



University Council



April 1, 2025



Agenda

- Introductory Announcements
- Information
- Discussion Items
- Wrap-up and Adjourn



Information





2025-2026 Springfield Campus Fee Schedule

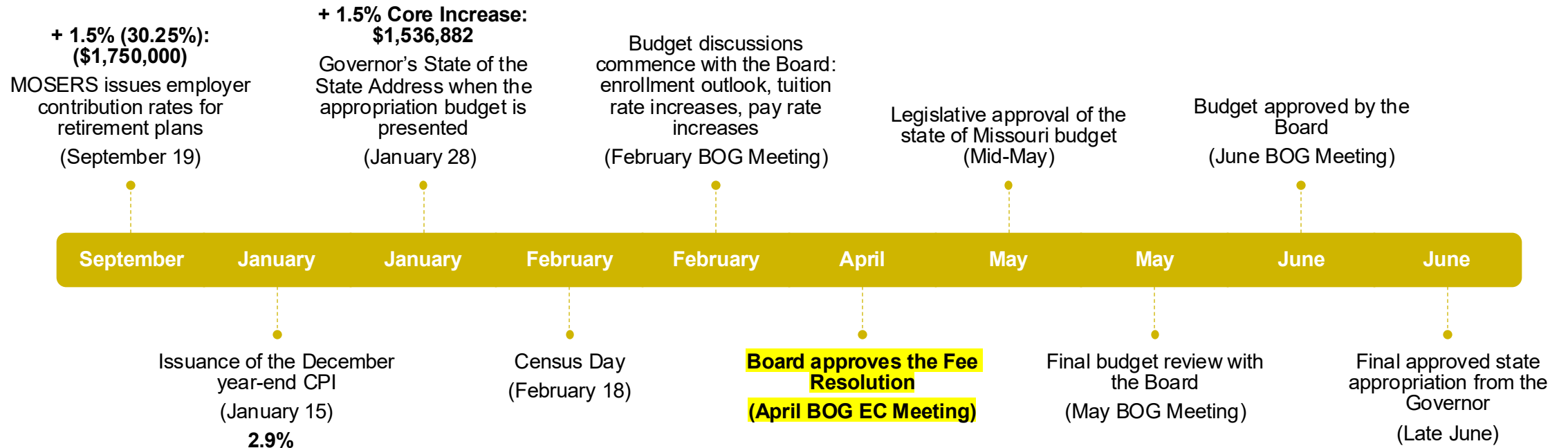


UNIVERSITY COUNCIL MEETING

April 1, 2025

Budget Process Key Dates

SPRINGFIELD CAMPUS





Tuition

2025-2026

- **Undergraduate Tuition**

- 4% Increase

- Resident: \$290 to \$302 (+\$12)
- Non-Resident: \$621 to \$646 (+\$25)

- **Graduate Tuition**

- 4% Increase

- Resident: \$379 to \$394 (+\$15)
- Non-Resident: \$756 to \$786 (+\$30)

- **High School Dual Credit**

- \$70 to \$75 (+\$5)



Student Service Fees

2025-2026

- **Student Service Fees**
 - \$691 to \$836 (+\$145)
- **Online Only: Student Service Fees**
 - \$346 to \$418 (+\$72)
 - Online only pay half of Student Service Fees ($\$836 / 2 = \418)

FY2025 Four-Year Institutions (UG Resident)

TUITION & FEES (SPRINGFIELD CAMPUS)

FY2025
\$10,082
(6/13)

FY2026
\$10,732
(6/13)

University of Missouri- St. Louis
Missouri University of Science and Technology
University of Missouri-Columbia
University of Missouri-Kansas City
Northwest Missouri State University
Missouri State University
University of Central Missouri
Southeast Missouri State University
Truman State University
Missouri Western State University
Missouri Southern State University
Lincoln University
Harris-Stowe State University

<i>Undergraduate Resident</i>		
Nondesignated and unrestricted per credit hour tuition	Total required fees, per semester charged to all full-time students	Total Tuition and required fees, per year, charged to a typical full-time student
\$504.00	\$0.00	\$15,120.00
\$569.00	\$664.03	\$14,978.06
\$569.10	\$589.50	\$14,829.00
\$391.65	\$810.60	\$13,370.70
\$279.70	\$2,436.00	\$13,263.00
\$290.00	\$691.00	\$10,082.00
\$285.00	\$750.00	\$10,050.00
\$285.29	\$672.00	\$9,902.70
\$316.67	\$169.00	\$9,838.00
\$277.00	\$690.00	\$9,690.00
\$290.00	\$450.00	\$9,600.00
\$256.00	\$790.00	\$9,260.00
\$242.00	\$600.00	\$8,460.00

