Coach of the
University's intercollegiate softball team

WHEREAS, the University desires to continue employ Ms. Holly Hesse as the Head Coach of the University's intercollegiate softball team, and Ms. Hesse desires to continue such employment through June 30, 2024; and

WHEREAS, an Employment Agreement has been negotiated with Ms. Hesse.

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Missouri State University hereby approves the continued employment of Holly Hesse as its Head Coach of the University's intercollegiate softball team and authorizes President Clifton M. Smart, III to execute the attached Employment Agreement with Ms. Hesse on behalf of the University.

Carol Silvey
Board Chair

Passed at meeting of
August 4-5, 2022

Rowena Stone
Secretary to the Board

Comments:

The Employment Agreement includes the following terms:

- Two (2) year agreement with a term of July 1, 2022, through June 30, 2024.
- Base Salary –\$100,000.00 for the first year of the Employment Agreement. Ms. Hesse’s Base Salary will be subject to annual merit-based increases after January 1, 2023.
- Achievement payments as outlined in Section 6(a) of the Employment Agreement:
 - In the event the team finishes as Missouri Valley Conference Regular Season champions or co-champions, an additional \$2,500 will be paid for a MVC Regular Season championship or co-championship.
 - In the event the team finishes as Missouri Valley Conference champions, an additional \$1,400 will be paid for a MVC Championship.
 - In the event the softball team is invited to appear in the NCAA post-season tournament, Ms. Hesse will be paid an additional \$700 for each game appearance in the NCAA Regional Tournament or \$5,000 if the team wins the NCAA Regional Tournament; an additional \$700 for each game appearance in the NCAA Super Regional Tournament or \$10,000 if the teams wins the NCAA Super Regional; an additional \$700 for each game played in the NCAA Women’s College World Series or \$50,000 if the team wins the NCAA College World Series.
 - Ms. Hesse shall be paid the amount of \$500.00 for each year that the Team’s NCAA calculated APR meets or exceeds the NCAA APR score of 985.
 - In any year that Ms. Hesse is named the Missouri Valley Conference Coach of the Year by the MVC coaches or the MVC media, she will receive an additional \$2,500.00.
- Additional fringe benefits, incentives, and entitlements as outlined in the Employment Agreement.
- The termination and/or cancellation of the Agreement is addressed in Sections 8 and 9 of the Employment Agreement. The University has the right to terminate the Employment Agreement for both cause and just cause, as defined in the Employment Agreement (Section 8). Ms. Hesse and the University both have the right to cancel the Employment Agreement without cause (Section 9). The Party who cancels the Employment Agreement without cause must pay liquidated damages, as set forth in Section 9. The liquidated damage amount is calculated the same regardless which Party cancels the Employment Agreement under Section 9.
- Remaining terms and conditions are consistent with other University employment agreements.

III.B.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

ACTIVITY REPORT NO. 325-22
Approval of activity report for the
month of June 2022

BE IT RESOLVED by the Board of Governors for Missouri State University that the attached Activity Report for the month of June 2022, as presented by Planning, Design and Construction, be accepted and approved.

Carol Silvey
Board Chair

Passed at meeting of
August 4-5, 2022

Rowena Stone
Secretary to the Board

COMMENTS:

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

It is recommended that the attached report be accepted.

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

June 2022

This report documents activities managed by Planning, Design and Construction for the month of June 2022. The projects listed here are greater than or equal to \$100,000.00 and did not exceed a project budget of \$250,000.00. Those project bids, notices to proceed, and activity on consultant contracts are listed on this activity report.

June 21, 2022

**FY23 On-Call Asbestos Abatement
All Campuses**

**Project Budget
\$150,000.00**

Proposals were received for the FY23 on-call asbestos abatement. The intent of this contract is to accomplish removal of small quantities of asbestos found on the Missouri State University campuses on an on-call basis. The cumulative total of all individual projects awarded under this contract may not exceed \$150,000.00 per fiscal year. Included in the contract is the option to renew the contract for three (3) additional consecutive fiscal years or until June 30, 2026. Upon approval, a notice of award was issued to Gerken Environmental Enterprises, Inc. Each project awarded under this contract will be funded by its own financial plan that will be established on a per project basis.

III.B.2.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

AGREEMENT NO. 459-22
Approval of lease agreement
for radio tower space for KSMU-
West Plains between Missouri
State University and Tom and
Shawn Marhefka

WHEREAS, the University operates a public radio station KSMU; and

WHEREAS, KSMU requires radio tower space in West Plains, Missouri, for the purpose of transmitting KSMU programming to the West Plains, Missouri market; and

WHEREAS, Tom and Shawn Marhefka have agreed to lease tower space to the University for Eight Hundred Forty-Seven Dollars (\$847.00) per month or Ten Thousand One Hundred and Sixty-Four Dollars (\$10,164.00) per year with the yearly rate adjusted annually by the annual change in CPI; and

WHEREAS, the proposed five year lease agreement will take effect October 1, 2022 and will expire on September 30, 2027.

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors for Missouri State University that this lease agreement be approved and that the Vice President for Administrative Services be authorized to sign said lease agreement.

Carol Silvey
Board Chair

Passed at meeting of
August 4-5, 2022

Rowena Stone
Secretary to the Board

Comments: This is a five year lease, which provides radio tower space for KSMU in West Plains, Missouri.

TELECOMMUNICATIONS SITE LEASE

THIS LEASE, made as of the 1st day of October 2022 between;

Name and address of Lessor;

Tom & Shawn Marhefka, Trust
PO Box 1007
West Plains, MO 65775
Attn: Tom Marhefka
PH: (417) 256-1025
tjmarhefka@me.com

Name and address of Lessee;

Board of Governors of Missouri State University
Missouri State University
901 South National Avenue
Springfield, Missouri 65897
Attn: Rachel Knight
PH: (417) 836-3511
RachelKnight@MissouriState.edu

RENT: \$847.00/month for the first year (or \$10,164.00 for year). Year to year thereafter on October 1st and throughout the term of this lease the yearly rate will be adjusted each year by the change in CPI and paid monthly for that twelve month period.

TERM: Five (5) Years commencing 10/1/2022 (Commencement Date) and ending on the last day of the month which completes the term of the year aforesaid (9/30/2027).

EQUIPMENT: Specifically listed in Exhibit #1 of this agreement.

LOCATION OF LESSOR'S PROPERTY:

Street address: 983 East US Highway 160
City, State, Zip: West Plains, MO 65775
Phone Number: 417-256-1025 // Email tjmarhefka@me.com
Contact: Tom Marhefka, President / Jim White, Chief Engineer

LEASED PREMISE:

Site Name: Tom & Shawn Marhefka Tower – West Plains
Site ID# 1005437
Latitude: N36-44-48.6 Longitude: W91-49-56.3 Ground Level: 329.2 meters
Tower height: 125.3 meters (AGL)

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Lease (Pg 1 and 2)

General Terms and Conditions (Pg 3 through Pg. 7)

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Equipment

Exhibit 2: (Pg. 9)

Frequency

GENERAL TERMS AND CONDITIONS

1. **LEASE OF LEASED PREMISES.** Lessor agrees to lease the Leased Premises to Lessee as described on page one of this Agreement.
2. **USE OF LEASED PREMISES.** The Leased Premises are to be used for the installation, operation and maintenance of messaging equipment, including base stations, antenna poles or masts, cabling or wiring, and accessories used therewith. Lessee and its subtenants and lessees shall have the unrestricted right to enter or leave the Leased Premises at all reasonable times. Lessee may not sublet or lease to others to use the Leased Premises and may make minor alterations to it without Lessor's consent. Lessee reserves the right to choose the company(ies) that will install and/or maintain its equipment with Lessors approval. All equipment or other property attached to or otherwise brought onto the Leased Premises shall at all times be personal property.
3. **TERM.** The term of this lease is indicated on page one of this Agreement unless otherwise indicated in the Specific Terms and Conditions. Lessee shall have the option to renew this lease for a like period under the same terms and conditions contained in this lease by mailing written notice to Lessor at least sixty (60) days before the expiration of the term indicated on page one of this Agreement. If the site becomes unfit or undesirable for use for Lessee's purposes, Lessee may terminate this lease by emailing written notice to Lessor which shall be effective ninety (90) days after it is mailed by Lessee. If Lessee holds over at the end of the term, it shall create a month to month tenancy subject to the provisions of this lease. If the Lessee is unsatisfied with the site for reasons of radio frequency coverage or other technological complications, Lessee may terminate this Agreement; provide, however (i) Lessee has provided the Lessor with at least (90) days prior written notice of such termination;(ii) Lessor is not in default; and (iii) the Lessee shall remove any and all of its equipment and shall have paid any rent or other fees due Lessor through the termination date.
4. **RENT.** Each month during the term of this lease and while Lessor is not in default hereunder Lessee will pay to Lessor in advance the monthly rental indicated on page one of this Agreement.
5. **LIABILITY.** As a Missouri public institution of higher education, Lessee does not maintain commercial general liability insurance. Rather, it relies on the State Legal Expense Fund, as established by Mo. Rev. Stat. § 105.711 and as administered by the Missouri Attorney General Office. Lessee agrees to provide Lessor with written confirmation of same upon request.
6. **UTILITIES.** Electricity and other utilities are to be paid and provided by Lessor unless otherwise indicated in the Specific Terms and Conditions.
7. **TAXES.** Lessor shall be responsible for the declaration and payment of any applicable taxes or assessments against the Property owned by Lessor. Lessee agrees to pay all such taxes which are assessed against the Lessor and/or the Lessee due to the personal property and improvements constructed or maintained by Lessee on or about the Leased Premises; provided, however, Lessee shall have the right to prior notification of any taxes for which it is to be charged, so as to be given the opportunity to appear before the taxing authority and contest said assessment.
8. **INDEMNIFICATION.** To the extent permitted by law, and without waiving its sovereign, official, or governmental immunity, Lessee, its partners, contractors, agents, and employees agree to indemnify, hold harmless and defend Lessor, its partners, tenants, contractors, agents, and employees from and

against any and all losses, claims, liabilities and expenses, including reasonable attorney fees, if any, which Lessor, its partners, tenants, contractors, agents, and employee's use of the Premises, excluding such claims as may arise from the acts or negligence of Lessor, its partners, tenants, contractors, agents, and employees.

Lessor, its partners, tenants, contractors, agents, and employees agree to indemnify, hold harmless and defend Lessee, its partners, contractors, agents, and employees from and against any and all losses, claims, liabilities and expenses, including reasonable attorney fees, if any, which Lessee, its partners, contractors, agents, and employees may suffer or incur in connection with Lessor, its partners, tenants, contractors, agents, and employees use of the Premises, excluding such claims as may arise from the acts or negligence of Lessee, its partners, contractors, agents, and employees.

9. ENVIRONMENTAL. Lessor shall protect, defend, indemnify and hold Lessee and its affiliates and the directors, officers, employees, agents, successors, and assigns of any of them, harmless from and against any and all claims, fines, judgments, penalties, actions, abatement, cleanup, remediation, testing, investigations, losses, damages, costs, expenses or liability (including attorneys' fees and costs) directly or indirectly arising out of or attributable to the use, generation, manufacture, production, storage, release discharge, disposal, or presence of a Hazardous Material on, under or about the Leased Premises or Lessor's Property; except to the extent caused by the active negligence or willful misconduct of Lessee. Lessor shall ensure that itself and all other lessees comply with all Environmental Laws. This indemnity shall survive the expiration or termination of this Lease.

RF Emission Exposure Compliance. Lessee must be able to certify to the Federal Communications Commission (FCC) that site radio frequency (RF) emission exposure is below the Maximum Permissible Exposure (MPE) limits stated in its Office of Engineering & Technology (OET) Bulletin 65. To that end, Lessor agrees to assist Lessee in compliance determination by providing information as requested by Lessee. Further, Lessor agrees to help Lessee maintain compliance by informing Lessee of equipment changes and additions by other lessees. Lessor agrees to report known violations of site safety procedures to Lessee.

Environmental Laws. "Environmental Laws" mean all applicable present and future statutes, regulations, rules, ordinances, codes, licenses, permits, orders, approvals, plans, authorizations, concessions, franchises and similar items of all governmental agencies, departments, commissions, boards, bureaus or instrumentalities of the United States, states and political subdivisions thereof and all applicable judicial and administrative and regulatory decrees, judgments and orders relating to the protection of human health or the environment, including, without limitation: all requirements, including but not limited to those pertaining to reporting, licensing, permitting, investigation and remediation of emissions, discharges, releases or threatened releases of Hazardous Materials (as defined below), chemical substances, pollutants, contaminants or hazardous or toxic substances, materials, or wastes whether solid, liquid or gaseous in nature, into the air, surface water, groundwater or land, or relating to the manufacture, processing, distribution, use, treatment, storage, disposal, transport or handling of chemical substances, pollutants, contaminants or hazardous or toxic substance, material, or wastes, whether solid, liquid or gaseous in nature.

Hazardous Materials. "Hazardous Material" means any substance: (i) the presence of which requires investigation, regulation or remediation under any federal, state or local statute, regulation, ordinance, order, action, policy or common law; (ii) which is or becomes defined as a "hazardous substance" under federal, state or local statute, regulation or ordinance or amendments thereto including, without limitation, the Comprehensive Environmental Response, Compensation and Liability Act (42 U.S.C. Section 9601 et seq.) and/or the Resource Conservation and Recovery Act (42 U.S.C. Section 6901 et seq.); (iii) which is toxic, explosive, corrosive, flammable, infectious, radioactive, carcinogenic, mutagenic, or otherwise hazardous and is or becomes regulated by any governmental authority, agency, department, commission, board, agency or instrumentality of the United States, the State where the premises are located or any political subdivision thereof; (iv) which contains gasoline, diesel fuel or

other petroleum hydrocarbons; or (v) which contains polychlorinated biphenyl's (PCBs), or asbestos-containing materials.

Environmental Notices. Lessor shall give prompt written notice to Lessee of (i) any proceeding or inquiry by any governmental authority with respect to the presence of any Hazardous Material on the Premises or Lessor's Property or the migration thereof from or to other property; (ii) all claims made or threatened with respect to the Property by any third party against Lessor or Lessee relating to any loss or injury resulting from any Hazardous Materials; (iii) any spill, release, discharge or disposal of Hazardous Materials that occurs with respect to Lessor's/Lessee is required to give notice.

10. **CONDEMNATION/DESTRUCTION OF PROPERTY/LEASED PREMISES.** If the Property or Leased Premises are, in whole or in part, destroyed by fire or other elements, or condemned by public authorities, whether by eminent domain or otherwise, then (1) if wholly destroyed or condemned so that all of the Leased Premises are rendered untenable, the lease shall then terminate, and Lessee shall be liable for the rent only up to the time of such destruction or condemnation and the rent prepaid by Lessee shall be returned to it; but (2) if only partially destroyed or condemned, and still tenable, Lessor shall, within thirty days, repair said premises with a reasonable reduction of rent from the time of such partial destruction or condemnation until the Leased Premises be again of reasonable value to Lessee as the premises were before partially destroyed or condemned; provided, however, that if such partial destruction or condemnation shall occur within six (6) months prior to the termination of this lease, then this lease, if Lessee so elects, shall then terminate and Lessee shall be liable for rent only up to the time of such destruction or condemnation and any rent prepaid by Lessee shall be returned to it. A decision as to whether partially destroyed or partially condemned premises are still tenable as provided herein, shall be made jointly by Lessor and Lessee, and if they cannot agree, by an arbitrator agreeable to both parties.
11. **LESSOR'S MAINTENANCE.** During the term of this Lease, Lessor shall keep the Leased Premises and the Property owned by Lessor of which they are a part in good condition and repair. However, such maintenance and repairs should be done in a manner so as to not interfere with Lessee's use of Leased Premises.
12. **CONDITON AND SURRENDER OF SITE.** Upon termination or expiration of this lease Lessee will surrender the Leased Premises to Lessor in good condition except (a) for reasonable wear and tear, or (b) for damage due to causes beyond Lessee's control or without its fault or negligence, or (c) for both.
13. **PAINTING AND LIGHTING.** Lessor acknowledges that it, and not Lessee, shall be responsible for compliance with all tower or building marking and lighting requirements, which may be required by the Federal Aviation Administration ("FAA") or the Federal Communication Commission ("FCC"). Further, Lessor is responsible for all up keep and maintenance of tower/building painting and lighting specifications set forth by the FCC and the FAA. Lessor shall remain aware of all FCC/FAA rules and regulations that will affect his/her tower or building. Lessor shall indemnify and hold harmless Lessee from any fines or other liabilities caused by Lessor including failure to comply with such requirements. In the event that any fines are imposed due to the FCC/FAA specifications not being met, it will be the Lessor's sole responsibility to pay these fines. The Lessor will be solely responsible for bringing the lighting and/or painting up to FCC/FAA requirements within the set time they allow. Should Lessee be cited by either the F.A.A. or the F.C.C. because this site is not in compliance within the time frame allowed by the citing agency, Lessee may terminate this Agreement immediately upon notice to Lessor.
14. **ASSIGNMENT OF LEASE.** Lessor or Lessee may assign this lease with the other party's written consent, which consent shall not be unreasonably withheld or unduly delayed. Notwithstanding the foregoing, Lessee may assign this Lease without Lessor's consent to any of the following: (i) any corporation, partnership or other entity which controls, is controlled by or under common control with

Lessee: (ii) any corporation or other entity resulting from the merger or consolidation of Lessee: (iii) any corporation, partnership, or other entity, or person which acquires all or substantially all of the assets, provided that such assignee assumes in full the obligations of Lessee under the Agreement.

15. **DEFAULTS.** Lessee shall have fifteen (15) days after receipt of written notice to cure any monetary default and thirty (30) days after receipt of written notice to cure any non-monetary default; provided however, that if any default is not capable of being cured within the requisite period of time, then so long as the party charged with the default has diligently pursued such cure of the default within the prescribed period, the party shall be given the necessary time to cure the default. If there shall occur an Event of Lessor Default, Lessee shall upon thirty (30) days written notice terminate this Agreement and institute any other proceedings at law or in equity to recover damages from Lessor; provided however, that if any default is not capable of being cured within the requisite period of time, then so long as the party charged with the default has diligently pursued such cure of the default within the prescribed period, the party shall be given the necessary time to cure the default.
16. **EQUIPMENT INSTALLATION AND MAINTENANCE.** The equipment listed on Exhibit one (1) of this Agreement shall be installed by Lessee. The equipment shall be installed in accordance with Lessor's specifications and standards and maintained in good working order. It is expressly agreed and understood that Lessee's equipment shall be installed and maintained so as not to interfere in any manner whatsoever with the equipment of Lessor or any other lessee operating and maintaining its equipment on the premises of Lessor at the time of installation, and so as to meet all applicable FCC regulations and conditions of its license. The installation of the aforesaid equipment shall be made by Lessee by means without weakening or damaging in any nature the Property of the Lessor.
17. **ADDITIONAL EQUIPMENT.** Lessor shall grant to Lessee the right to install additional equipment at any time during the primary term or renewal thereof by Lessee providing Lessor thirty (30) days prior written notice and a negotiated increase in rent. In the event Lessor cannot accommodate Lessee's additional equipment, then Lessee shall have the option in its sole discretion to terminate this agreement and have no further obligation thereunder. Any additional equipment may result in additional rent to be charged to Lessee.
18. **ELECTRICAL INTERFERENCE.** Lessor and Lessee agree that due to the nature of Lessor's business some electromagnetic interference may be generated within the building housing Lessee's equipment. In the event this electromagnetic interference causes Lessee's equipment to malfunction, Lessee shall immediately notify Lessor in writing at which time lessor shall make an effort to eliminate, reduce or filter out the interference. Lessor shall not make any alteration or modification to lessee's equipment including transmission lines or antenna locations without the expressed written consent of Lessee; however Lessee shall make available to Lessor technical information on Lessee's equipment and on the type of interference being experienced to assist Lessor in eliminating, reducing or filtering out the interference. In the event Lessor is unable to eliminate the interference, or reduce it to a level acceptable to Lessee, within a period of thirty (30) days then Lessee may terminate this Agreement.