FY2025 Four-Year Institutions (Grad Resident)

TUITION & FEES (SPRINGFIELD CAMPUS)

FY2025
\$10,478
(8/12)

FY2026
\$11,128
(8/12)

University of Missouri- St. Louis
Missouri University of Science and Technology
University of Missouri-Kansas City
University of Missouri-Columbia
Missouri Western State University
Truman State University
Northwest Missouri State University
Missouri State University
University of Central Missouri
Southeast Missouri State University
Lincoln University
Missouri Southern State University
Harris-Stowe State University

Graduate (Not Professional) Resident

Nondesignated and unrestricted per credit hour tuition	Total required fees, per semester charged to all full-time students	Total Tuition and required fees, per year, charged to a typical full- time student
\$645.00	\$0.00	\$15,480.00
\$567.00	\$667.97	\$14,943.94
\$512.40	\$810.60	\$13,918.80
\$525.00	\$540.60	\$13,681.20
\$460.00	\$690.00	\$12,420.00
\$507.00	\$0.00	\$12,168.00
\$336.60	\$1,984.80	\$12,048.00
\$379.00	\$691.00	\$10,478.00
\$366.50	\$750.00	\$10,296.00
\$382.94	\$537.60	\$10,265.76
\$354.00	\$790.00	\$10,076.00
\$375.00	\$0.00	\$9,000.00
N/A	N/A	N/A



Academic Affairs Fees

2025-2026

- **Other Enrollment Fees**

- RCASH, COB, MCHHS, CNAS

- **Program Fees**

- MCHHS

- **Supplemental Course Fees**

- (7) new
- (10) eliminated
- (5) increased

- **Diploma/Transcript Fees**



International Programs Fees

2025-2026

- **International Programs Academic Experience Fee**

- Education Abroad fee that includes insurance coverage
- Proposed increase from \$150 to \$175 for short-term programs and from \$300 to \$350 per semester for long-term programs
- Change in terminology from approved “Guests” to “Visiting Students”

- **Transfer of Academic Credit Fee**

- This is a fee paid by students that earn credit abroad but do not arrange program through Education Abroad
- Proposed fee increase from \$100 to \$150

- **Processing Fees**

- **Education Abroad**

- For domestic or remote Education Abroad programs
- Proposed increase from \$100 to \$150

- **Optional Practical Training**

- Proposed New Fee for OPT and STEM OPT temporary employment applications

- **J-1 Scholar**

- Proposed New Fee for visiting international scholars applying for exchange visitor program (J-1 status) to spend at least one semester at MSU



International Programs Fees

2025-2026

- **Certificate in English Language Teaching for Adults (CELTA)**
 - MSU English Language Institute
 - Charging a single rate for online or in-person
- **International Health Insurance Fee**
 - University provided health insurance is required for all international students
 - Negotiated annually by Magers Health and Wellness Center
 - (\$7): 2025-2026 annual rate decrease



Designated and Auxiliary Fees

2025-2026

- **Child Development Center**

- Aligning fees with market rates

- **Greenwood Laboratory School**

- Average tuition increase: 2%

- **Room and Board**

- Room: not to exceed 3%
- Board (Chartwells): increased by CPI: 2.9%

- **Parking**

- Permits: increased by CPI: 2.9%

The background of the entire image is a grayscale photograph of a large crowd of people, likely students at a sporting event. Many individuals have their arms raised, with some making 'rock on' hand gestures. The scene is bright, suggesting an outdoor setting with strong sunlight.

MAKE YOUR MISSOURI STATEMENT[®]

Missouri State
UNIVERSITY

Admissions Guidelines

DHEWD Memo

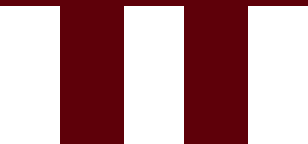
Egon Heidendal
Associate Provost for Institutional Effectiveness

University Council

April 1, 2025

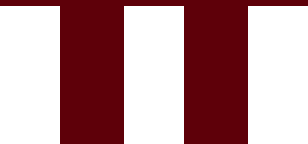
Background

- Section 173.005.2(5), RSMo: *“The coordinating board for higher education shall establish admission guidelines consistent with institutional missions;”*
- Section 174.120, RSMo: *“...the board [of regents] shall possess full power and authority to adopt all needful rules and regulations... to have the entire management of the college, including qualifications for admission.”*
- Section 174.130, RSMo: *“Each board may make such rules and regulations for the admission of students as may be deemed proper.”*
- Section 174.251.1, RSMo: *“The Missouri Western State University is hereby designated an open enrollment institution...”*



Background

- Admissions Guidelines appear to have been developed with a two-pronged approach:
 - A recommended high school core curriculum
 - A typology of institutions based on differential admissions standards to provide a vehicle for Missouri's public four-year colleges and universities to develop more focused missions
- In 1992, institutions chose the category in which they were placed, which have largely remained the same.



Current Admissions Selectivity

Open Enrollment

Crowder College
East Central College
Harris-Stowe State University
Jefferson College
Mineral Area College
Lincoln University
State Technical College of Missouri
Metropolitan Community College
Mineral Area College
Missouri State University-West Plains
Missouri Western State University
Moberly Area Community College
North Central Missouri College
Ozarks Technical Community College
St. Charles Community College
St. Louis Community College
State Fair Community College
State Technical College of Missouri
Three Rivers College

Moderately Selective

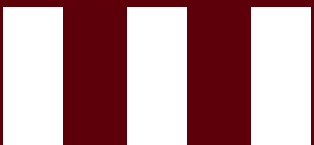
Missouri Southern State University
Northwest Missouri State University
Southeast Missouri State University
University of Central Missouri

Selective

Missouri State University
University of Missouri-Columbia
University of Missouri-Kansas City
University of Missouri-St. Louis

Highly Selective

Missouri University of Science & Technology
Truman State University



Selectivity Admittance Qualifications

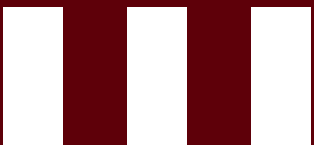
Selectivity Category	High School Rank + ACT Percentile	Automatic Admission (ACT Composite)	Freshman Class Exception
Highly Selective	140	27	10%
Selective	120	24	10%
Moderately Selective	100	21	10%
Open Enrollment	N/A	N/A	N/A

Sample Student:

ACT score of 20 (61st percentile) +

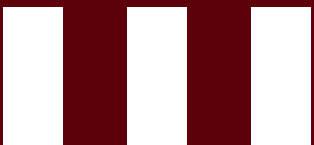
class rank of 75th percentile =

136 (eligible for admission to a Selective institution)



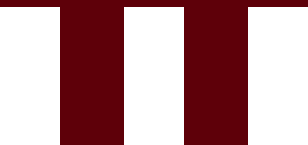
Current Challenges

- The admissions selectivity parameters do not reflect the current admissions practices of public colleges and universities
 - Many high schools have moved away from providing a class rank
 - Some institutions have test-optional or sliding scale admissions practices
 - Some institutions use a holistic review to admit a student
- In 2022, the CBHE deleted its *Recommended Policy Guidelines on High School Core Curriculum*, and DESE now defines Success-Ready Students while local districts make their own decisions about curriculum.



Recent Research

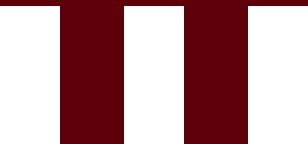
- Studies commissioned by MDHEWD recommend the CBHE change the admissions categories to reflect current practices:
 - 2021 Vanderbilt Ed.D. Capstone Project
 - 2024 University of Missouri Educational Leadership & Policy Analysis Internship Project
- The 2021 study found *“though some institutions have deviated from the criteria, there is not a desire to eliminate the policy altogether. Instead, officials would like to see revisions made that reflect institutional perspectives and greater uniformity in application.”*



Recommendations

Suggested Admission Guidelines based on the 2024 study:

- Open Enrollment (2- or 4-year institution)
 - High school diploma or equivalent; No standardized test required; community colleges and universities
- Traditional/Technical (2- or 4-year institution)
 - 2.5-3.0 high-school GPA automatic acceptance or 18-23 ACT automatic acceptance
- Research (4-year institution)
 - 3.0 or higher high-school GPA automatic acceptance or 24 or higher ACT automatic acceptance



Potential Institutional Distribution

Open Enrollment

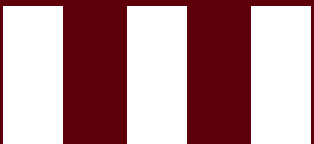
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Missouri Western State University
Moberly Area Community College
North Central Missouri College
Ozarks Technical Community College
St. Charles Community College
St. Louis Community College
State Fair Community College
Three Rivers College