In the event that Lessee's equipment causes interference to existing lessees, Lessor shall immediately notify Lessee in writing at which time Lessee shall make an effort to eliminate, reduce or filter out the interference.

In addition Lessee shall have the right to terminate this agreement upon ninety (90) days written notice should its reception or transmission be interfered with or affected by other antenna and equipment, or by obstacles such as buildings, additions, towers or other structures which might be constructed or maintained in Lessee's receiving or transmitting paths after the date of this agreement. Neither Lessor

nor Lessee shall have any further obligation under this lease other than Lessee's obligation to remove all of its equipment from the premises.

19. NOTICES. Any notice or demand required or permitted to be given or made hereunder shall be sufficiently given if made by certified mail in a sealed envelope, postage prepaid, addressed to Lessor or Lessee, as applicable, to their respective addresses as set forth on the page one of this Agreement. Any such notice or demand shall be deemed to have been given or made at the time it is deposited in the United States Post Office. Lessee or the Lessor may from time to time designate any other address for this purpose by written notice to the other party.
20. WAIVER. Failure or delay on the part of Lessee or the Lessor to exercise any right, power or privilege hereunder shall not operate as a waiver thereof.
21. PRIOR NEGOTIATIONS. This lease constitutes the entire Agreement of the parties hereto and shall supersede all prior offers, negotiations and agreements.
22. AMENDMENT. No revision of this lease shall be valid unless made in writing and signed by an officer of Lessee and an authorized agent of Lessor.
23. GOVERNING LAW. This Agreement is governed by the laws of the State of Missouri.
24. SEVERABILITY. If any provision of this Agreement shall be invalid or unenforceable with respect to any party, the remainder of this Agreement, or the application of such provision to persons other than those as to which it is held invalid or unenforceable, shall not be affected and each provision of the remainder of the Agreement shall be valid and be enforceable to the fullest extent permitted by law.
25. FORCE MAJEURE. Lessee shall not be liable if its performance of the Agreement becomes commercially impracticable due to any contingency beyond the Lessee's reasonable control ("Force Majeure"), including, but not limited to, acts of God, fires, floods, wars, sabotage, civil unrest, labor disputes, government laws, rules and regulations, whether valid or invalid.
26. TIME IS OF THE ESSENCE. Should this agreement not be executed by the Lessor within thirty (30) days of receipt by Lessor or its agents, partners, or representatives, Lessee may, but is not obligated to, cancel this Lease. Additionally, any requests by Lessee should be processed in a timely manner. If Lessor does not communicate with Lessee in a timely fashion, that is considered to be a default.

IN WITNESS WHEREOF, the parties hereto have duly executed this Agreement the day and year first written above.

LESSOR

LESSEE

Tom & Shawn Marhefka, Trust

Board of Governors of Missouri State University



Tom Marhefka, Trustee

Date 07/05/2022

Date _____

Shawn Marhefka, Trustee

Date 7/5/2022



EXHIBIT #1

Description of Equipment

| |
|---------------------------------|
| Harris ZX2000 Transmitter |
| Harris Flex Star Exciter |
| ERI 102A-2F Antenna |
| Daysequerra M2.2 HD Mod Monitor |
| Daysequerra M3 HD Receiver |
| Harris Intra-plex |
| Daysequerra M4.2 HD Receiver |
| Bird 3129 Wattmeter |
| Dielectric Coaxial Switch |
| Burk RF Load |
| Burk ARC16 |
| Burk RX4 Receiver |
| Astron RM35 12V Power supply |
| BE FM250 Transmitter |
| Technics FM Receiver |
| ATI DA 208 |
| Orban Optimod 8200 |

EXHIBIT #2

Frequency used:

- Transmit frequency is 90.3 FM

BOARD RESOLUTION

HUMAN RESOURCES NO. 1712-22
 Approval of Actions Concerning
Academic Employees

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

RANKED FACULTY APPOINTMENT:

| <u>Name</u> | <u>Position-Department</u> | <u>Salary</u> | <u>Effective</u> |
|----------------|---|----------------------|------------------|
| Loren Broaddus | Instructor Greenwood Laboratory School | \$45,000 annually | 08/15/22 |

UNRANKED FACULTY APPOINTMENTS (Term):

| <u>Name</u> | <u>Position-Department</u> | <u>Salary</u> | <u>Effective</u> |
|-------------------|---|----------------------|----------------------|
| Matthew Boswell | Artist-in-Residence Music | \$56,000 annually | 08/15/22 05/19/23 |
| Eryn BrooksBrewer | Artist-in-Residence Theatre & Dance | \$48,000 annually | 08/15/22 05/19/23 |
| Karen Eisman | Instructor Information Technology & Cybersecurity | \$45,000 annually | 08/15/22 05/19/23 |
| Kathleen Hains | Artist-in-Residence Theatre & Dance | \$50,000 annually | 08/15/22 05/19/23 |
| Aaron Mayer | Artist-in-Residence Theatre & Dance | \$50,000 annually | 08/15/22 05/19/23 |
| Courtney Moreland | Clinical Instructor Childhood Ed & Family Studies | \$45,000 annually | 08/15/22 05/19/23 |
| Robert Niezgoda | Visiting Assistant Professor Public Health & Sports Medicine | \$60,000 annually | 08/15/22 05/19/23 |
| Sherri Ramirez | Clinical Assistant Professor School of Nursing | \$65,000 annually | 08/15/22 05/19/23 |
| Brandon Russell | Artist-in-Residence Theatre & Dance | \$48,500 annually | 08/15/22 05/19/23 |
| Karen Sabo | Artist-in-Residence Theatre & Dance | \$50,000 annually | 08/15/22 05/19/23 |

Academic Personnel Board Actions, cont'd.

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| | | | |
|---------------|--|----------------------|----------------------|
| Alaa Sheta | Visiting Assistant Professor Computer Science | \$85,000 annually | 08/15/22 05/19/23 |
| Dustin Sterio | Clinical Assistant Professor Technology & Construction Management | \$80,000 annually | 08/15/22 05/19/23 |
| Rachel Stroud | Visiting Instructor Biomedical Sciences | \$42,500 annually | 08/15/22 05/19/23 |

(See Addendum A for Summer 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> |
|------------------------|---|------------------|
| Brandon Aigner | Assistant Professor Reading, Foundations & Technology | 05/20/22 |
| Jessica Burkland | Instructor Management | 05/20/22 |
| Michael Burton | Professor College of Agriculture | 05/20/22 |
| Renata Fernandes-Guzzo | Assistant Professor Hospitality Leadership | 05/20/22 |
| Evan Frodermann | Assistant Professor Physics, Astronomy & Materials Science | 05/20/22 |
| Jennifer Hard | Assistant Professor Theatre & Dance | 05/20/22 |
| Bradley Mills | Instructor Physics, Astronomy & Materials Science | 05/20/22 |
| Jessica Nelson | Assistant Professor Counseling, Leadership & Special Ed | 05/20/22 |

RETIREMENTS:

| <u>Name</u> | <u>Position-Department</u> | <u>Effective</u> |
|---------------|--------------------------------|------------------|
| Austra Reinis | Professor Religious Studies | 05/20/22 |

NON-REAPPOINTMENTS:

| <u>Name</u> | <u>Position-Department</u> | <u>Effective</u> |
|-------------------|---|------------------|
| Andrei Shoumikhin | Instructor Defense & Strategic Studies | 12/16/22 |

LEAVE WITH PAY:

| <u>Name</u> | <u>Position-Department</u> | <u>Effective</u> |
|---------------|--------------------------------|----------------------|
| George Connor | Professor Political Science | 08/15/22 12/16/22 |

SABBATICALS:

The faculty members listed below are recommended for sabbatical leave. Faculty members receive full pay for leave of one semester or half to three-fourths pay for leave of full academic year.

Michael Reed Distinguished Professor, Physics, Astronomy & Materials Science
 Fall 2022
 Updating stellar evolution models using advanced constraints from NASA & ESO missions Kepler, TESS & GAIA.

CHANGE OF STATUS:

| <u>Name</u> | <u>Position-Department</u> | <u>Action</u> | <u>Effective</u> |
|---------------|--|---------------|------------------|
| Kimberly Roam | From: Clinical Assistant Professor | Status Change | 06/04/22 |
| | Childhood Ed & Family Studies \$49,478 annually | | 07/29/22 |
| | To: Interim Director | | |
| | Child Development Center Clinical Assistant Professor Childhood Ed & Family Studies \$49,478 annually (\$2,500 monthly supplemental) | | |

Academic Personnel Board Actions, cont'd.

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| | | | |
|------------------|---|--|--|
| Reesha Adamson | From: Department Head Associate Professor Counseling, Leadership & Special Education \$67,943 annually To: Associate Dean Associate Professor Counseling, Leadership & Special Education \$67,943 annually (\$1,667 monthly supplemental) | Status Change Status Change | 07/01/22 06/30/24 07/01/22 06/30/24 |
| Cynthia Aurentz | Assistant Professor School of Nursing From: \$90,480 annually To: \$94,099 annually | Annual Salary Adjustment | 07/01/22 07/01/22 |
| Jason Jolley | Department Head Professor World Languages & Cultures | Continuation of Appointment | 07/01/22 06/30/27 07/01/22 06/30/27 |
| Stephanie Livers | From: Associate Professor Childhood Ed & Family Studies \$64,702 annually To: Associate Dean Associate Professor Childhood Ed & Family Studies \$64,702 annually (\$1,667 monthly supplemental) | Status Change Status Change | 07/01/22 06/30/24 07/01/22 06/30/24 |
| Thomas Peters | Dean Professor Library | Continuation of Appointment | 07/01/22 06/30/27 07/01/22 06/30/27 |

Academic Personnel Board Actions, cont'd.

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| | | | |
|-------------------|------------------------------------|--------------------------------------|----------|
| Joshua Smith | From: Professor | Status Change | 07/01/22 |
| | Biomedical Sciences | | 06/30/23 |
| | \$75,647 annually | | |
| | To: Interim Department Head | | |
| | Professor | | |
| | Biomedical Sciences | | |
| | \$75,647 annually | | |
| | (\$1,654 monthly supplemental) | | |
| Stephen Spates | From: Assistant Professor | Status Change | 07/01/22 |
| | Communication | | 06/30/23 |
| | \$62,523 annually | | |
| | To: Interim Department Head | | |
| | Assistant Professor | | |
| | Communication | | |
| | \$62,523 annually | | |
| | (\$2,500 monthly supplemental) | | |
| Angela Bell | From: Visiting Assistant Professor | Status change & Salary Adjustment | 08/01/22 |
| | English | | 05/19/23 |
| | \$58,492 annually | | |
| | To: Visiting Associate Professor | | |
| | English | | |
| | \$63,000 annually | | |
| Michael Masterson | Assistant Professor | Annual Salary Adjustment | 08/01/22 |
| | Political Science | | |
| | From: \$59,328 annually | | |
| | To: \$61,701 annually | | |
| Austra Reinis | From: Professor | Status Change | 08/01/22 |
| | Religious Studies | | |
| | To: Faculty Emeritus | | |
| | Religious Studies | | |
| Gary Geipel | Visiting Professor | Reappointment & Salary Adjustment | 08/15/22 |
| | Defense & Strategic Studies | | 05/19/23 |
| | From: \$80,000 annually | | |
| | To: \$80,500 annually | | |

Academic Personnel Board Actions, cont'd.

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| | | | |
|-------------------|---|---------------|----------------------|
| John Gram | Senior Instructor History | Reappointment | 08/15/22 05/19/23 |
| Andrei Shoumikhin | Instructor Defense & Strategic Studies | Reappointment | 08/15/22 12/16/22 |

Carol Silvey
Board Chair

Passed at the meeting of
August 4-5, 2022

Rowena Stone
Secretary to the Board

COMMENTS:

Loren Broaddus, Instructor, Greenwood Laboratory School

| | |
|-------|--|
| M.Ed. | Drury University, 1994 |
| M.A. | University of Missouri, Columbia, 1990 |
| B.A. | Drury University, 1988 |

Experience: 2004 – Present, Adjunct Faculty Dual Enrollment, Missouri State University, Springfield, Missouri;
1994 – 2022, Teacher, Springfield Public Schools, Springfield, Missouri.

ADDENDUM A

The following have been appointed as Summer Faculty for the summer semester: June 13, 2022 through August 5, 2022

| <u>Name</u> | <u>Department</u> | <u>Salary</u> |
|---------------------------|------------------------------------|---------------|
| Adamson, Reesha | Counseling Leadership & Spec Ed | \$1,015.00 |
| Alsup, Clydette | College of Agriculture | \$60.00 |
| Arthaud, Tamara | Counseling Leadership & Spec Ed | \$507.00 |
| Asay, Nancy | Tech & Construction Mgmt | \$2,602.00 |
| Bakker, Klaas | Communication Sci & Disorders | \$2,146.00 |
| Bauman, Isabelle | Communication | \$2,500.00 |
| Benedict-Chambers, Amanda | Childhood Ed & Family Studies | \$1,522.00 |
| Bennett, Susan | Theatre & Dance | \$3,000.00 |
| Benzer, Fatih | Art & Design | \$1,226.00 |
| Bishop, Rhonda | Childhood Ed & Family Studies | \$1,500.00 |
| Bledsoe, Melissa | Intl Leadership & Training Ctr | \$6,000.00 |
| Bowe, Laura | Biology | \$1,950.00 |
| Brennan, Nathan | Chemistry & Biochemistry | \$2,700.00 |
| Busdieker-Jesse, Nichole | College of Agriculture | \$120.00 |
| Chang, Ching-Wen | Reading Foundations & Tech | \$1,015.00 |
| Chenoweth, Amelia | Counseling Leadership & Spec Ed | \$8,646.00 |
| Choi, Hailey | Childhood Ed & Family Studies | \$3,000.00 |
| Chuchiak, John | Honors College | \$11,711.00 |
| Clark, Shannon | Reading Foundations & Tech | \$3,045.00 |
| Cook, Suzanne | Childhood Ed & Family Studies | \$2,445.00 |
| Cornelius-White, Jeffrey | Counseling Leadership & Spec Ed | \$14,348.00 |
| Correll, Pamela | Reading Foundations & Tech | \$2,537.00 |
| Day, Danielle | Counseling Leadership & Spec Ed | \$4,890.00 |
| Dixon, Stephanie | Psychology | \$2,445.00 |
| Eul, Diana | Counseling Leadership & Spec Ed | \$3,045.00 |
| Finch, Kim | Counseling Leadership & Spec Ed | \$1,522.00 |
| Garten, Daniel | Ctr for Biomedical & Life Sciences | \$3,773.00 |
| Gebken, Richard | Tech & Construction Mgmt | \$6,903.00 |
| Gibson, Hugh | Education Abroad | \$3,801.00 |
| Goerndt, Michael | College of Agriculture | \$120.00 |
| Guo, Xiang | Information Tech & Cybersecurity | \$11,561.00 |
| Hallgren, Deanna | Childhood Ed & Family Studies | \$2,745.00 |
| Hammerschmidt, Melinda | Greenwood Lab School | \$1,539.00 |
| Harmon, Christopher | Defense & Strategic Studies | \$7,000.00 |
| Havlin, Tiffany | School of Social Work | \$3,534.00 |

Academic Personnel Board Actions, cont'd.

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| | | |
|---------------------|----------------------------------|------------|
| Hines, James | School of Accountancy | \$2,495.00 |
| Hollibaugh, Casey | Kinesiology | \$4,218.00 |
| Hubbard, Kevin | Tech & Construction Mgmt | \$7,191.00 |
| Hudson, Michael | Public Health & Sports Med | \$6,186.00 |
| Johnson, Richard | Information Tech & Cybersecurity | \$8,333.00 |
| Jones, Steven | Reading Foundations & Tech | \$2,537.00 |
| Joswick, David | Tech & Construction Mgmt | \$4,048.00 |
| Kotlaja, Marijana | Education Abroad | \$4,887.00 |
| LaBarr, Cameron | Education Abroad | \$4,701.00 |
| Lewis, Kayla | Reading Foundations & Tech | \$2,537.00 |
| Livers, Stefanie | Childhood Ed & Family Studies | \$4,853.00 |
| Lofaro, Brandi | Communication Sci & Disorders | \$2,445.00 |
| Lovekamp, Lindsay | Counseling Leadership & Spec Ed | \$3,260.00 |
| Lowe, Abby | Greenwood Lab School | \$1,544.00 |
| Maher, Sean | Biology | \$7,254.00 |
| Martinez, Judith | Modern & Classical Languages | \$4,299.00 |
| McGee, Adam | College of Agriculture | \$60.00 |
| McKay, Matthew | Education Abroad | \$4,999.00 |
| | Geography Geology & Planning | \$7,482.00 |
| Michelfelder, Gary | Education Abroad | \$2,960.00 |
| Mitchell, David | Education Abroad | \$3,801.00 |
| Moodie, Amanda | Defense & Strategic Studies | \$7,500.00 |
| Morris, Eric | Communication | \$7,058.00 |
| Muchnick, Amy | Education Abroad | \$3,258.00 |
| Naegle, Conrad | School of Accountancy | \$7,500.00 |
| Nelsen, Janice | Kinesiology | \$3,489.00 |
| Newman, Mary | Psychology | \$5,586.00 |
| Obafemi-Ajayi, Tayo | Cooperative Engineering | \$3,000.00 |
| Pankiewicz, Richard | Occupational Therapy | \$2,500.00 |
| Parker, Lane | Tech & Construction Mgmt | \$4,000.00 |
| Patton, Marciann | Education Abroad | \$3,948.00 |
| | Tech & Construction Mgmt | \$2,632.00 |
| Pearman, Cathy | Reading Foundations & Tech | \$3,000.00 |
| Perkins, Amy | Reading Foundations & Tech | \$2,445.00 |
| Piccolo, Diana | Childhood Ed & Family Studies | \$2,745.00 |
| Post, Felicity | Counseling Leadership & Spec Ed | \$6,090.00 |
| Price, Debra | Childhood Ed & Family Studies | \$6,957.00 |
| Quinn, Nathaniel | Counseling Leadership & Spec Ed | \$6,501.00 |
| Rice, Stacy | Reading Foundations & Tech | \$343.00 |
| Rippee, Reeda | Counseling Leadership & Spec Ed | \$1,222.00 |
| Rudnick, Dennis | Reading Foundations & Tech | \$4,000.00 |

Academic Personnel Board Actions, cont'd.

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| | | |
|-------------------------|---------------------------------------|-------------|
| Sandel, William | Education Abroad | \$543.00 |
| Schneider, Steven | College of Agriculture | \$60.00 |
| | Intl Leadership & Training Ctr | \$6,000.00 |
| | Counseling Leadership & Spec Ed | \$1,015.00 |
| Scott, Shari | Childhood Ed & Family Studies | \$2,445.00 |
| Simino, Megan | Counseling Leadership & Spec Ed | \$5,490.00 |
| Simmonds, Mark | Communication | \$17,000.00 |
| Spates, Stephen | Psychology | \$2,445.00 |
| Stephens-Cantu, Heather | College of Agriculture | \$120.00 |
| Sukovaty, Lacy | School of Accountancy | \$7,500.00 |
| Tapis, Gregory | Graduate College | \$5,000.00 |
| Thomas, Benjamin | School of Accountancy | \$2,448.00 |
| Thornton, Kristen | College of Agriculture | \$2,033.00 |
| Walker, Elizabeth | College of Agriculture | \$2,237.00 |
| Webb, Gary | Ctr for Academic Success & Transition | \$2,400.00 |
| White, Mary | Art & Design | \$1,243.00 |
| Willis, Steve | Childhood Ed & Family Studies | \$2,740.00 |
| Yu, Hae Min | | |

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

| <u>Name</u> | <u>Department</u> | <u>Salary</u> |
|---------------------|----------------------------------|---------------|
| Basu Roy, Subhasree | Economics | \$4,586.00 |
| | Honors College | \$2,800.00 |
| | School of Anesthesia | \$6,398.00 |
| Bryant, Emery | Kinesiology | \$3,275.00 |
| Dyer, Samuel | Honors College | \$2,800.00 |
| Faa, Balazs | Art & Design | \$3,533.00 |
| Frizell, Michael | Honors College | \$2,400.00 |
| Gibson, Hugh | Kinesiology | \$1,862.00 |
| Goddard, Stacy | Kinesiology | \$4,387.00 |
| Hopkins, Jeni | Greenwood Lab School | \$1,500.00 |
| Howell, Marcus | Art & Design | \$4,571.00 |
| Hulett, Michelle | College of Business | \$4,214.00 |
| Kaatz, James | Political Science | \$9,929.00 |
| Kyle, Thomas | Honors College | \$2,400.00 |
| Pulleyking, Micki | Honors College | \$2,400.00 |
| Schlinder, Kelly | Foreign Language Institute | \$2,048.00 |
| Seo, Jin | Art & Design | \$1,438.00 |
| Smith, Joshua | Honors College | \$3,200.00 |
| Willis, Jessica | School of Anesthesia | \$1,895.00 |
| Wilson, Daniel | Kinesiology | \$6,026.00 |
| Zhang, Xiange | Information Tech & Cybersecurity | \$3,000.00 |

ADDENDUM C

The following have been appointed as Graduate Teaching Assistants for the summer semester: June 6, 2022 through August 5, 2022.

| <u>Name</u> | <u>Department</u> | <u>Salary</u> |
|--------------------|---------------------------------|---------------|
| Chowdhury, Shusmoy | Computer Science | \$2,300.00 |
| DeFelice, Danielle | Public Health & Sports Medicine | \$2,300.00 |
| Jacob, Morgan | Management | \$2,300.00 |
| Minihan, Suzy | Finance & Risk Management | \$2,300.00 |
| Muehler, Aaron | Biology | \$2,800.00 |
| Vickers, Zachary | Biology | \$2,800.00 |

The following have been appointed as Graduate Teaching Assistants for the fall semester: August 15, 2022 through December 16, 2022.

| <u>Name</u> | <u>Department</u> | <u>Salary</u> |
|-------------------|-----------------------------|---------------|
| Goodlett, Gregory | Envrn Plnt Sci & Nat Rsrscs | \$4,784.00 |
| Gorenflo, Lacy | English | \$5,824.00 |

The following have been appointed as Graduate Teaching Assistants for the academic year: August 15, 2022 through May 19, 2023.

| <u>Name</u> | <u>Department</u> | <u>Salary</u> |
|---------------------|-------------------------------|---------------|
| Afagwu, Rita | Biology | \$9,568.00 |
| Benbow, Shakhilil | Media, Journalism & Film | \$11,648.00 |
| Bilodeau, Remy | Geography Geology & Planning | \$9,568.00 |
| Bowen, Elisabeth | First Year Programs | \$11,648.00 |
| Brown, Adam | Kinesiology | \$9,568.00 |
| Carroll, Matthew | Psychology | \$9,568.00 |
| Chapman, Hannah | Communication | \$11,648.00 |
| Clevenhagen, Hailey | English | \$11,648.00 |
| Gault, Amy | English | \$11,648.00 |
| Gill, Abishay | Communication | \$11,648.00 |
| Gonzalez, Kelly | Psychology | \$9,568.00 |
| Gregory, Madison | Biomedical Sciences | \$9,568.00 |
| Harris, Jahnari | Childhood Ed & Family Studies | \$9,568.00 |
| Hobbs, Sophie | Psychology | \$9,568.00 |
| Huntley, Maquelle | English | \$11,648.00 |
| Jahanshahi, Maryam | English | \$11,648.00 |
| Kpeebe, Yetimoni | Geography Geology & Planning | \$9,568.00 |

Academic Personnel Board Actions, cont'd.

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| | | |
|-----------------------|------------------------------|-------------|
| LaPage, William | English | \$11,648.00 |
| Lauf, Hunter | Communication | \$11,648.00 |
| Lynn, Trinity | Kinesiology | \$9,568.00 |
| Martinez, Lydia | Communication | \$11,648.00 |
| Nelson, Emma | Communication | \$11,648.00 |
| Nicewaner, Paige | English | \$11,648.00 |
| Ogu, Cynthia | Communication | \$11,648.00 |
| Opoku-Agyemang, Isaac | Communication | \$11,648.00 |
| Pleimann, Jenna | Communication | \$11,648.00 |
| Rogers, Logan | Geography Geology & Planning | \$9,568.00 |
| Ryan, Alexander | Music | \$5,824.00 |
| Sommer, Sarah | Geography Geology & Planning | \$9,568.00 |
| Steilen, Cameron | English | \$11,648.00 |
| Turnbaugh, Brodee | Communication | \$11,648.00 |
| Vangundy, Kylie | Social Work | \$9,568.00 |
| Wagner, Ethan | Geography Geology & Planning | \$9,568.00 |
| William, Tlove | Communication | \$11,648.00 |

BOARD RESOLUTIONHUMAN RESOURCES NO. 1713-22
Approval of Actions Concerning
Non-Academic Employees

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

APPOINTMENTS:

| <u>Name</u> | <u>Position-Department</u> | <u>Grade</u> | <u>Salary</u> | <u>Effective</u> |
|-----------------------|--|--------------|----------------------|----------------------|
| Charles Clawson | Campus Safety Specialist University Safety | 24 | \$30,680 annually | 06/21/22 |
| Michael Ireton | Custodian I Custodial Services | 21 | \$27,039 annually | 06/21/22 |
| Amy Huff | Education Abroad Advisor Office of Education Abroad | 42 | \$40,000 annually | 06/23/22 |
| Travis Fisher | Deputy Director, Missouri Health Disparities Initiative Ozarks Public Health Institute | 46 | \$95,233 annually | 06/24/22 05/31/23 |
| Nina Barudzic | Director Multicultural Programs | 45 | \$62,600 annually | 06/27/22 |
| Alexis Curran | Coordinator, Simulation Center School of Nursing | 43 | \$53,000 annually | 06/27/22 |
| Darrell Neighbors | Medical Assistant Magers Family Health & Wellness Center | 40 | \$31,200 annually | 06/27/22 |
| Victoria West Staples | Coordinator, Project Success Learning Diagnostic Clinic | 42 | \$37,000 annually | 06/27/22 |
| Emily Wood | Assistant Teacher Child Development Center | 40 | \$23,192 annually | 06/28/22 |
| Jacob Berry | Research Technician II Center for Applied Science & Engineering | 43 | \$48,880 annually | 07/01/22 |

Non-academic Personnel Board Actions, cont'd.

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| | | | | |
|---------------------|---|----|----------------------|----------|
| John Landrum-Horner | Professional Developer Agency for Teaching, Leading & Learning | 45 | \$52,000 annually | 07/01/22 |
| Alex Smith | Academic Administrative Assistant III Music | 13 | \$31,720 annually | 07/01/22 |
| Erica Coffin | Custodian I Custodial Services | 21 | \$31,200 annually | 07/05/22 |
| Sydney Cox | Custodian I Custodial Services | 21 | \$31,200 annually | 07/05/22 |
| Steven McMurray | Simulation Technician School of Nursing | 33 | \$47,008 annually | 07/05/22 |
| Mary Nichols | Assistant Director, Chapter & Corporate Engagement Alumni Relations | 43 | \$53,700 annually | 07/05/22 |
| April Phillips | Director, BearPOWER Childhood Ed & Family Studies | 42 | \$60,000 annually | 07/05/22 |
| William Lacava | Associate Director, Residence Life, Housing & Dining Services - Facilities & Operations Residence Life, Housing & Dining Services | 47 | \$70,000 annually | 07/06/22 |
| Stacey Maddeaux | Professional Developer Agency for Teaching, Leading & Learning | 45 | \$52,000 annually | 07/06/22 |
| Nadezhda Pshonyak | Administrative Specialist II Residence Life, Housing & Dining Services | 12 | \$31,824 annually | 07/06/22 |
| Sarah Gunion | Financial Aid Counselor Financial Aid | 42 | \$36,509 annually | 07/07/22 |

Non-academic Personnel Board Actions, cont'd.

Page 3

| | | | | |
|-----------------------|---|----|----------------------|----------|
| Melissa Poort | Academic Administrative Assistant II Computer Science | 12 | \$31,200 annually | 07/11/22 |
| Jussara Ave-Lallemant | Residence Hall Director Residence Life, Housing & Dining Services | 42 | \$36,509 annually | 07/13/22 |
| Randy Luebbert | Professional Developer Agency for Teaching, Leading & Learning | 45 | \$52,000 annually | 07/14/22 |
| Kim Dexter | Journeyman Plumber Facilities Maintenance | 26 | \$43,680 annually | 07/18/22 |
| Aaron Luhm | Admissions Counselor Office of Admissions | 41 | \$38,002 annually | 07/18/22 |
| Taylor Matl | Regional Admission Counselor Office of Admissions | 42 | \$44,990 annually | 07/18/22 |
| Tristen Guillen | Custodian I Plaster Student Union-Custodial Services | 21 | \$31,200 annually | 07/27/22 |
| Brendan Martel | Residence Hall Director Residence Life, Housing & Dining Services | 42 | \$36,509 annually | 08/01/22 |
| Michael Stokes | Residence Hall Host/Hostess Residence Life, Housing & Dining Services | 10 | \$31,200 annually | 08/08/22 |

RESIGNATIONS:

| <u>Name</u> | <u>Position-Department</u> | <u>Effective</u> |
|----------------|---|------------------|
| Madison Yerges | Clinical Education Coordinator Southwest Missouri Area Health Education Center | 05/27/22 |
| Mark Herr | Administrative Assistant II Facilities Management | 05/29/22 |

Non-academic Personnel Board Actions, cont'd.

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| | | |
|------------------|--|----------|
| Holly Calkins | Telecommunications Technician Networking & Telecommunications | 06/15/22 |
| Mariah Turner | Administrative Specialist II Library | 06/17/22 |
| Alexa Mason | Grants Administrator Center for Resource Planning & Management | 06/20/22 |
| Anthony Franklin | Mental Health Clinician Counseling Center | 06/21/22 |
| Ted Hollis | Campus Safety Specialist University Safety | 06/23/22 |
| Megan Wilson | Student Success Marketing & Recruitment Coordinator College of Agriculture | 06/24/22 |
| Seth Stillwell | Custodian I Custodial Services | 06/28/22 |
| Anna Clymer | Academic Advisor/Retention Specialist Business Advisement Center | 06/30/22 |
| Gretchen Hand | Head Athletics Coach Intercollegiate Athletics | 06/30/22 |
| Kaitlyn Inman | Admission Counselor Office of Admissions | 06/30/22 |
| David Johnson | Academic Advisor/Retention Specialist McQueary College of Health & Human Services | 06/30/22 |
| Tamra Thomas | Academic Administrative Assistant II Communication | 07/05/22 |
| Madison Hardy | Information Specialist Financial Aid | 07/06/22 |
| Sheila McGowne | Administrative Specialist II Advancement Services | 07/08/22 |

| | | |
|------------|---|----------|
| Kasey Lama | Senior Accountant/Analyst Financial Services | 07/19/22 |
|------------|---|----------|

RETIREMENTS:

| <u>Name</u> | <u>Position-Department</u> | <u>Effective</u> |
|-----------------|---|------------------|
| Susan Frederick | Associate Head Athletics Coach Intercollegiate Athletics | 07/31/22 |
| Frances Hayes | Assistant Box Office Manager Juanita K. Hammons Hall for Performing Arts | 07/31/22 |
| H. Wes Pratt | Assistant to the President/Chief Diversity Officer Diversity, Equity & Inclusion | 07/31/22 |
| James Spivy | Custodian I Plaster Student Union – Custodial | 07/31/22 |
| Brian Jones | Custodial Inventory & Equipment Repair Foreman Custodial Services | 08/31/22 |
| Fredrick Muegge | Director Magers Family Health & Wellness Center | 08/31/22 |

SEPARATION FROM EMPLOYMENT:

| <u>Name</u> | <u>Position-Department</u> | <u>Effective</u> |
|---------------|---|------------------|
| Crissy Tate | Medical Assistant Magers Family Health & Wellness Center | 05/11/22 |
| Jacob Brydson | Assistant Coach Intercollegiate Athletics | 06/30/22 |
| Tracy Gross | Coordinator, Missouri Teacher Development System Agency for Teaching, Leading & Learning | 07/31/22 |

CHANGE OF STATUS:

| <u>Name</u> | <u>Position-Department</u> | <u>Action</u> | <u>Effective</u> |
|---------------|--|---------------|------------------|
| John Sikonski | From: Telecommunications Technician Lead Networking & Telecommunications | Status Change | 06/01/22 |
| | To: Staff Emeritus Networking & Telecommunications | | |

Non-academic Personnel Board Actions, cont'd.

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| | | | |
|-------------------|--|---|----------|
| Helen Yuan Zhuang | From: Language Specialist English Language Institute GR 43, \$49,028 annually To: Coordinator Foreign Language Institute GR 42, \$50,000 annually | Status Change | 06/01/22 |
| Andrea Mostyn | Director of Strategic Communication Office of Strategic Communication From: GR 45, \$75,368 annually To: GR 47, \$75,368 annually | Reclassification | 06/07/22 |
| Arianna Breslin | From: Assistant Teacher Child Development Center GR 40, \$23,192 annually To: Teacher Child Development Center GR 41, \$30,471 annually | Promotion | 06/13/12 |
| Teodora Vaneva | From: Systems Analyst Computer Services GR 35, \$62,574 annually To: Senior Systems Analyst Computer Services GR 36, \$70,544 annually | Promotion | 06/20/22 |
| Gabrael Lampe | From: Marketing & Recruitment Specialist School of Nursing GR 42, \$44,908 annually To: Assistant Director, Student & Young Alumni Engagement Alumni Relations GR 43, \$53,700 annually | Promotion | 06/27/22 |
| Sreekanth Acharya | From: Database Analyst-Reporting Computer Services GR 35, \$65,588 annually To: Senior Database Engineer Computer Services GR 36, \$73,217 annually | Reclassification & Salary Adjustment | 07/01/22 |

Non-academic Personnel Board Actions, cont'd.

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| | | | |
|---------------------|--|---|----------------------|
| Joan Armstrong | Director Project ACCESS | Continuation of Appointment | 07/01/22 06/30/23 |
| Gautam Balasundaram | From: Senior Procurement Card Coordinator Procurement GR 43, \$48,067 annually To: Assistant Director Procurement Senior Procurement Card Coordinator Procurement GR 45, \$62,400 annually | Reclassification & Salary Adjustment | 07/01/22 |
| Patricia Bowers | Technology Assistant – West Plains West Plains From: GR 32 \$40,622 annually To: GR 32 \$41,727 annually | Annual Salary Adjustment | 07/01/22 |
| Arianna Breslin | Teacher Child Development Center From: GR 41, \$30,471 annually To: GR 41, \$31,690 annually | Annual Salary Adjustment | 07/01/22 |
| Cody Brewington | From: Noncredit Program Coordinator Outreach GR 42, \$48,074 annually To: Director of Noncredit Programs & Public Safety Training Center Outreach GR 46, \$62,400 annually | Reclassification & Salary Adjustment | 07/01/22 |
| Debra Casada | From: Custodian I Custodial Services GR 21, \$33,196 annually To: Custodial Supervisor Custodial Services GR 25, \$39,915 annually | Promotion | 07/01/22 |
| Cassandra Clark | VESTA Missouri Program Director College of Agriculture | Continuation of Appointment | 07/01/22 06/30/23 |

Non-academic Personnel Board Actions, cont'd.

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| | | | |
|-----------------|---|---|----------------------|
| Charles Clawson | Campus Safety Specialist University Safety From: GR 24, \$30,680 annually To: GR 24, \$34,882 annually | Annual Salary Adjustment | 07/01/22 |
| Katie Dudden | From: Assistant Director, Donor Relations & Special Events Donor Relations GR 42, \$40,000 annually To: Assistant Director & Alumni Relations-West Plains Donor Relations GR 43, \$48,464 annually | Reclassification & Salary Adjustment | 07/01/22 |
| Katie Evans | Autism Resource Specialist Project ACCESS | Continuation of Appointment | 07/01/22 06/30/23 |
| Sean Flannery | From: Centralized User Support Specialist Computer Services GR 33, \$47,080 annually To: Information Technology Support Administrator Computer Services GR 35, \$62,392 annually | Promotion | 07/01/22 |
| Zach Fouts | From: Campus Safety Specialist University Safety GR 24, \$30,679 annually To: Campus Safety Specialist Lead University Safety GR 25, \$39,416 annually | Promotion | 07/01/22 |
| Edwin Garton | Instructional Technology Support Specialist Project ACCESS | Continuation of Appointment | 07/01/22 06/30/23 |
| Joseph Hawkins | From: Assistant Coach Intercollegiate Athletics To: Associate Head Coach Intercollegiate Athletics | Title Change | 07/01/22 |

Non-academic Personnel Board Actions, cont'd.

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| | | | |
|------------------|---|--------------------------------|----------------------|
| Jeni Hopkins | <p>From: Interim Assistant Director Instructor Greenwood Laboratory School \$59,343 annually (\$1,500 monthly supplemental) 12-month appointment</p> <p>To: Assistant Director Instructor Greenwood Laboratory School GR 44, \$72,800 annually 12-month appointment</p> | Status Change | 07/01/22 |
| Michael Ireton | <p>Custodian I Custodial Services From: GR 21, \$27,039 annually To: GR 21, \$31,200 annually</p> | Adjustment to Minimum | 07/01/22 |
| Justin Johns | <p>Associate Director, Academic Advising & Transfer Center Academic Advising & Transfer Center From: GR 45, \$56,266 annually To: GR 45, \$58,516 annually</p> | Annual Salary Adjustment | 07/01/22 |
| Gabrael Lampe | <p>Assistant Director Student & Young Alumni Alumni Relations From: GR 43, \$53,700 annually To: GR 43, \$55,848 annually</p> | Annual Salary Adjustment | 07/01/22 |
| Linsey Lovekamp | <p>Associate Director, Autism Resource Specialist Project ACCESS</p> | Continuation of Appointment | 07/01/22 06/30/23 |
| Michelle Norgren | <p>VESTA Director College of Agriculture</p> | Continuation of Appointment | 07/01/22 06/30/23 |

Non-academic Personnel Board Actions, cont'd.