Traditional/Technical

Missouri Southern State University
Missouri State University
Northwest Missouri State University
Southeast Missouri State University
State Technical College of Missouri
Truman State University
University of Central Missouri
University of Missouri-St. Louis

Research

Missouri University of Science & Technology
University of Missouri-Columbia
University of Missouri-Kansas City



Our Data

Based upon ACT-Comp alone

Ten-year average of retention by ACT bands:

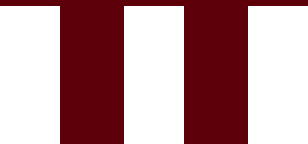
- No ACT Reported: 67.6%
- Less than 18 ACT: 60.4%
- 18 to 23 ACT: 73.7%
- 24 and up ACT: 84.1%

Past ten years 92% of our students have either an ACT score 24 or above, or a high school GPA of 3.00 or great. Only 4.9% of FTNIC Students in fall 2024 did not meet the research admission category.

Based upon GPA alone

Ten-year average of retention by High School GPA bands:

- Less than 2.50 GPA: 39.6%
- 2.50 to 2.99 GPA: 52.9%
- 3.00 GPA or higher: 79.5%

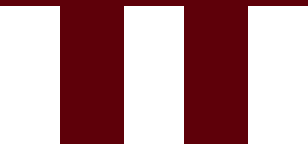


Next Steps

Provide meaningful feedback to DHEWD by April 18

Considerations so far in case we are not in the research classification:

1. What would it take for MSU to revise curriculum to match students coming in with a 2.5 HS GPA or ACT of 18?
2. Do we need to offer additional college prep course work in math and English?
3. What additional investments do we need to make in our support resources?
4. How do these admission standards compare to our new Carnegie Research Classification?
5. What will this do to both our merit and need based financial aid budgets?



Discussion Item



Strategic Plan



Values, Vision, Mission



Values

PREAMBLE

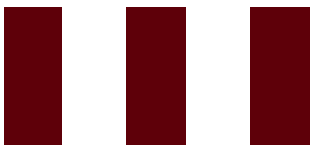
As a vital component of our Public Affairs Mission, Missouri State University has long embraced ethical leadership, cultural competence, and community engagement as the three foundational pillars of our institutional identity. We reaffirm and elevate these enduring commitments by formally adopting them as our core university values.



Values

ETHICAL LEADERSHIP

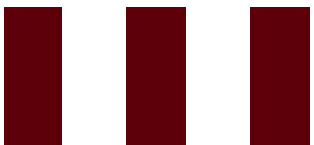
We value **ethical leadership** by making informed decisions and engaging with others through integrity and transparency to pursue our goals. As ethical leaders, we are citizen scholars who take action to contribute to the common good.



Values

CULTURAL COMPETENCE

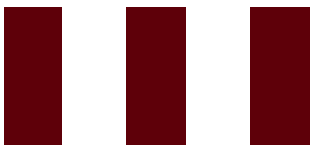
We value **cultural competence** by respecting and appreciating individuals for who they are. Together, we foster civil discourse, awareness, and action to create a culture of connection and mutual understanding.



Values

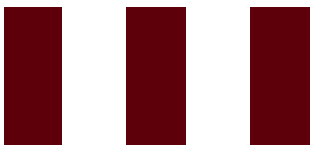
COMMUNITY ENGAGEMENT

We value community engagement by embracing our responsibility to act with courage and creativity to foster civic growth. We recognize the needs in the communities to which we belong, then contribute knowledge and work alongside the community to meet those needs.



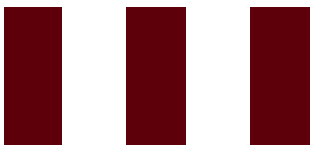
Values

We are committed to our Public Affairs Mission, enacting these values by cultivating civic virtues and strengthening the bonds that unite people.



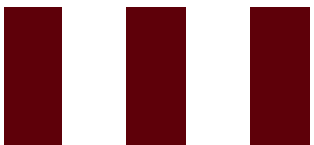
Vision

Missouri State will be the nation's leading public affairs university, delivering on our mission by cultivating civic responsibility and catalyzing social and economic mobility in Missouri and beyond.



Mission

Missouri State University is a community of citizen scholars committed to Public Affairs. Our innovative teaching, research, and service create transformative experiences that benefit individuals and society.



Goal Statements, Desired Outcomes, and Strategies





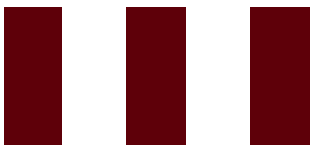
Academic Opportunities & Innovation

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Goal Statement

ACADEMIC OPPORTUNITIES & INNOVATION

Advance academic excellence and innovation by embedding the public affairs mission across Missouri State's curriculum, promoting experiential, interdisciplinary, and relevant learning opportunities, and expanding equitable access to educational programs.