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| | | | |
|-------------------|--|--------------------------------------|----------------------|
| Rachel Peterson | <p>From: Assistant Director, Annual Giving & Alumni Relations Alumni Relations GR 42, \$45,760 annually</p> <p>To: Director of Development & Annual Giving – West Plains Alumni Relations GR 44, \$60,070 annually</p> | Reclassification & Salary Adjustment | 07/01/22 |
| Angela Rose | English Language Instruction Specialist English Language Institute | Continuation of Appointment | 07/01/22 12/31/22 |
| Drew Sparks | <p>From: Web Systems Analyst Computer Services GR 35, \$67,920 annually</p> <p>To: Senior Full-Stack Web Developer/Engineer Computer Services GR 36, \$73,217 annually</p> | Reclassification & Salary Adjustment | 07/01/22 |
| Martha Templeton | <p>From: Academic Administrative Assistant II Mathematics</p> <p>To: Staff Emeritus Mathematics</p> | Status Change | 07/01/22 |
| Teodora Vaneva | <p>Senior Systems Analyst Computer Services</p> <p>From: GR 36, \$70,544 annually</p> <p>To: GR 36, \$73,366 annually</p> | Annual Salary Adjustment | 07/01/22 |
| Emily Wood | <p>Assistant Teacher Child Development Center</p> <p>From: GR 40, \$23,192 annually</p> <p>To: GR 40, \$31,200 annually</p> | Adjustment to Minimum | 07/01/22 |
| Helen Yuan Zhuang | <p>Coordinator Foreign Language Institute</p> <p>From: GR 42, \$50,989 annually</p> <p>To: GR 42, \$53,029 annually</p> | Annual Salary Adjustment | 07/01/22 |

| | | | |
|-------------------|--|---------------|----------|
| Carole Douglas | From: Assistant Director, Residence Life – Education & Development Residence Life, Housing & Dining Services GR 45, \$55,319 annually To: Assistant Director, Residence Life, Housing & Dining Se Living-Learning Communities Residence Life, Housing & Dining Services GR 45, \$55,319 annually | Status Change | 07/11/22 |
| Cynthia Hagenhoff | From: Academic Advisement Marketing, Recruitment & Retention Specialist GR 42, \$42,357 annually To: Applications Developer/ Programmer Analyst Institutional Research GR 35, \$60,000 annually | Promotion | 07/11/22 |
| Nancy Underhill | From: Groundskeeper/Horticulturalist Grounds Services GR 23, \$34,845 annually To: Groundskeeper Grounds Services GR 22, \$34,611 annually | Status Change | 07/16/22 |
| Michelle Madsen | From: Assistant Director Residence Life, Housing & Dining Services Facilities & Operations Residence Life, Housing & Dining Services GR 45, \$51,507 annually To: Residence Hall Director Residence Hall, Housing & Dining Services GR 42, \$37,253 annually | Status Change | 07/18/22 |

Non-academic Personnel Board Actions, cont'd.

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| | | | |
|---------------|--|---------------|----------|
| Frances Hayes | From: Assistant Box Office Manager Juanita K. Hammons Hall for Performing Arts | Status Change | 08/01/22 |
| | To: Staff Emeritus Juanita K. Hammons Hall for Performing Arts | | |

| | | | |
|-----------------|---|---------------|----------|
| Fredrick Muegge | From: Director Magers Family Health & Wellness Center | Status Change | 09/01/22 |
| | To: Staff Emeritus Magers Family Health & Wellness Center | | |

Carol Silvey
Board Chair

Passed at the meeting of
August 4-5, 2022

Rowena Stone
Secretary to the Board

III.D.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

PURCHASING ACTIVITY REPORT NO. 512-22
Approval of Procurement Activity Report

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

Carol Silvey
Board Chair

Passed at meeting of
August 4-5, 2022

Rowena Stone
Secretary to the Board

COMMENTS:

Recommend the attached report summarizing all reportable Office of Procurement Services activity from June 14, 2022 through July 26, 2022 be approved.

**ACTIVITY REPORT
PAGE TWO**

FOR INFORMATIONAL PURPOSES ONLY

**Exercise of contract renewal option for the purchase of goods and services estimated
> \$100,000**

Lawn Mowing Services **\$102,941.01**
Facilities Management – Grounds Services

Pursuant to University policy, Contract C7505-2 for Lawn Mowing Services is in its third contract renewal for the term March 1, 2022 through February 28, 2023. Recommend Amendment One to add the Darr Agriculture/SPS Magnet School to the lawn mowing services.

The amendment will increase the contract by adding \$7,020.00 for eight consecutive months for the mowing season from March 15, 2022 through October 15 2022, increasing the total contract amount from \$95,921.01 to \$102,941.01. A new season payment schedule was submitted to the department and to the contractor, The Cutting Edge Lawn Service.

Note: Funding from ongoing operational budget A02000 062019 73407 071.

Property Lease

Civic Center – City of West Plains **\$114,582.00**
West Plains Campus

A new agreement to replace the expiring agreement is executed annually with the City of West Plains for lease of the West Plains Civic Center to accommodate selected University functions. Each year, the period to continue this ongoing lease is July 1 through June 30.

The current amount is to be paid in twelve monthly payments of \$9,548.50, with the current year first payment due and payable on July 1, 2022, and each succeeding payment becoming due and payable on the first day of each month through June 1, 2023.

Further increases to this annual renewal will be calculated based on the December Consumer Price Index (CPI) in the year of the current contract.

June 14, 2022 through July 26, 2022

**ACTIVITY REPORT
PAGE THREE**

Subject to ongoing satisfactory performance, the University will continue to execute new annual lease agreements to replace expiring annual lease agreements as needed.

Note: Funding from the West Plains Rental-of-Facilities operational budget.

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

**Non-Contact Sheet Resistance Mapper \$139,450.00
Jordan Valley Innovation Center (JVIC)**

In response to required advertising, three bids were received for a non-contact sheet resistance mapper for the Jordan Valley Innovation Center (JVIC).

As an eddy current based sheet resistance measurement system, the Suragus 2530 SR non-contact sheet resistance mapper is used to determine the electrical properties of conductive films. This is a rapid automated method to determine the electrical properties of printed and physical vapor deposited materials over a large area.

Materials to be studied will be used for water sensing of harmful heavy metals in the environment. This system will be used by research center staff and students to study the electrical properties of various materials to be used to develop water sensors.

System is required to meet the deliverables of a federally funded program and is funded by the U.S. Army Engineer Research and Development Center (ERDC) on the program *Quantitative Water Sensing Array for Rapid Sensing and Continuous Monitoring*.

Recommend award to Reedholm Systems as the only responsive bidder meeting the required specifications of the Request for Quotation.

Note: Funding to be from Cooperative Agreement W912HZ2120019 with the U.S. Army Engineer Research and Development Center (ERDC), paid through I03029 072008.

June 14, 2022 through July 26, 2022

III.E.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

WEST PLAINS PERSONNEL NO. 476-22
Approval of Actions Concerning
Academic Employees

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

Carol Silvey
Board Chair

Passed at meeting of
August 4-5, 2022

Rowena Stone
Secretary to the Board

Comments:

(See Addendum A for Supplemental Payments for the Summer 2022 session)

ADDENDUM A

Supplemental payments for the Summer 2022 session:

| <u>Name</u> | <u>Department</u> | <u>Salary</u> |
|------------------|-------------------|---------------|
| Benjamin Wheeler | BMS/Dept. Chair | \$ 8,632.81 |

III.E.2.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

WEST PLAINS PERSONNEL NO. 477-22
Approval of Actions Concerning
Non-Academic Employees

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

APPOINTMENTS:

| <u>Name</u> | <u>Position-Department</u> | <u>Grade</u> | <u>Salary</u> | <u>Effective</u> |
|---------------------|--|--------------|----------------------|------------------|
| Patricia Bowers | Technology Assistant WP GOCAT | 32 | \$40,622 annually | 6/13/2022 |
| Patricia Figueiredo | Assistant Volleyball Coach WP Women's Athletics | UN | \$40,000 annually | 7/01/2022 |
| Braxton Williams | Assistant Basketball Coach WP Men's Athletics | UN | \$35,000 annually | 7/01/2022 |
| Marcus Cook | Success Coach WP AACCESS | 42 | \$36,600 annually | 7/19/2022 |
| Russell Laverentz | Director of Athletics WP Athletics | 44 | \$52,000 annually | 8/01/2022 |

CHANGE OF STATUS:

| <u>Name</u> | <u>Position-Department</u> | <u>Action</u> | <u>Effective</u> |
|-----------------|--|-------------------|------------------|
| Charles Rietman | From: Custodial Foreman WP Physical Plant Annual Salary: \$29,972 To: Custodial Foreman WP Physical Plant Annual Salary: \$34,840 | Salary Adjustment | 7/01/2022 |
| Michael Orf | From: Dean of Academic Affairs WP Academic Affairs To: Vice-Chancellor of Academic Affairs WP Academic Affairs | Title Change | 8/01/2022 |

Non-academic Personnel Board Actions, cont'd.
Page 2

| | | | |
|----------------|--|--------------|-----------|
| Angela Totty | From: Dean of Student Services WP Student Services To: Vice-Chancellor of Student Services WP Student Services | Title Change | 8/01/2022 |
| Dakota Bates | From: Director, University Communications WP University Communications To: Associate Vice-Chancellor for University Communications WP University Communications | Title Change | 8/01/2022 |
| Crockett Oaks | From: Director, Business & Support Services WP Business & Support Services To: Associate Vice-Chancellor for Business Support Services WP Business & Support Services | Title Change | 8/01/2022 |
| Brenda Polyard | From: Director, Univ./Community Programs WP University/Community Programs To: Associate Vice-Chancellor for University/Community Programs WP University/Community Programs | Title Change | 8/01/2022 |
| David Young | From: Director, Information Technology Services WP Information Technology Services To: Associate Vice-Chancellor for Information Technology WP Information Technology Services | Title Change | 8/01/2022 |

Carol Silvey
Board Chair

Passed at meeting of
August 4-5, 2022

Rowena Stone
Secretary to the Board

III.E.3.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

WEST PLAINS FACULTY POLICIES NO. 23-22
Approval of Revisions to the MSU-West Plains
Faculty Handbook, concerning sections 3.4.4.1
through 4.4.5 of the current edition

BE IT RESOLVED that the proposed revisions to the following sections (attached)of the *MSU-West Plains Faculty Handbook* be approved:

Carol Silvey
Board Chair

Passed at meeting of
August 4-5, 2022

Rowena Stone
Secretary to the Board

EXECUTIVE SUMMARY:

The resolution to the MSU Board of Governors was submitted by the chair of the MSU-WP Faculty Handbook Committee. During the past two academic years, the MSU-WP Faculty Senate has voted on and approved the various revisions contained in the attached pages.

University Counsel has been consulted and their input has been incorporated into these revisions.

The MSU-WP administration concurs with the proposed revisions.

| | | |
|----|---|--|
| 1. | Section 3.4.4.1 Distinguished Professor | Changes to definition and eligibility Addition of Application and Review Procedures Addition of Salary Adjustment for the Rank of Distinguished Professor Removal of Appointment Procedures |
| 2. | Section 4.2.1.3 Document Teaching Effectiveness | Addition of <i>direct and indirect assessment</i> in one section of the table |
| 3. | Section 4.3.1 Faculty Duties and Responsibilities | Update wording |
| 4. | Section 4.4.1.1.1 Faculty Mentors | Update wording |
| 5. | Section 4.4.1.2.1 Promotion for Tenured Faculty | Update wording |
| 6. | Section 4.4.2 Faculty Evaluation Committee and Divisional Personnel Committees | Update wording in sixth paragraph |
| 7. | Section 4.4.5 Report on Faculty Evaluation | Update wording |
| 8. | Section 3 of Constitution and By-Laws | Updates to Duties of the Officers of the Faculty Senate |
| 9. | Section 6 of Constitution and By-Laws | Updates to Committees of the Faculty Senate |

3.4.4.1 Distinguished Professor

Definition:

Distinguished professor is a permanent rank beyond Professor, which recognizes extraordinary accomplishment in research. Appointment to the rank of Distinguished Professor will include a permanent increase ~~status that may be accorded to a professor whose achievements in teaching and service are exceptional and whose accomplishments in research, scholarship and/or creative activity are extraordinary. The status is granted for a period of one academic year and carries with it a six-hour-per-semester teaching load and an addition~~ to base salary greater than the amount given for promotion to professor.

Appointment to the rank of Distinguished Professor will be made only if it is clearly established that the individual is committed to sustaining a record of exemplary intellectual/creative accomplishments necessary to maintain national and/or international reputation.

Eligibility:

To be eligible for Distinguished Professor rank an individual must 1) have served Missouri State University-West Plains for a minimum of ten years; 2) have held Professor rank for a minimum of five years (three of which must be at MSU-WP); 3) have a record of extraordinary performance in research with a national or international reputation; 4) have a sustained record of excellence in both teaching and service. ~~consideration for the status of distinguished professor, a faculty member must have accomplished all of the following:~~

- ~~1. A minimum of ten years of academic service to Missouri State University West Plains.~~
- ~~2. A sustained record of exceptional performance in teaching during the decade immediately preceding application.~~
- ~~3. A sustained record of service to Missouri State University West Plains through elected faculty offices including positions of leadership, through service on major campus committees or in the form of special service such as program development, fund raising or sponsorship of student organizations.~~
- ~~4. A cumulative record of service to nationally recognized professional organizations such as offices held, meetings hosted and editorial responsibilities.~~
- ~~5. Two scholarly books in print or one scholarly book in print and six major scholarly articles in nationally recognized and externally refereed journals or twelve major scholarly articles in nationally recognized and externally refereed journals. Also, recognition of scholarly contributions in the form of an award or prize from a nationally recognized scholarly organization external to Missouri State University West Plains or receipt of a major extramural research grant in support of scholarly research or receipt of an extramural research fellowship of at least six months' duration.~~
- ~~6. (In the creative and performing arts, equivalent standards of accomplishment must, by the nature of the disciplines involved, be less rigid. Nationally recognized standards of excellence appropriate to each discipline will serve as a basis for eligibility in lieu of scholarly contributions.)~~

~~7. Productivity in research or creative activities should reflect a record of consistent accomplishment.~~

It is the applicants' duty to document all claims made regarding their professional achievements. Applicants will provide:

- a. An extensive record of original work in leading publications/venues at the national/international level, with original work referred by credible sources in the applicant's discipline. Documentation of scholarship quality should include a collection of the following: awards, published journal rankings in the applicant's field, acceptance rates, impact factors, citation indices, critical reviews, and evidence of leadership roles in national/international organizations relative to the area of candidate's expertise or pursuant to his/her accomplishments.
- b. Evidence of effective teaching and service as determined by departmental evaluations.

Application and Review Procedures

Application Procedures: The applicant will present his/her application portfolio to the Chair of the divisional personnel committee (DPC) as applicable. The Chair(s) of the concerned DPC will be responsible for the security of the portfolio (in Blackboard and/or binder files). A complete application will include the following:

1. **Cover letter:** The applicant's cover letter (addressed to DPC) should provide appropriate documentation explaining significance and impact of the applicant's work. The applicant must recognize that it may be difficult for members of his/her own department to make such an assessment and even more so for those making evaluations outside the department. Therefore, it is the applicant's responsibility to provide an exposition of the documentation that addresses the significance of his/her work and to do so in a manner comprehensible to faculty members from a wide variety of disciplines.
2. **Curriculum vitae** (current and updated)
3. **Publications:** Copies (hard if possible/digital copies – pdf, web links, etc.) of selected publications, abstracts, and other supporting documentation.
4. **External letters or recommendations:**
 - External evaluations from individuals who are themselves qualified to assess the candidate's reputation and contributions are essential to establishing the candidate's national or international reputation. A minimum of three letters will be required.
 - The process of soliciting external evaluations ideally should start in the spring semester prior to the academic year in which the candidate intends to apply for promotion, following the schedule set out for other promotions.

- Because the key criterion for the rank is national or international reputation for contributions in the applicant's professional field, it will be essential to identify reviewers who are themselves qualified to make such judgment.
 - Failure of any individual external referee to return an evaluation will not be prejudicial to the promotion decision. However, external evaluations are essential to establish the candidate's national or international reputation in his/her field, and they will be weighted heavily in the promotion decision.
5. The applicant must submit a five-year plan describing his/her future research agenda.
 6. The applicant must provide evidence of effective teaching, consistent with the applicant's departmental evaluations.
 7. The applicant must provide evidence of effective service, consistent with the applicant's departmental evaluations.

Applicant's Review Procedures: The applicant's review procedure will generally follow the steps for other promotions as described in the Faculty Handbook. However, because promotion to Distinguished Professor rank is distinct from other promotions, some steps in the process will differ.

1. A peer committee consisting of full professors will review the dossier and return it with its recommendation to the appropriate DPC.
2. The divisional personnel committee will convene to vote on the recommendation and then forward the dossier to the appropriate Associate Dean. The Associate Dean will add his/her recommendations and forward both recommendations and dossier to the Dean of Academic Affairs.
3. The Dean of Academic Affairs forwards the recommendations to the Chancellor and the Board of Governors.
4. The recommendation and written rationale at each level of the application process shall be shared with the applicant, who will sign the document indicating that he/she has been informed of the recommendation.
5. Throughout the entire process, confidentiality must be maintained. Faculty members at every level of decision-making must assume personal responsibility to ensure confidentiality is not violated.

Salary Adjustment for the rank of Distinguished Professor

Those individuals attaining the rank of Distinguished Professor represent a select group of our faculty. As such, the promotion is accompanied by a permanent base salary increment (\$7,000) commensurate with the distinction and funded in accordance with current promotion practices.

Appointment Procedures:

1. Any professor at Missouri State University–West Plains with ten years of service to the institution may apply for elevation to the status of distinguished professor. All applications must be sent to the dean of academic affairs by January 1 of the year preceding the academic year for which the faculty member will be considered for the status of distinguished professor. The application must include a proposal for the research, scholarship or creative activity that is to be completed during the release time, including how this activity will benefit students and support the mission of the campus.
2. All applicants will then be provided with documentation guidelines by the dean of academic affairs.
3. Applicants who believe that they meet the standards for elevation to the status of distinguished professor will provide supporting documentation to the Divisional Personnel Committee according to deadlines set forth in the Academic Work Calendar for that year.
4. The Divisional Personnel Committee will review all applications and forward recommendations to the dean of academic affairs.
5. The dean of academic affairs will review all recommendations received from the Divisional Personnel Committee and add his or her recommendations to those of the Committee before forwarding them to the chancellor.
6. The chancellor will review all recommendations and make the final decision.

Designation:

Distinguished professors shall be designated by discipline, i.e., distinguished professor of Anthropology.

Recognition:

The status of distinguished professor is intended to provide recognition to faculty members whose academic accomplishments are extraordinary. For this reason, the dean of academic affairs will publicize the scholarly or creative accomplishments of each faculty member elevated to this status.

Implementation:

Full implementation of the distinguished professor program is dependent upon the availability of funds. Without additional funds specifically designated for this program, whether from within or without Missouri State University–West Plains, the number of faculty members elevated to this status would exceed the means of the campus.

- No more than two distinguished professor designations will be awarded each academic year, assuming funds are available.
- A faculty member can only be awarded the designation a maximum of once every five years.
- The release time is to be used to complete the research, scholarship or creative activity as presented in the application proposal. It is recommended that release time not be used to teach overload classes.

- ~~Upon completion of the academic term for which the designation was awarded, the faculty member will provide a follow-up to the dean of academic affairs showing what was accomplished during the past academic year, how it benefited students and how it supported the mission of the campus.~~

4.2.1.3 Documenting Teaching Effectiveness

There are two primary components to documenting teaching effectiveness: Instructor inputs and student outcomes. Everything that contributes to or derives from a teaching/learning experience should address one or more of the criteria above. The following table identifies input/ output elements and possible sources for documentation. The table below is not prescriptive, but offers faculty examples of ways to document teaching effectiveness. Divisions/departments can refine these suggestions as appropriate for specific disciplines and a faculty member's specific job assignment.

| Inputs and Outcomes | Documentation |
|--|--|
| Instructor Inputs (developing educated persons) | |
| Clear identification of outcome goals in terms of knowledge and skills | Syllabi and assignment statements |
| Clear identification of relevance of courses to both major study and general education | Syllabi and assignment statements |
| Practiced and pedagogically informed delivery of course content | Teaching portfolio, evidence of professional development, peer evaluations |
| Up-to-date content and materials | Syllabi, sample materials (with explanatory narrative in dossier), curricular grants, development of new courses |
| Quality organization of course and diligence in application | Syllabi, sample assignments, peer evaluations, student evaluations |
| Appropriately rigorous expectations | Syllabi statements, quantity and quality of reading, writing and performance assignments |
| Time, energy and effectiveness | Teaching portfolio, peer evaluations, student evaluations |
| Instructor Inputs (exceptional modes or qualities of teaching) | Opportunities for out-of-class application |
| Description of out-of-class activities, including service learning, field work, etc. | Special access opportunities such as distance-learning delivery |
| Syllabi and/ or descriptions of alternative delivery methods/courses | Special efforts to diversify student experiences |
| Description of diversification objectives and efforts | Student Outcomes (all goals) |

| Inputs and Outcomes | Documentation |
|---|--|
| Majority of students make progress on knowledge and skill objectives from baseline starting point | Direct and indirect assessment: Aggregate information on pre/post knowledge and/or skill performance by students in each class (example: 10% of students were able to identify Renaissance art at beginning of semester, 75% by end) |
| Majority of students understand goals and relevance of courses, regardless of performance level | Student evaluations |
| Students receive external recognition for work produced in course | External letters, awards, commendations, reviews, news stories, etc. |
| Faculty member receives direct external recognition for preparation of students | External letters, awards, commendations, reviews, news stories, etc. |

4.3.1 Faculty Duties and Responsibilities

Duties and responsibilities of ranked faculty members at Missouri State University-West Plains fall into three broad categories: (1) teaching, (2) professional activity (scholarship, research and creative activity) and (3) University and community service. These duties and responsibilities shall be performed in accordance with standards of professional ethics stated in section 3.2.

Because the primary mission of the campus is to provide its students with a quality educational experience, the primary responsibility of the faculty is teaching. **In order to enhance student learning, faculty are expected to engage in the scholarship of teaching by researching developments in their fields and transmitting that knowledge to their students.** ~~Faculty are expected to keep abreast of developments in their respective fields and to transmit that knowledge to their students.~~ Teaching responsibilities **also** entail meeting classes regularly, being available **to conference with students,** serving as academic advisors and keeping accurate records of student achievement.

Faculty **possess with** diverse talents, skills and interests that should be employed **are expected** to meet the mission of the campus, the goals and objectives of ~~the their~~ academic ~~unit~~ units, and the agreed upon **approved departmental and** individual ~~responsibilities and~~ goals and responsibilities within their departments. ~~Their time obligations~~ **Obligations upon faculty time include actual classroom experience along with** preparation for lectures and laboratories; **delivery of instruction in the classroom, during office hours, and through email; out-of-class teaching, assignments, fulfillment of** specialized roles within a department; and **performance of** various academic and public affairs duties ~~assignments~~ that are inherent in a learning environment and within the community.

~~To fulfill~~ **Fulfilling** these time-consuming and diverse responsibilities requires flexibility in assignment. ~~So that all faculty are provided time for expected levels of scholarship and various involvements in campus and community affairs,~~ Variations in assignments should be negotiated at the division or departmental ~~level~~ **level to allow all faculty the needed time to achieve expected**

levels of scholarship and campus and community involvement. ~~and consistent with the missions of the campus, college and department should be made.~~

Members of faculty are expected to participate in meetings of their respective departments and divisions and to regularly attend Faculty Senate, to serve on faculty and administrative committees, and to serve the academic, professional and civic communities with their expertise.

~~The flexibility in workload~~ During the pre-tenure period, the duties and responsibilities should be negotiated carefully balanced and monitored to promote success ~~so as not to hinder faculty development~~ in teaching, professional activity, scholarship/research/creative activity or University and community service. The quality of the contributions in all areas is a factor for positive tenure and promotion decisions.

~~As the availability of resources and reassigned time grows and consistent with the mission of Missouri State University West Plains, faculty are expected to become more active professionally beyond those activities directly associated with teaching. As members of academic departments/divisions, faculty are expected to participate in division meetings and to attend Faculty Senate meetings. Faculty are also expected to serve on faculty and administrative committees. Finally, faculty are expected to serve the academic, professional and civic communities with their expertise.~~

4.4.1.1.1 Faculty Mentors

Untenured, ranked faculty members who are first-year candidates for reappointment shall have the advice of an experienced appropriate faculty mentor to assist them throughout ~~for~~ the reappointment, promotion, and tenure process. The mentor shall be appointed by the Dean of Academic Affairs upon hire in consultation with the Department Chair and/or Associate Dean and the new faculty member and hold this responsibility formally for one year. The mentor should, however, continue to advise the new faculty member on an indefinite basis. Either party can request the Academic Dean re-assign mentor.

4.4.1.2.1 Promotion for Tenured Faculty

For promotion, the application must be made at the appropriate time as stated in the annual academic work calendar (October 1st) and in accordance with procedures outlined in section 4.4.3. The application for promotion may be withdrawn from consideration at any stage of the process.

The process of promotion review follows the steps as shown in Section 4.4.1.1.4. The requirements for promotion are located in Section 3.4 at each stage of the evaluation of promotion, a candidate will be given a copy of the evaluation and written rationale for the recommendation. In cases where a tenured faculty member's performance is questionable or unsatisfactory and cannot be adequately addressed by the Associate Dean and/or Dean of Academic Affairs, see section 14.0 for an outline of the process to be followed.

4.4.2 Faculty Evaluation Committee and Divisional Personnel Committees

The Faculty Evaluation Committee shall annually review evaluation procedures, including establishing the minimum and maximum weightings to be placed on the categories of performance (teaching, professional activity and University and community service) and submit proposed changes to the Faculty Senate. The Faculty Evaluation Committee should work closely with the Divisional Personnel Committees and the Dean of Academic Affairs in this endeavor.

At the annual August Faculty Workshop, two divisional personnel committees (DPC) are formed as follows. The General Studies Divisional Personnel Committee will be formed for the arts, education and social sciences division and mathematics and science division and will consist of at least two tenured faculty members from each of those divisions. The Applied Sciences Divisional Personnel Committee will be formed for the business, applied technology and public service division and nursing and allied health division and will consist of at least two tenured faculty members from each of those divisions. The faculty members that will serve on these committees for each division will be elected from the pool of eligible tenured faculty members and will be elected by a plurality of votes by the ranked faculty in the division. (In the event that a division has fewer than two tenured faculty members, additional tenured faculty members from other divisions may be appointed by the dean to a total number of two. In such cases, the Associate Dean or immediate faculty supervisor and the faculty applicant(s) will submit a list of possible committee members for the dean's consideration and appointment). Members shall serve two-year, staggered terms and may be elected to consecutive terms. Tenured faculty members who are seeking promotion or with a potential conflict of interest should not serve on a DPC.

By the third Wednesday in September, the Chair of the Faculty Evaluation Committee will meet with the members of the DPCs for each Division and review procedures and deadlines for the faculty evaluation process and answer questions.

The DPC will serve as the initial evaluating body for divisional faculty evaluations. Each DPC will select co-chairs (one chair from each division) that will be responsible for working with the Associate Dean or immediate faculty supervisor to establish and communicate internal application deadlines. The co-chairs convene the committee's meetings and generally are responsible for writing personnel recommendations for the candidates within his or her division based on the deliberations of the committee. Each DPC operates as an autonomous faculty body and therefore the Associate Dean or immediate faculty supervisor shall not participate in personnel committee proceedings or make decisions regarding its composition or actions. Inappropriate actions by individuals on the committee should be addressed by the committee co-chairs.

The application portfolio for candidates for reappointment, promotion and tenure will be presented to the co-chairs of the DPC, who will undertake the security of the application portfolio. At the time of evaluation for annual review of appropriate progress toward tenure, required performance reviews, promotion or tenure, the personnel committee will have access to the candidate's current vita as well as all prior personnel reviews generated by the Associate

Dean or immediate faculty supervisor and DPC. Additional materials, supporting teaching, research and service, may be requested by DPC.

The DPC shall make the original recommendations in all cases involving annual review of appropriate progress toward tenure and/or reappointment of probationary faculty. If there is a split vote among **the members of a DPC tenured faculty**, the minority may file a report, signed by each member of the minority, which will be forwarded with the majority decision.

In instances of disagreement between the personnel committee and the Associate Dean, there shall be a good faith effort to resolve these differences. If resolution is not possible, the Associate Dean must offer in writing compelling reasons for disagreeing with the committee's recommendation before advancing his or her recommendation to the Dean of Academic Affairs.

4.4.5 Report on Faculty Evaluation

~~Early in the fall semester of each academic year, the dean of academic affairs will present a report to the Faculty Senate regarding the outcome of faculty evaluations for the preceding year. In particular all cases where positive or negative recommendations for reappointment, promotion or tenure that were unanimous, through all levels, up to the dean of academic affairs, but were reversed at that level or above, the Dean of Academic Affairs will explain the causes for reversal to the Faculty Senate in a report submitted fall semester each academic year without identifying by name, the individuals involved. In addition, the Dean of Academic Affairs will present a general accounting of the outcomes of the original Division Personnel Committee and the associate deans' recommendations for reappointment, promotion and tenure for the preceding year. will be enumerated. Causes for each reversal will be stated without identifying by name the individuals involved.~~

Corrections made to Constitution and By-Laws of the Faculty Senate Missouri State University-West Plains:

Section 3: Duties of the Officers of the Faculty Senate

1. *The Chairperson of the Faculty Senate*
 - a. Shall preside at all meetings of the Faculty Senate.
 - b. Shall supervise the functioning of the Faculty Senate and its established committees.
 - c. Shall prepare an agenda for each meeting of the Faculty Senate.
 - d. Shall appoint the chairpersons and members of the Standing Committees of the Faculty Senate.
 - e. Shall organize and appoint *ad hoc* committees as necessary.
 - f. Shall represent the faculty to the administration and to the Board of Governors.
 - g. Shall be an ex-officio member of all faculty committees.
 - h. **Shall receive a 3 credit-hour course reduction during the fall and spring semester of their term.**

2. *The Chairperson-elect of the Faculty Senate*

- a. Shall preside at meetings of the Faculty Senate, in the absence of the Chairperson.
- b. Shall assist in supervision of the working of the Faculty Senate in such manner as directed by the Faculty Senate or by the chairperson of the Faculty Senate.
- c. May be appointed to be chairperson of a standing committee or *ad hoc* committee of the Faculty Senate.

3. *The Past Chairperson of the Faculty Senate*

- a. Shall ensure implementation of business approved by Faculty Senate (and Administration and Board of Governors) during their tenure as faculty chair.
- b. Shall be a voting member of the Faculty Senate and may be appointed to be a chairperson of a standing committee or *ad hoc* committee of the Faculty Senate.

4. *The Secretary of the Faculty Senate*

- a. Shall serve as secretary of the Faculty Senate.
- b. Shall preside at meetings of the Faculty Senate in the absence of both the chairperson and the chairperson-elect of the Faculty Senate.
- c. Shall keep accurate minutes of the Faculty meetings including the recording of motions and the votes thereon.
- d. Shall publish for the Faculty the minutes of the Faculty meetings.
- e. Shall report actions taken by the Faculty Senate and its established committees to the administration.
- f. Shall publish for the Faculty a synopsis of Senate actions and of curricular matters forwarded to the academic dean.
- g. Shall supervise elections of Faculty Senate officers.
- h. Shall be a voting member of the Faculty Senate.

5. *The Executive Council*

- a. The elected officers of the Faculty Senate shall serve as the Executive Council of the Faculty Senate. The duties of this council shall include:
- b. Participating in the curricular process as described in Article II, Section 4.
- c. Advising the chairperson of the Faculty Senate in preparing the agenda for meetings of the Faculty Senate.
- d. Assisting in the supervision of the working of the Faculty Senate in such manner as directed by the Faculty Senate or by the chairperson.
- e. Preparing, revising, and supervising the use of forms in the Faculty governance process.
- f. Providing a forum to facilitate communication between the Faculty Senate and the administration.
- g. Appointing either a member of the Executive Council or a member of the Faculty Senate to serve as Parliamentarian.

Section 6: Committees of the Faculty Senate

1. *Standing Committees*

- a. *Curriculum Committee* shall meet monthly to review curricular proposals (e.g. course, certificate, or program additions, revisions, or deletions) and submit recommended proposals to the Faculty Senate. Membership shall consist of ranked faculty members as appointed by the chairperson of the Faculty Senate and

ad hoc members to include the Registrar and Coordinator of Student Services Systems. In addition, the Student Government Association will be invited to appoint a non-voting student representative.

- b. *Faculty Evaluation Committee* shall discharge the following duties:
 - . Annually review all policies, procedures, and instruments for evaluation of faculty and submit recommended changes to the Faculty Senate;
 - i. Set dates for student evaluations of faculty and advisors (in consultation with the Office of Academic Affairs).

Membership shall consist of ranked faculty members as appointed by the chairperson of the Faculty Senate. In addition, the Student Government Association will be invited to appoint a non-voting student representative.

- c. *Assessment Committee* shall work with campus constituencies to:
 - . Develop assessment process to better evaluate student learning at the course, program and institutional level;
 - i. Inform and cooperate with the full Faculty Senate and the Curriculum Committee on all assessment processes;
 - ii. Guide, and administer the Academic Program Review process each semester with the assistance of the Academic Affairs Office;
 - iii. Monitors programs for financial viability and works with administration in program review budget inquiries;
 - iv. Collect and evaluate graduate assessment data;
 - v. Document and share with campus constituents, assessment data each year.

Membership shall consist of ranked faculty members, serving three-year rotating memberships, as appointed by the chairperson of the Faculty Senate in addition to the following:

- vi. Coordinator of Institutional Research
- vii. Coordinator of Testing Center
- viii. Assistant Dean of Academic Affairs
- ix. A member of the Student Government Association (non-voting)
- d. *Faculty Handbook Revision Committee* shall ensure the Faculty Handbook reflects the policies and procedures as agreed to by the Faculty Senate and approved by the administration and Board of Governors. Membership shall consist of ranked faculty members as appointed by the chairperson of the Faculty Senate. In addition, the Student Government Association will be invited to appoint a non-voting student representative.
- e. *Public Affairs Committee* shall create and/or promote events, activities, and related programs on our campus with the goal to promote ethical leadership, cultural competence, and community engagement. Membership shall consist of ranked faculty members as appointed by the chairperson of the Faculty Senate. In addition, the Student Government Association will be invited to appoint a non-voting student representative.

2. *Ad Hoc Committees* to carry on the work of the Faculty Senate, ad hoc committees may be organized from time to time on the initiative of the chairperson or as directed by the Faculty Senate.
 - a. Purpose
Upon activation of a specific committee, the chairperson of the Faculty Senate shall prepare a specific charge for the committee and include the form and timing of the response requested.
 - b. Membership appointed by the chairperson.
 - c. Reporting of Committees
The chairperson of each Faculty Senate Committee shall report directly to the chairperson of the Faculty Senate, and, normally, the chairperson of the committee shall present a committee report when it is on the agenda for a meeting of the Faculty Senate.
3. *Committee Chairs and Co-Chairs* shall be appointed by the Faculty Senate Chair. Chairs may serve indefinitely, but at the beginning of each academic year, the incoming Faculty Senate Chair has the option to appoint a new chair. The chairs of standing committees may request an equivalent 3-credit hour teaching load reduction during the academic year in which they serve. Each chair in consultation with their Department chair and Associate Dean shall decide how to distribute the teaching load reduction over the academic year.



The Future of Higher Ed Is Occurring at the Margins

Combined, the current trends tell us that, taken as a whole, colleges and universities must brace for five new realities, Arthur Levine and Scott Van Pelt write.

Inside Higher Ed, October 4, 2021

Arthur Levine and Scott Van Pelt

Higher education was transformed in the 19th and 20th centuries to meet the needs of an emerging national, analog, industrial economy. Today, higher education is again being transformed -- this time to serve the needs of a global, digital, knowledge economy. People fundamentally disagree, however, about what form that transformation will take.

Harvard University president Lawrence Bacow says higher education will incrementally adapt to changing conditions, as it has historically, maintaining its current mission and structure. In contrast, one of its most prominent business school professors, the late Clayton Christensen, argued that the changes will be of such magnitude that they will disrupt higher education as we know it, rendering traditional models obsolete and driving many colleges and universities to bankruptcy.

Which scenario will be the correct one?

We can do better than betting on one or the other, because we can already see the early adaptations and seismic changes that are coming. We can glimpse the future at the margins or edges of higher education right now. There are three places to look.

The first might be called the postsecondary sector that exists beyond traditional colleges and universities. It consists of a hodgepodge of diverse and independent for-profit and nonprofit initiatives, organizations, and programs and services beyond mainstream higher education that have abandoned key elements of traditional higher education practice. They are rejecting time- and place-based education, creating low-cost degrees, adopting competency- or outcome-based education, emphasizing digital technologies, focusing on the growing populations underrepresented in traditional higher education, and offering pioneering subject matters and certifications.

This sector encompasses knowledge organizations, ranging from libraries and museums to corporate media companies. It is booming, both in terms of enrollments and the number of providers seeking to provide cheaper, faster, more accessible and/or more convenient alternatives to traditional institutions.

Another place to look for the future is in new colleges and universities. In times of profound social change, innovative institutions emerge as profoundly different alternatives to mainstream colleges and universities. During the Industrial Revolution, they included the first-ever American research universities such as Johns Hopkins, land-grant colleges such as Cornell University that combined the liberal arts and practical instruction, scientific and technical education at institutions such as the Massachusetts Institute of Technology, and Joliet Junior College and other community colleges. They defined the contours of higher education as an industrial nation.

Their contemporary successors are advancing an agenda for a global, digital, knowledge economy. Western Governors University is focusing on competency-based online education that dispenses with measures such as seat-time, allowing learners to move at their own pace. University of the People has slashed the cost of a college education. Purdue University Global represents a merger between for-profit

and nonprofit higher education that offers accessibility and affordability under the aegis of a brand-name institution. And we are already seeing virtual community colleges, such as Calbright College, that specialize in upskilling and reskilling certificate programs.

The third place we should look to see what's coming next for higher education is at financially troubled institutions as well as subunits of healthy universities, such as the continuing education units that provide usually short or part-time courses for adults after they have left the formal education system. The financially troubled institutions are desperate; they adopt new approaches to distinguish themselves and become competitive in order to survive. The subunits of otherwise healthy institutions are self-funding, so they must generate revenue and constantly monitor the environment in search of the potential sources of cash. With time, such subunits become part of the core of the institution and infused into mainstream higher education. Perhaps the best known of the breed is College for America at Southern New Hampshire University.

The three sectors are nearly kaleidoscopic in the variety of initiatives they've undertaken. Competency-based programs have shifted the focus of education from seat-time to learning outcomes. New calendars have appeared that abandon semesters and uniform time constraints in favor of time variable education, 24/7 course access, and "just-in-time" instruction. Programs awarding micro-credentials rather than degrees have expanded substantially, particularly those providing "upskilling" and "reskilling."

Meanwhile, new approaches to tuition pricing -- for example, subscriptions or offering the same programs as traditional institutions at far lower prices -- have emerged. Nontraditional partnerships between higher education and for-profits have increased in areas such as boot camps, online program management, and workforce credentialing, as well as in the absorption of for-profit units by universities such as Purdue University and the University of Arizona.

The Transformation to Come

These are not a set of disconnected changes. Taken together, they offer a preview of what the university of the global, digital, knowledge economy is likely to be. Industrial societies standardize time and process in the manner of an assembly line, one of the most successful technologies of industrial age. In contrast, knowledge economies put a premium on standardizing *outcomes*. Time and process are variable. The university of the emerging era will have to embrace those shifting values. It must be rooted in outcomes rather than time and process. It must be on learning rather than teaching. It must be student- rather than faculty-centric.

The initiatives observed at the margins and periphery of higher education move in precisely these directions. They point to a future that is outcome-based, time-independent, digital, individualized, low-cost, and available any time and any place.

Five New Realities

Combined, these trends tell us that, taken as a whole, colleges and universities must brace for five new realities -- none of which are higher education's own making.

#1. New content producers and distributors will continue to enter the marketplace, driving up competition and consumer choice while driving down prices.

They will emphasize digital technologies, reject time- and place-based education, create low-cost degrees, offer competency- or outcome-based education, and award nontraditional credentials. Those already in the market include brand-name industry leaders and cultural agencies that are more accessible and convenient, offering a combination of competency- and course-based programs. They are also cheaper and more agile than traditional colleges and universities, which are more likely to experience contractions and closings.

#2. Institutional control of higher education will decrease, and the power of higher education consumers will increase.

In a range of knowledge fields -- take, for example, the newspaper, movie, and recording industries -- the advent of the global, digital, knowledge economy multiplied the number of content providers and disseminators and has given consumers choice over the what, where, when, and how of the content they consume. The same will be true of higher education. The digital revolution will put more power in the hands of the learner who will have greater choice about all aspects of their own education.

#3. With near universal access to digital services and the internet, students will seek from colleges the same things they are getting from the music, movie and newspaper industries.

As they do with those industries, students will seek any time, any place accessibility and personalized education that fits their circumstances. College and universities will increasingly have to unbundle their programs and services so students can purchase at affordable prices only what they need or want to buy.

#4. A knowledge economy model based on outcomes will eclipse the industrial era model of higher education based on process.

In the future, higher education will focus on the outcomes we want students to achieve -- what we want them to learn -- not how long we want them to be taught. Students don't learn at the same rate, and the explosion of new content being produced by museums, software companies, retailers, and other organizations inside and outside higher education is becoming so heterogeneous that students' academic progress can't be translated into uniform time or process measures. The one common denominator they all share is that they produce outcomes -- whatever students learn as consequence of the experience.

#5. The dominance of time-bound degrees and "just-in-case" education will diminish.

Meanwhile, non-degree certifications and "just-in-time" education will increase in status and value. We will see a reset between the value placed on degrees, once highly prized for indicating a level of skill and knowledge to be ready for the future, and "just-in-time" education, which is present-oriented and more immediate. The increasing need for upskilling and reskilling caused by automation, the knowledge explosion, and the pandemic will tilt the balance toward more educational programs that are closely aligned with the labor market and provide certificates, micro-credentials, and badges -- not degrees.

We don't need a Ouija board to speculate on the future of higher education. We can see it unfold before our eyes in work of new education providers outside higher education, the founding of new colleges, and the innovations that troubled and adult-serving institutions are adopting. The kaleidoscopic changes will come into better focus if we look closely and directly at the margins where major changes are already taking place.

Arthur Levine is Distinguished Scholar of Higher Education at New York University and president emeritus of the Woodrow Wilson National Fellowship Foundation and Teachers College, Columbia University. Scott Van Pelt is associate director of the communications program at The Wharton School at the University of Pennsylvania. They are authors of *The Great Upheaval: Higher Education's Past, Present, and Uncertain Future*, recently published by Johns Hopkins University Press.

THE CHRONICLE OF HIGHER EDUCATION

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JULY 20, 2022

From: Goldie Blumenstyk

A Higher Bar for Higher Ed?

I'm Goldie Blumenstyk, a senior writer at *The Chronicle* covering innovation in and around higher ed. This week, I report on developments that could further challenge the value proposition of a college degree, and my colleague Maura Mahoney outlines helpful benefits, like virtual career training, for front-line staff members.

Know others who might also enjoy The Edge? Please share [this link](#) with them so they can get it free in their inbox every week, too.

It might be (even) harder now for higher ed to prove its value.

If you don't need a bachelor's degree to get a good job, what does that do to the value of college? And perhaps even more to the point: How does that raise the bar on the ROI of higher education?

Those are two questions I've been pondering a lot as I take in a series of studies on the changing job market, some recent pronouncements on more-equitable hiring, and the growing movement for what people are calling learner and employment records. I'm also contemplating the impact of a national ad campaign to debut in September, urging employers to look beyond "the paper ceiling" and hire job candidates based on their skills.

I'll confess that right now, I don't know the answers. But I do think these developments collectively pose some big challenges for higher ed in the next few years, especially given enrollment's already downward slide.

So let me explain what's gotten my mental juices going here. I'm curious to hear if these pieces add up for you as they do for me ([let me know](#)).

The **job-market studies**, both produced by the Burning Glass Institute and other partners, are a good place to start. Researchers examined more than 15 million job postings nationally between 2016 and 2021 and found that more than a third of the top 20 skills specified for the average job had changed. One in five of those top skills was entirely new to the work. And the pace of change accelerated during the pandemic.

Matt Sigelman, the institute's president, sees "significant implications for higher education and its ability to ensure that graduates have the skills they need to launch successfully," he wrote me when [the report](#) was released in May. So, no, higher ed isn't out of the game, and indeed still has a vital role to play.

However, [an earlier Burning Glass Institute report](#) (released in February) found that employers' demand for bachelor's and postgraduate degrees was "starting to decrease perceptibly." Across multiple sectors, almost half of middle-skill jobs and nearly a third of high-skill occupations showed significant reductions in degree requirements between 2017 and 2021. That pattern also accelerated during the pandemic.

This is good news for equity in hiring. By the institute's estimate, over the next five years the shifts will mean 1.4 million more jobs open to workers with the requisite skills but no degree.

Employers aren't lowering their standards, Sigelman told me. When they drop degree requirements, job postings become more specific about skills, spelling out the soft skills once assumed to come with a college education, such as writing, communication, and attention to detail. In other words, the employers are not relying as much on the degree as a signal.

The development of digital wallets — tools containing workers' **learner and employment records** — could propel more skills-based hiring. The wallets let individuals collect and share verifiable records of their schooling, work, training programs, and military service, among other experience. The tools are still emerging as a factor in hiring, but as I heard on [a Credential Engine webinar last week](#), this is an active front, including a push for common technical standards among wallet developers. Such consistency would be a vital step in actually importing data from a variety of sources and sharing that via employers' applicant-tracking systems. ([This market scan on digital wallets](#), produced by Jobs for the Future, offers a ton more detail.)

Will the **skills-based hiring trend** continue? While some major employers, like IBM and Accenture, have famously altered their hiring practices, the Burning Glass Institute notes that several tech companies that had made big announcements about favoring skills over degrees in hiring for IT jobs still haven't eliminated degree requirements from their job descriptions. And I wonder what will happen once the current glut of jobs gets filled and employers can be pickier again.

Others aren't as doubtful. This shift is real and long term, and it will continue to be fueled by "the structural shortage of talent we're facing," said Joseph Fuller, a professor of management practice at Harvard Business School and a co-author of the institute's February report. "Good companies are going to start changing their procedures," he told me when we chatted this spring at the Jobs for the Future conference in New Orleans. "The smarter companies will adapt faster, and they will win."

There's no denying that the **movement for more-equitable hiring** does have momentum right now. In recent months, governors in both [Colorado](#) and [Maryland](#) have announced campaigns to eliminate four-year-degree requirements for thousands of state jobs, moves that come in the wake of a 2020 executive order calling for an end to ["the overreliance on college degrees"](#) in federal hiring.

The momentum could mount when **the public-service ad campaign** gets under way. [The Paper Ceiling campaign](#), developed by Opportunity@Work and the Ad Council, is designed to encourage more employers ["to remove hiring barriers"](#) that now keep qualified workers from landing jobs. I've written before about Opportunity@Work and [its equity-minded efforts](#) to lift the prospects of some 71 million people in the United States it describes as "skilled through alternate routes." Notably, associate degrees seem to qualify as an alternate route.

Opportunity@Work does not mean to attack higher education, says Byron Auguste, the organization's co-founder and CEO. "It's not college that's the enemy," he said when he previewed the campaign at the JFF conference. "The paper ceiling is the enemy." Still, I can't help but think the distinction might get lost along the way, especially in the campaign's characterization of alumni networks as part of "the invisible barrier" in hiring.

To be clear, I think Opportunity@Work is on the money in highlighting how employers' reliance on alumni connections leaves many qualified job candidates at a disadvantage. I also know that many colleges promote their alumni networks as a selling point. That's why I see the ad campaign, against the backdrop of these other developments, as further challenging the value of higher ed.

What does a degree represent beyond a graduate's collection of skills acquired in college? What distinguishes the experience? How can institutions help graduates communicate that to potential employers? If and when learner and employment records come into their own, how will they affect the value of a degree? Will this truly become an economy where people successively acquire education from various providers throughout their lives? How can colleges capitalize on any of this?

My cup of questions runneth over, and I'd love to hear from you on any of them. Will any or all of this raise the bar for higher ed? [Please write to me here](#), and I'll share what I hear in a future newsletter.

Staff members need support, too.

“Put the student first.” This tenet of student success has become a campus mantra. Meanwhile, how can institutions keep dedicated — but human — staff members at all levels from [burning out](#)? How can leaders help the people who help the students?

A recent *Chronicle* virtual event, “[The Role of Frontline Workers, Online and On Campus](#),” covered strategies for staff collaboration at student-centered institutions and provided tips on how to retain and engage employees, a pressing concern given [staff shortages and fatigue](#).

Part of our yearlong [series on student success](#), produced with support from the Ascendium Education Group, the panel was moderated by Katherine Mangan, a *Chronicle* senior writer, and Sabrina Sanders, director of a student re-engagement program at California State University-Dominguez Hills. Here are two takeaways.

Professional development matters. Remote work isn’t an option for housekeepers, so Washington University in St. Louis devoted some days to virtual career training. The positive response was “a wake-up call to us that we should have been doing this” even before the pandemic, said Kawanna Leggett, senior vice president for student affairs. Valencia College, in Orlando, encourages staff members who may sometimes feel like they’re just punching the clock to take advantage of expanding virtual opportunities for professional education. That learning “ties people into the work they’re doing from a career perspective,” said Daniel T. Barkowitz, assistant vice president for financial aid and veterans’ affairs.

Emphasize “active management.” Keep in frequent touch with employees, said Joseph Spadaro, vice president for information technology at the Borough of Manhattan Community College. If staffers need a flexible schedule because of personal commitments, “the answer is always yes,” he said. Leaders need to show compassion, said Sherri C. Roberts, the registrar at Southeast Arkansas College. Supervisors should listen to their employees, she added, instead of “always saying, ‘Get to work, work, work.’” Managers can even be vulnerable themselves to connect with their staff, suggested Barkowitz. “Sometimes life is just hard.” —*Maura Mahoney*

VII.B.

Missouri State University-West Plains Key Performance Measures for the 2022-2027 Long Range Plan

Goal 1

We will seek to establish new partnerships and enrich existing collaborations to achieve mutually beneficial outcomes.

Key Performance Indicators:

- Number of Internships and Partnerships
- Completions
- Experiential Learning Opportunities

Goal 2

We will clearly define, articulate, and communicate our distinctive value to the regions we serve.

Key Performance Indicators:

- Enrollment
- Persistence

Goal 3

We will strive to provide a comprehensive, positive higher education experience.

Key Performance Indicators:

- Persistence
- First-Year Retention
- Graduation and Transfer rates

Goal 4

We will offer relevant and valuable educational opportunities through numerous mediums and pathways.

Key Performance Indicators:

- Enrollment
- Persistence
- First-Year Retention
- Completion
- Experiential Learning Opportunities

Goal 5

We will effectively utilize existing and future resources to fulfill our mission.

Key Performance Indicators:

- Employee Retention and Satisfaction
- Student Persistence and Completion



ACTION PLAN FOR 2022-23

1. GLOBAL ENGAGEMENT

- Continue implementation of international enrollment strategy, with a goal of increasing the number international students and diversity of countries represented.
- Implement existing international partner programs and develop new initiatives that expand opportunities for student enrollment, faculty collaboration, and intercultural learning.
- Promote participation in education abroad and international virtual exchange, with an emphasis on increased access for African American, Hispanic/Latino/Latinx, first-generation, and Pell eligible students.
- Expand initiatives to promote interaction among international and domestic students in extracurricular activities, housing, and campus life.
- Identify opportunities for increased collaboration across units in support of international student success (safety, health, and wellness; academic success; intercultural development; practical experience; community service; and post-graduate work experience).

2. INCLUSIVE EXCELLENCE DRIVING UNIVERSITY SUCCESS

[TO BE DETERMINED WHEN NEW LEADERSHIP IS IN PLACE]

3. COMMUNITY LEADERSHIP AND PARTNERSHIPS

- Leverage partnerships to address matters impacting our community, the state, and the nation (e.g., poverty, health care, access to news and information, etc.).
- Continue to grow the university's economic development activities in IDEA Commons through expanded opportunities for business development and commercializing research, support for entrepreneurship and innovation, and small business consulting, mentoring, and training.

- Develop Phase 1 of MSU Employer Partnerships initiative to meet employer talent attraction and retention needs, provide student value, and boost enrollment through academic programs, professional development training, and student work experience.
- Expand opportunities to connect faculty, staff, and students across campus to the university's economic development resources and community partnership work.
- Positively impact the development of computer science/STEM education and digital workforce training in southern Missouri through the CODERS Project and Innovate SOMO initiative.
- Lead the regional collaboration to develop programming on Ozarks' history and heritage for the 2023 Smithsonian Folklife Festival in Washington, D.C.

4. INFRASTRUCTURE AND FUNDING

- Successfully complete the Onward Upward campaign.
- Maintain external funding at \$55 million or more annually through private support, grants, and sponsored contracts.
- Advocate for state and federal operating and advocacy funds.
- Prioritize employee compensation in the university's budgeting process.
- Manage university finances to further the university's mission and achieve the objectives established by the Board of Governors. Examples include evaluating bonding capacity for the auxiliary system and reevaluating property insurance coverage.
- Advance facility projects indicated on the facility master plan. Examples include the braider facility at the Roy Blunt Jordan Valley Innovation Center, Temple Hall, Goodman Amphitheatre, Grand Street Underpass, Darr Agricultural Center Small Animal Facility, and Kampeter Hall.
- Manage and enhance the university's computer services, networking, telecommunications, and information security infrastructure, services, and training.
- Take appropriate measures to ensure the campus—including people, facilities, networks, and data—remains safe, secure, and accessible.
- Incorporate sustainability into campus operations and foster principles of environmental stewardship.

5. ATHLETICS

- Compete for conference championships in men's soccer, baseball, football, volleyball, women's basketball, and men's basketball with an overall goal to be in the top 3 in the MVC All-Sport trophy standings.
- Maintain a balanced budget and increase revenues. Examples include:
 - Increasing the number of concerts and performing arts events
 - Fundraising for athletic facility needs
 - Increasing the number of overall athletics donors by 10%
 - Evaluating and implementing changes to game day processes
 - Implementing a new electronic ticketing structure for men's basketball, women's basketball, and football.
- Comply with all NCAA rules with no significant violations and implement a comprehensive program for name, image, and likeness requirements and academic achievement awards.
- Maintain a 3.0 overall grade-point average and a 930 APR score (with an aspirational goal of a 970 APR) in all sports.

6. WEST PLAINS

- Increase enrollment through recruitment and retention strategies. Examples include enrolling students in the welding program, developing the ASCEND program for college students with autism, and beginning a program to provide education for prisoners.
- Continue to develop and restructure the athletics department, including the addition of women's softball and e-sports, the hiring of a full-time athletic director, revision of accounting practices and information, and continuing to review women's volleyball and men's basketball at the NJCAA Division I level.
- Advance facility projects indicated on the facility master plan. Examples include the autism center, Looney Hall lecture hall and simulation lab additions, and Pace Industrial Science Center.
- Continue DEI initiatives on campus.
- Continue to coordinate operations between the West Plains and Springfield campuses.
- Work with owners of the Grizzly Lofts to determine the viability of continuing to manage the Grizzly Lofts after the current academic year.

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

| | Year | MONTHLY | | | | | | YEAR-TO-DATE | | |
|--------------------------|--------------|-------------------------------|-----------|----------------------------------|--------------|--------------------|--------------|-------------------|--------------|--------------|
| | | Designations under \$1,000 | | Designations \$1,000 and over | | Totals for June | | Running Totals | | Year |
| | | No. | Amount | No. | Amount | No. | Amount | No. | Amount | |
| Annual Gifts | FY 21 | 6,202 | \$222,095 | 144 | \$774,049 | 6,346 | \$996,144 | 74,677 | \$8,937,650 | FY 21 |
| | FY 22 | 5,079 | \$170,071 | 74 | \$634,560 | 5,153 | \$804,631 | 77,448 | \$8,675,927 | FY 22 |
| Special Campaigns | FY 21 | 67 | \$4,462 | 14 | \$335,550 | 81 | \$340,012 | 1,032 | \$8,191,658 | FY 21 |
| | FY 22 | 32 | \$6,223 | 10 | \$2,038,250 | 42 | \$2,044,473 | 1,308 | \$8,904,759 | FY 22 |
| One Time Gifts | FY 21 | 0 | \$0 | 4 | \$29,400 | 4 | \$29,400 | 107 | \$8,718,352 | FY 21 |
| | FY 22 | 0 | \$0 | 9 | \$8,568,000 | 9 | \$8,568,000 | 184 | \$14,570,633 | FY 22 |
| TOTALS | FY 21 | 6,269 | \$226,557 | 162 | \$1,138,999 | 6,431 | \$1,365,556 | 75,816 | \$25,847,660 | FY 21 |
| | FY 22 | 5,111 | \$176,294 | 93 | \$11,240,810 | 5,204 | \$11,417,104 | 78,940 | \$32,151,319 | FY 22 |

**MISSOURI STATE UNIVERSITY FOUNDATION
INCOME SUMMARY TOTALS BY TYPE AND SOURCE
07/01/2021 TO 6/30/2022**

| SOURCE | UNRESTRICTED CURRENT | RESTRICTED CURRENT | ENDOWMENT | GIFTS OF PROPERTY | NON-GIFT INCOME* | TOTAL 07/01/2021 TO 6/30/2022 | TOTAL 07/01/2020 TO 6/30/2021 |
|-------------------|-------------------------|-----------------------|--------------------|----------------------|---------------------|----------------------------------|----------------------------------|
| ALUMNI | \$91,169 | \$2,580,137 | \$1,454,813 | \$56,021 | \$376,180 | \$4,558,320 | \$4,659,277 |
| FRIENDS | 28,162 | 3,368,780 | 829,105 | 35,114 | 304,560 | \$4,565,721 | 4,248,883 |
| PARENTS | 2,890 | 115,021 | 32,792 | 191 | 57,690 | \$208,584 | 194,715 |
| FOUNDATIONS | 4,325 | 2,891,776 | 140,580 | | 14,550 | \$3,051,231 | 3,999,688 |
| ORGANIZATIONS | 46,392 | 1,496,575 | 2,467,287 | 9,705 | 4,400 | \$4,024,359 | 6,075,138 |
| BUSINESSES | 56,983 | 4,499,889 | 297,933 | 9,875,113 | 1,013,186 | \$15,743,104 | 6,669,959 |
| GIFT TOTAL | \$229,921 | \$14,952,178 | \$5,222,510 | \$9,976,144 | \$1,770,566 | \$32,151,319 | \$25,847,660 |

*Per the Tax Cuts and Jobs Act, the US Tax reform bill signed into law effective in 2020, 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 07/01/2021 TO 6/30/2022 | TOTAL 07/01/2020 TO 6/30/2021 |
|----------------|-------------------------|-----------------------|-----------|----------------------|----------------------------------|----------------------------------|
| DEFERRED GIFTS | 0 | 866,000 | 4,213,723 | 0 | \$ 5,079,723 | \$ 6,758,501 |

GRAND TOTAL FOR TESTAMENTARY GIFTS YET TO BE RECEIVED: \$72.8M

| | NUMBER OF DONORS 7/1/2021 TO 6/30/2022 | NUMBER OF DONORS 7/1/2020 TO 6/30/2021 |
|---------------|---|---|
| ALUMNI | 5,536 | 5,987 |
| FRIENDS | 11,336 | 10,997 |
| PARENTS | 873 | 1,174 |
| FOUNDATIONS | 52 | 57 |
| ORGANIZATIONS | 292 | 242 |
| BUSINESSES | 844 | 663 |
| TOTAL | 18,933 | 19,120 |

**MSU Foundation
Historical Overview of Gifts**

| Year | Amount |
|-------------|--------------------------|
| 1982 | \$ 376,161.00 |
| 1983 | \$ 444,901.00 |
| 1984 | \$ 798,349.00 |
| 1985 | \$ 1,837,089.00 |
| 1986 | \$ 1,652,676.00 |
| 1987 | \$ 3,102,137.00 |
| 1988 | \$ 2,821,647.00 |
| 1989 | \$ 2,924,251.00 |
| 1990 | \$ 3,268,440.00 |
| 1991 | \$ 3,877,909.00 |
| 1992 | \$ 4,173,243.00 |
| 1993 | \$ 4,024,474.00 |
| 1994 | \$ 4,521,526.00 |
| 1995 | \$ 4,130,183.00 |
| 1996 | \$ 5,666,691.00 |
| 1997 | \$ 6,280,002.00 |
| 1998 | \$ 5,463,415.00 |
| 1999 | \$ 6,622,010.00 |
| 2000 | \$ 6,370,580.00 |
| 2001 | \$ 5,709,216.00 |
| 2002 | \$ 8,365,498.00 |
| 2003 | \$ 7,061,031.00 |
| 2004 | \$ 9,285,422.00 |
| 2005 | \$ 8,979,512.00 |
| 2006 | \$ 11,826,286.00 |
| 2007 | \$ 10,960,508.00 |
| 2008 | \$ 14,050,400.00 |
| 2009 | \$ 15,044,534.00 |
| 2010 | \$ 15,512,371.00 |
| 2011 | \$ 16,698,481.00 |
| 2012 | \$ 20,311,218.00 |
| 2013 | \$ 16,657,888.00 |
| 2014 | \$ 18,377,965.00 |
| 2015 | \$ 19,206,438.00 |
| 2016 | \$ 18,010,206.00 |
| 2017 | \$ 19,515,898.00 |
| 2018 | \$ 21,534,074.00 |
| 2019 | \$ 20,083,060.00 |
| 2020 | \$ 22,663,988.00 |
| 2021 | \$ 25,845,845.00 |
| 2022 | \$ 32,151,319.00 |
| | \$ 426,206,842.00 |



EXTERNALLY FUNDED RESEARCH & PROJECTS REPORT
PREPARED BY THE OFFICE OF RESEARCH ADMINISTRATION
FISCAL YEAR (FY) 2022

Externally sponsored grants and contracts enhance the capacity for the University to achieve its mission through education, research, and service projects. External funding enables faculty and staff to address the needs of communities, schools, and businesses throughout southwest Missouri and beyond.

In fiscal year 2022, Missouri State University was awarded \$30,820,747 to support projects in research, education and service. A total of \$1,987,808 came from CARES Act funding, while the remaining \$28,832,939 came from regular research and projects. A total of 327 proposals were submitted.

2022

| TABLE 1: SUMMARY OF SPONSORED RESEARCH & PROGRAMS ACTIVITY | | | |
|--|----------------------|--------------------------|---------------------------------------|
| Key Indicators | FY2021 Activity | | Non-CARES Act % Change from FY2021 |
| | CARES ACT Funding | Non-CARES ACT Funding | |
| Proposals Submitted | 2 | 327 | -4% |
| Funds Requested | \$1,987,808 | \$102,946,286 | 29% |
| Named Investigators | 2 | 106 | -3% |
| Grants & Contracts Awarded | 2 | 269 | -7% |
| Funds Awarded | \$1,987,808 | \$28,832,939 | -20% |

FY 2022 PROJECT HIGHLIGHTS

Faculty and staff from across many areas of the University complete incredible and unique projects due in part to the external funding they receive. The following is a sampling of grants and contracts awarded in fiscal year 2022:

- **Cathy Boys**, Associate Dean for Career and Technical Education, received **\$29,950** from the **Missouri Scholarship and Loan Foundation** to provide for a week-long intensive welding training class for up to twenty females who are interested in learning how to weld.
- **Mark Smith**, Dean of the McQueary College of Health and Human Services, received **\$500,000** from **Burrell, Inc.** to provide financial support to develop and implement an APA Accredited PsyD program.
- **Robert Pavlowsky**, Director of the Ozarks Environmental Water Resource Institute, and **Tasnuba Jerin**, Assistant Professor of Geography Geology & Planning, received **\$166,000** from the **US Environmental Protection Agency** through the **Missouri Department of Natural Resources** to develop a watershed management plan for the Blue River near Kansas City. OEWRI will provide technical expertise for nonpoint load modeling and watershed analysis to complete the water quality assessments needed to support planning efforts.
- **Chrystal Irons**, Director of the Small Business Development Center, received **\$241,046** from the **US Small Business Administration (SBDC)** through the **Curators for the University of Missouri** to offer one-on-one consulting and training to business owners and leaders. As part of the eFactory's business support program, the MSU SBDC helps accelerate Missouri's economy by offering business consulting, training, and workforce development solutions.
- **Dalen Duitsman**, Director of the Ozarks Public Health Institute, received **\$2,000,000** from the **US Department of Health and Human Services** through the **Missouri Department of Health and Senior Services** to provide technical assistance to identified Local Public Health Agencies and community based organizations; coordinate professional development; build a community of practice; manage communications; coordinate reporting

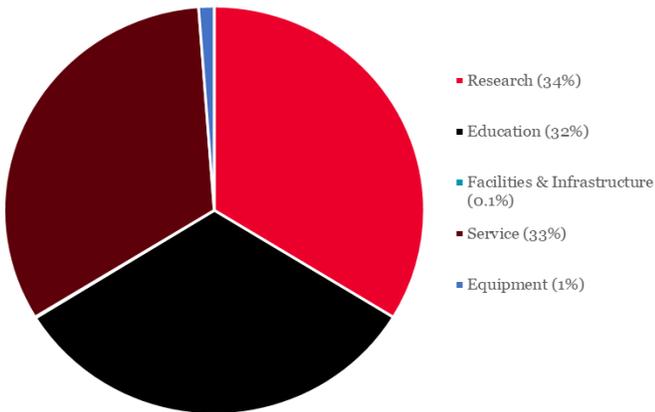
requirements; and work collaboratively with Missouri Department of Health and Senior Services staff on the COVID-19 Missouri Health Disparities Program.

- **Dorothy Wittorff-Sandgren**, Community Development Coordinator, **Jason Ray**, Director, and **Thomas Cunningham**, Associate Planner of the Center for Resource Planning and Management, received **\$376,738** from the **US Department of Homeland Security** through the **Missouri Office of Homeland Security** to continue regional allocation of federal funding that will ensure regional needs are addressed and enhance the State's collective disaster preparedness.
- **Rabekah Stewart**, Assistant Vice President for Student Affairs – Multicultural Services, received **\$292,929** from the **US Department of Education** to encourage underserved student populations to graduate from high school and enroll in 4-year post-secondary institutions. This will be done by providing weekly tutoring and in-school meetings, Saturday sessions, cultural, academic and career exploration activities as well as offering a summer enrichment program and ACT preparation services.
- **Amy Hulme**, Assistant Professor of Biomedical Sciences, received **\$355,756** from the **National Institutes of Health** to examine the role of cellular protein SPTBN1 in HIV-1 infection of microglial cells. Using molecular and cell biology techniques it will be determined which step(s) of HIV infection are facilitated by SPTBN1. This project will increase knowledge of HIV infection in a biologically relevant cell type of high research interest.
- **Quinton Phelps**, Assistant Professor of Biology, and Hae Kim, Research Associate in Biology, received **\$87,988.48** from the **Department of Interior through the Oklahoma Department of Wildlife Conservation** to develop a standardized quantitative crayfish survey and assess current distribution, relative abundance and status of Kiamichi Crayfish in the Kiamichi River watershed and to develop a standard procedure and assess the utility of eDNA sampling for Kiamichi Crayfish and other co-occurring crayfish in Oklahoma streams.
- **Stephen Spates**, Assistant Professor of Communication, **Samantha Francka**, Coordinator of Marketing and Communications, International Programs, and **Alex Johnson**, Director for Community-Engaged Learning, Citizenship and Service Learning received **\$645,776** from the **Department of Homeland Security** to fund the Fuse project, which was developed to encourage university students to engage in meaningful conversations on difficult topics and form connections with peers. This grant will allow Fuse to be expanded to the Springfield community and support the development of a Fuse podcast series, educational toolkit, and card game activities for use among individuals.
- **Russell Brock**, Director of the Agency for Teaching, Leading and Learning, received **\$2,375,750** from the **U.S. Department of Education** through the **Missouri Department of Elementary and Secondary Education**. Activities supported by this contract provide additional training to field staff who might be involved in supporting districts and schools in their region. Activities require the use of state developed materials that are evidence-based and support students in regular and specialized classroom settings. Additional activities are focused on helping districts understand and meet federal program compliance requirements.
- **Tiglet Besara**, Assistant Professor of Physics, Astronomy & Materials Science, **Fei Wang**, Associate Professor of Chemistry, **Natasha DeVore**, Assistant Professor of Chemistry, **Gary Michelfelder**, Associate Professor of Geography, Geology & Planning, and **Nikolay Gerasimchuk**, Distinguished Professor of Chemistry, received **\$342,000** from the **National Science Foundation** to acquire a single crystal x-ray diffractometer. Single crystal x-ray diffraction is the paramount tool to completely determine structure of materials and to fully obtain their atomic arrangement. As such, it is crucial to have a single crystal x-ray diffractometer readily available for materials research.
- **Michele Day**, Director of Social Work, received **\$164,975** from the **Missouri Department of Social Services** to prepare youth for personal success in employment, education, healthy lifestyles, and self-sufficiency through mentoring support. MMP serves youth primarily between 16 and 21 years of age by offering worksite and young parent mentoring to youth at risk of entering the welfare system or adult justice system
- **Debra Finn**, Assistant Professor of Biology, received a **\$110,600** grant from the **Australian Research Council** to support a collaborative project, with the University of Melbourne, in which the Universities will pool their fields of expertise to address some basic problems in understanding population recruitment of aquatic insects from the flying adult stage of one generation the aquatic larval stage of the following generation.

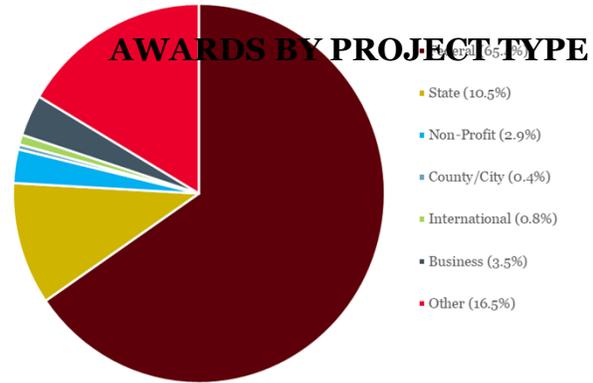
FY 2022 EXTERNAL FUNDING SUMMARY & TRENDS

In FY2022, federal agencies remain the leading source of grants and contracts. Our project types are diverse with the majority being research projects, followed by service, and then education.

AWARDS BY SPONSOR TYPE WITHOUT CARES ACT FUNDING

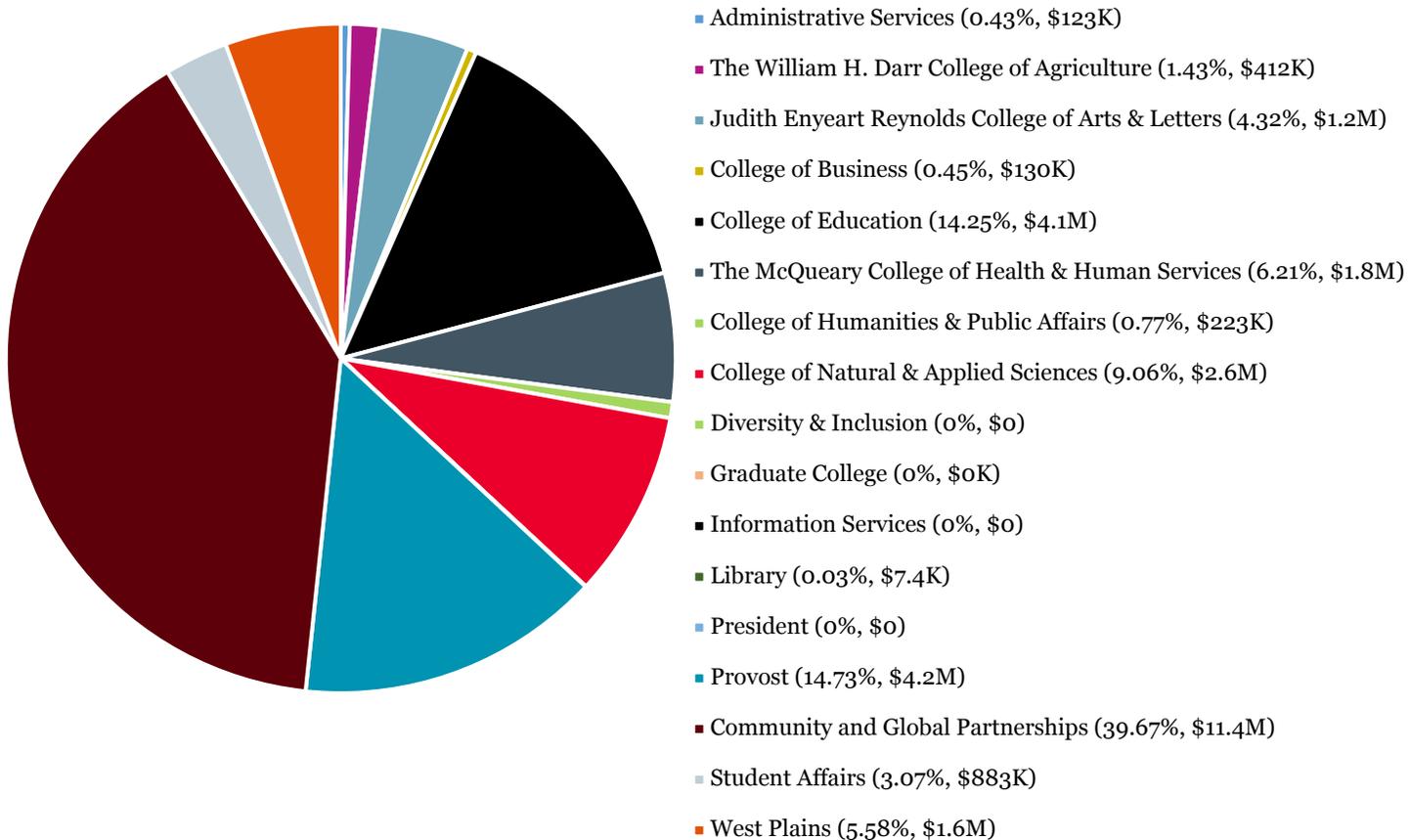


AWARDS BY SPONSOR TYPE WITHOUT CARES ACT FUNDING



Seven of Missouri State’s major units exceeded \$1 million in annual award funding, and University centers continue to be instrumental in acquiring external funding, with approximately \$16.6 million of the total funds awarded in FY 2022.

AWARDS BY UNIT



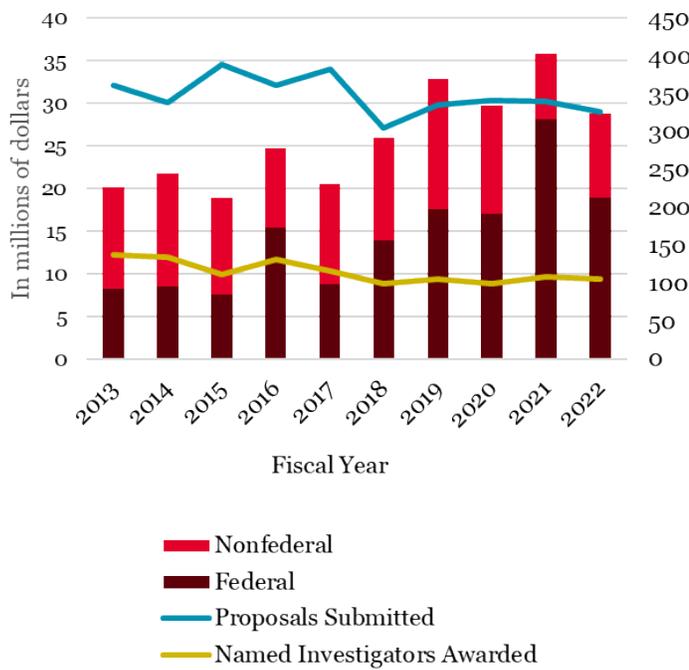
Missouri State University's 2021-2022 Action Plan's external funding goals:

- Maintain external funding through private support, grants, and sponsored contracts of \$55 million or more annually (\$28.8 million from Research Administration and \$32.2 million through the Foundation)

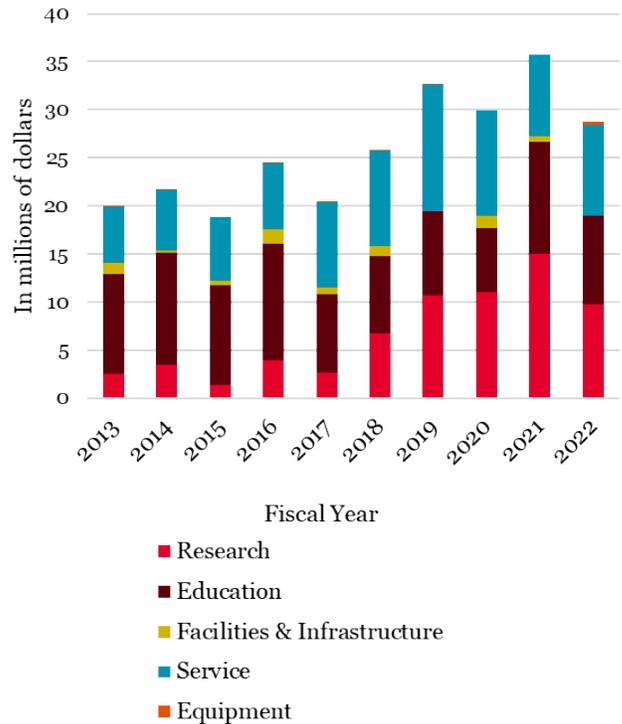
Table 2: HISTORY OF SPONSORED RESEARCH AND PROGRAMS ACTIVITY WITHOUT CARES ACT FUNDING

| Fiscal Year | Proposals Submitted | Named Investigators Awarded | Total Awards | Total Requested (millions) | Total Awarded (millions) |
|-------------|---------------------|-----------------------------|--------------|----------------------------|--------------------------|
| 2013 | 362 | 138 | 289 | \$32.4 | \$20.1 |
| 2014 | 338 | 135 | 289 | \$33.5 | \$21.9 |
| 2015 | 389 | 111 | 297 | \$52.7 | \$19.0 |
| 2016 | 362 | 132 | 288 | \$54.4 | \$24.7 |
| 2017 | 383 | 117 | 285 | \$54.2 | \$20.5 |
| 2018 | 305 | 100 | 258 | \$56.9 | \$26.1 |
| 2019 | 336 | 106 | 292 | \$48.0 | \$32.8 |
| 2020 | 342 | 100 | 283 | \$57.7 | \$29.7 |
| 2021 | 340 | 109 | 289 | \$79.9 | \$35.9 |
| 2022 | 327 | 106 | 269 | \$102.9 | \$28.8 |

EXTERNAL FUNDING TRENDS



PROJECT TYPE HISTORY



Missouri State University FY2022 Grant/Contract Activity by Unit

The numbers of faculty and staff applying and awarded grants and contracts by each unit is presented below. The College of Natural and Applied Sciences had the largest number (57) of faculty & staff apply for external funding and the largest number (42) of awards, based on credit sharing values. The Center for Applied Science & Engineering obtained the highest value of funding (\$8.1M) of any center, department, or unit.

Missouri State University FY 22 Grant/Contract Activity by Unit

| Unit | # Applying | | # Awarded | | Credit Share* | | | Actual** | | |
|--|------------|------------|-----------|-----------|--------------------|------------|----------------------|--------------------|------------|----------------------|
| | Staff | Faculty | Staff | Faculty | Grants / Contracts | | Award | Grants / Contracts | | Award |
| | | | | | Submit | Awards | \$ | Submit | Awards | \$ |
| Administrative Services | 5 | 0 | 3 | 0 | 9 | 5 | \$ 123,624 | 8 | 5 | \$ 123,624 |
| The William H. Darr College of Agriculture | 0 | 13 | 0 | 4 | 23 | 13 | \$ 171,142 | 17 | 12 | \$ 171,142 |
| Center for Grapevine Biotechnology | 1 | 1 | 0 | 1 | 3 | 2 | \$ 176,280 | 2 | 2 | \$ 176,280 |
| Mid-America Viticulture & Enology Center | 1 | 2 | 0 | 1 | 8 | 4 | \$ 64,993 | 6 | 4 | \$ 64,993 |
| Judith Enyeart Reynolds College of Arts & Letters | 0 | 7 | 0 | 7 | 11 | 11 | \$ 1,088,033 | 10 | 10 | \$ 1,410,921 |
| Center for Dispute Resolution | 0 | 1 | 0 | 1 | 4 | 4 | \$ 32,075 | 4 | 4 | \$ 32,075 |
| Center for Writing in College, Career, & Community | 0 | 1 | 3 | 1 | 1 | 5 | \$ 124,100 | 1 | 2 | \$ 124,100 |
| College of Business | 0 | 1 | 0 | 1 | 1 | 1 | \$ 130,808 | 1 | 1 | \$ 130,808 |
| Center for Project Innovation & Management Education | 0 | 0 | 0 | 0 | 0 | 0 | \$ - | 0 | 0 | \$ - |
| College of Education | 3 | 18 | 2 | 10 | 45 | 29 | \$ 1,463,129 | 34 | 28 | \$ 1,463,129 |
| Agency for Teaching, Leading and Learning | 4 | 1 | 0 | 1 | 12 | 7 | \$ 2,645,266 | 9 | 7 | \$ 2,645,266 |
| 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 | 5 | 14 | 4 | 10 | 33 | 29 | \$ 1,790,881 | 30 | 28 | \$ 1,790,881 |
| RStats | 0 | 0 | 0 | 0 | 0 | 0 | \$ - | 0 | 0 | \$ - |
| College of Humanities & Public Affairs | 0 | 3 | 0 | 1 | 3 | 1 | \$ 95,614 | 2 | 1 | \$ 95,614 |
| Center for Archaeological Research | 0 | 1 | 0 | 1 | 13 | 12 | \$ 127,575 | 13 | 12 | \$ 127,575 |
| College of Natural & Applied Sciences | 2 | 55 | 5 | 21 | 108 | 42 | \$ 1,615,370 | 58 | 34 | \$ 2,200,588 |
| Bull Shoals Field Station | 0 | 1 | 0 | 1 | 3 | 3 | \$ 18,600 | 3 | 3 | \$ 18,600 |
| Center for Resource Planning & Management | 1 | 0 | 0 | 1 | 6 | 5 | \$ 576,230 | 6 | 5 | \$ 34,530 |
| Ozark Environmental Water Research Institute | 2 | 1 | 1 | 1 | 20 | 17 | \$ 402,766 | 11 | 8 | \$ 359,248 |
| Diversity & Inclusion | 1 | 0 | 0 | 0 | 1 | 0 | \$ - | 1 | 0 | \$ - |
| Graduate College | 0 | 0 | 0 | 0 | 0 | 0 | \$ - | 0 | 0 | \$ - |
| Information Services | 0 | 0 | 0 | 0 | 0 | 0 | \$ - | 0 | 0 | \$ - |
| Library | 0 | 0 | 1 | 0 | 0 | 1 | \$ 7,484 | 0 | 1 | \$ 7,484 |
| President | 0 | 0 | 0 | 0 | 0 | 0 | \$ - | 0 | 0 | \$ - |
| Provost | 5 | 4 | 3 | 4 | 16 | 14 | \$ 1,302,979 | 12 | 13 | \$ 1,306,279 |
| Center for Community Engagement | 1 | 0 | 1 | 0 | 5 | 5 | \$ 250,150 | 3 | 3 | \$ 85,406 |
| Ozarks Public Health Institute | 0 | 1 | 0 | 1 | 4 | 4 | \$ 2,380,163 | 4 | 4 | \$ 2,380,163 |
| Southwest Missouri Area Health Education Center | 1 | 0 | 1 | 0 | 10 | 10 | \$ 312,756 | 10 | 10 | \$ 312,756 |
| Community & Global Partnerships | 8 | 0 | 4 | 0 | 28 | 25 | \$ 1,166,699 | 27 | 24 | \$ 1,005,255 |
| Center for Applied Science & Engineering | 1 | 0 | 3 | 0 | 4 | 7 | \$ 8,115,728 | 4 | 6 | \$ 8,115,728 |
| Center for Biomedical & Life Sciences | 0 | 1 | 0 | 1 | 3 | 3 | \$ 18,724 | 3 | 3 | \$ 18,724 |
| International Leadership & Training Center | 1 | 0 | 1 | 0 | 4 | 4 | \$ 232,495 | 4 | 4 | \$ 232,495 |
| Jordan Valley Innovation Center | 1 | 0 | 1 | 0 | 14 | 13 | \$ 1,001,998 | 14 | 13 | \$ 1,001,998 |
| Small Business Development Center | 2 | 0 | 2 | 0 | 9 | 11 | \$ 903,258 | 9 | 10 | \$ 903,258 |
| Student Affairs | 4 | 0 | 3 | 0 | 6 | 5 | \$ 883,732 | 3 | 4 | \$ 883,732 |
| West Plains | 6 | 2 | 4 | 2 | 19 | 8 | \$ 1,610,287 | 18 | 8 | \$ 1,610,287 |
| TOTAL | 55 | 128 | 42 | 71 | 426 | 300 | \$ 28,832,939 | 327 | 269 | \$ 28,832,939 |

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

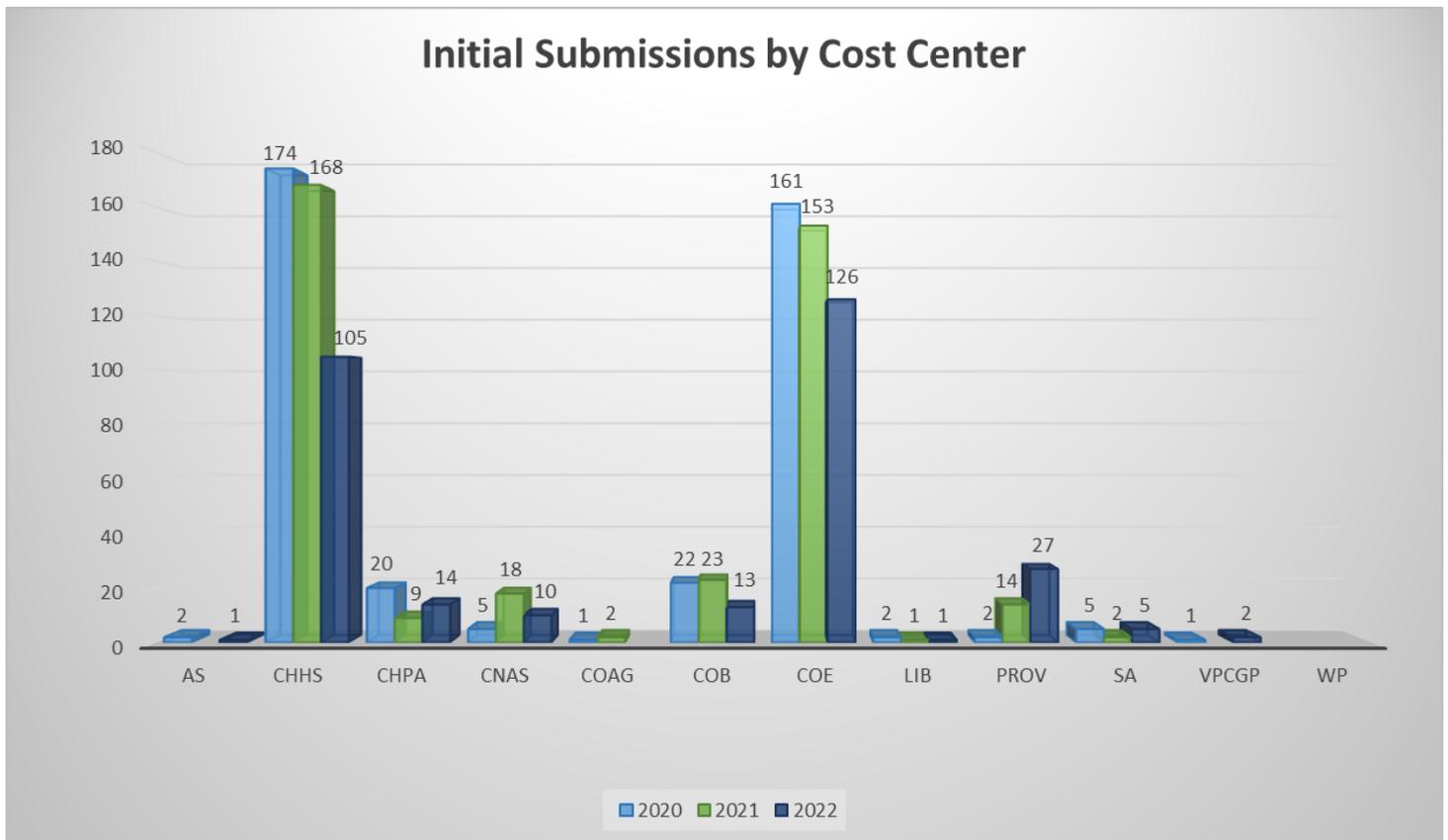
** Actual - proposals/awards will only be shown in the originating unit.

FY2022 OFFICE OF RESEARCH ADMINISTRATION (ORA) HIGHLIGHTS

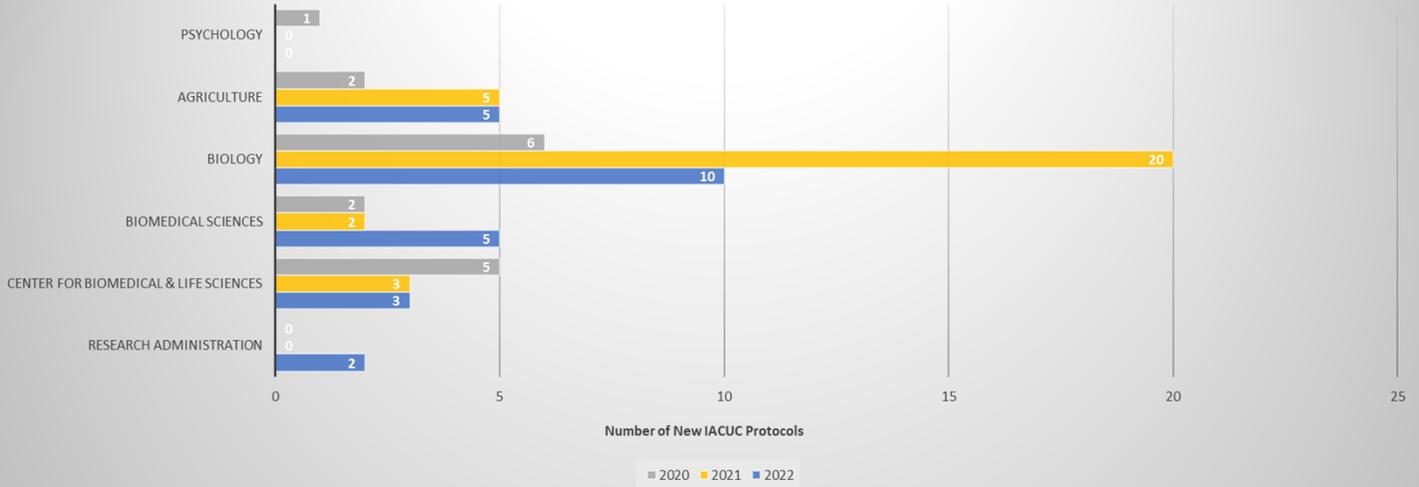
The ORA continues to support faculty and staff in their pursuit of external funding, in addition to considering ways to improve their support of faculty and staff. The ORA offers monetary support for travel to send more faculty and staff to conferences focused on grant writing, legislative visits, and meetings with federal and private agencies and program officers. The ORA also offers competitive funding for a summer graduate assistant to help gather information or data needed for a proposal submission. It is the intent of the ORA that these funds are a small investment to stimulate proposal submission, and hopefully increased funding in the future.

The ORA is also responsible for research compliance in the areas of human subjects research, animal subjects research, radiation safety, biosafety, export control, responsible conduct of research, conflict of interest, and research misconduct.

The research compliance committees, Institutional Review Board (IRB) and Institutional Animal Care and Use Committee (IACUC), are responsible for reviewing and approving human subjects and animal subjects research, respectively. In FY2022, the IRB reviewed 368 applications and the IACUC reviewed 25 new applications. The following charts provide information on new submissions that occurred in FY2022, in addition to the totals from FY2020 and FY2021, for comparison.



IACUC PROTOCOL SUBMISSIONS



MORE INFORMATION

VISIT OUR WEBSITES:

missouristate.edu/research

ora.missouristate.edu

CONTACT:

Office of Research Administration
researchadministration@missouristate.edu
 417.836.5972

VIII.D.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

PURCHASING ACTIVITY REPORT NO. 513-22
Approval of Procurement Activity Report

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

Carol Silvey
Board Chair

Passed at meeting of
August 4-5, 2022

Rowena Stone
Secretary to the Board

COMMENTS:

Recommend the attached report summarizing all reportable Office of Procurement Services activity from June 14, 2022 through July 26, 2022 be approved.

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

FOR APPROVAL

Contract amendments that cause the estimated value of a contract to be exceeded by 25% or \$50,000, whichever is less

**Food Services and Retail Food Operation Services
Residence Life, Housing and Dining Services**

Revenue Contract

As a result of opening the new dining center, inflation impacting food and labor costs, and the impact of COVID on occupancy, the following changes are to be executed between the University and the Compass Group, Chartwells Division, relating to Contract C5132-1 Food Services and Retail Food Operation Services:

- Extension of the contract from May 31, 2030 to May 31, 2035
- Extension of the investment amortizations from May 31, 2030 to May 31, 2035
- Provision of \$1,070,000 in additional financial investments by Chartwells
- Provision of a \$1,000,000 relief payment by the University to Chartwells, related to ongoing impact of COVID-19 for FY2022
- Modification of guaranteed commissions from a 4% escalator to a 3% escalator, and extension of the guaranteed commission from May 31, 2030 to May 31, 2035, which provides \$7.3 million of additional guaranteed commissions
- Modification of board rate increase to 8% only for FY2023 and FY2024
- Modifications of existing retail /housing dining operations hours of operation
- Establishment of a new Retail Whitebox location, and corresponding investment for the introduction and facilitation of Starship Food Delivery Services

June 14, 2022 through July 26, 2022

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

AGREEMENT NO. 460-22
Approval of proposal and award
of a contract to install signage at
Great Southern Bank Arena

BE IT RESOLVED by the Board of Governors for Missouri State University that the proposal from Kenmar Construction, Inc. in the amount of Three Hundred Fifty-two Thousand Two Hundred Sixty-three and 85/100ths dollars (\$352,263.85) to install signage at Great Southern Bank Arena be accepted, approved, and awarded.

BE IT FURTHER RESOLVED that the financial plan be established as follows:

| | |
|--|---------------------|
| Project Budget | |
| Consultant Fees | \$1,500.00 |
| Construction Costs | \$352,263.85 |
| Project Administration | \$5,000.00 |
| Construction Contingency | \$71,236.15 |
| Furniture, Fixtures, and Equipment | \$0.00 |
| Telecommunications | \$0.00 |
| Relocation Costs | \$0.00 |
| Total Project Budget | \$430,000.00 |
| Funding Source | |
| Great Southern Bank Arena Signage budget | \$430,000.00 |
| Total Funding Source | \$430,000.00 |

BE IT FURTHER RESOLVED that this be paid from the Great Southern Bank Arena Signage budget funded by University Foundation Funds.

BE IT FURTHER RESOLVED that the Vice President for Administrative Services or the University Architect and Director of Planning, Design & Construction be authorized to sign the agreement with the selected contractor, incorporated herein by reference, and perform those acts necessary to carry out and perform the terms of the agreement. With approval of the above project budget, authorization is also provided to further sign agreements or amendments to existing agreements directly related to this project as long as the approved project budget is not exceeded.

Carol Silvey
Board Chair

Passed at meeting of
August 4-5, 2022

Rowena Stone
Secretary to the Board

COMMENTS:

This project will replace the existing interior and exterior signage with Great Southern Bank signage. Some signage will require structural, electrical, and roofing work. The work is scheduled to be completed during the fall 2022 semester.

This project will be paid from the Great Southern Bank Arena Signage budget funded by University Foundation Funds (\$430,000.00).

IX.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

Resolution Authorizing Closed Meeting

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

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