Desired Outcomes

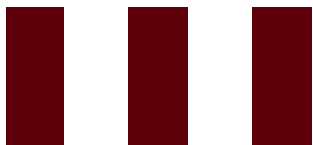
ACADEMIC OPPORTUNITIES & INNOVATION

By 2030...

Experiential: Increase the number of students engaged in experiential learning opportunities each semester by x%.

Interdisciplinary: All colleges will have developed administrative policies to incentivize interdisciplinary scholarship, programming, assignments, and/or curriculum.

Relevance: There will be an x% increase in the proportion of students who have declared a major by the time they complete 45 credit hours.



Desired Outcomes

ACADEMIC OPPORTUNITIES & INNOVATION

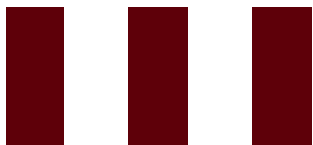
By 2030...

Access: There will be an x% increase in equitable access (e.g., modality, affordability) to high-quality educational programs for all students (e.g., nontraditional).

Public Affairs: Integrate the public affairs mission into the curriculum beginning with first year courses and General Education.

Potential addition:

Research: Foster increased research productivity and complete a study of the feasibility and desirability of earning R2 designation and continue lobbying efforts to remove legal barriers.



Strategies

ACADEMIC OPPORTUNITIES & INNOVATION

Strategies

Promote Experiential Learning

**Incentivize and Promote Interdisciplinary Curriculum,
Programming, and Scholarship**

Clarify Relevance of Programs

Increase Equitable Access

Promote the Public Affairs Mission

Foster Increased Research Productivity



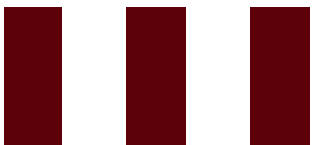
Branding & Identity

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Goal Statement

BRANDING & IDENTITY

Energize every Bear to be Missouri State's biggest fan with branding that grows affinity with and promotes recognition of Missouri State University.



Desired Outcomes

BRANDING & IDENTITY

By 2030...

Affinity: By 2026, establish a process for assessing brand sentiment and brand equity. By 2030, track positive growth aligning with the brand refresh.

Athletics/pride: Become a top-half-ranked institution in television viewership within Conference USA, enhancing brand visibility and increase athletics attendance.

Institution of choice/Public Affairs: Increase satisfaction scores for faculty, staff and student respondents in the respective annual surveys.



Desired Outcomes

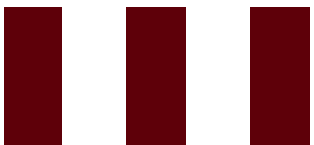
BRANDING & IDENTITY

By 2030...

Academic opportunities: Increase digital engagement (earned, paid, social, etc.) year over year on the newly established centralized storytelling channel.

Community partnerships: Co-brand XX community partnerships with branding and identity support to elevate and celebrate our connections off campus.

Student and alumni experience: Each college participates in at least one university-branded alumni storytelling campaign per semester, reinforcing a shared narrative of Missouri State's impact.



Strategies

BRANDING & IDENTITY

Strategies

Brand refresh

Amp up fans and spirit

Centralize academic success stories

Bring the community in, send the campus out

Invite people to be where the bears are

Connect students and alumni through stories



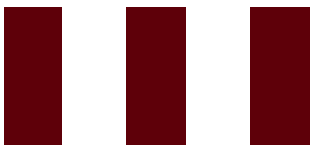
Community Partnerships & Economic Development



Goal Statement

COMMUNITY PARTNERSHIPS & ECONOMIC DEVELOPMENT

Advance a systematic, sustainable university-wide culture supporting our public affairs mission with intentional collaborations across university, industry, and community partnerships to connect real-world learning experiences for students and talent/expertise for employers and organizations.



Desired Outcomes

COMMUNITY PARTNERSHIPS & ECONOMIC DEVELOPMENT

By 2026, establish an interdisciplinary committee of students, faculty, staff, and external stakeholders that initially defines meaningful participation, and that thereafter regularly reviews and prioritizes new opportunities.

2A. By 2027, each of the six academic colleges will establish or expand a “model” community partnership or economic development program within one of their degree programs.

2B. By 2030, launch 12 new academic projects focusing on community partnerships or economic development.

Increase faculty and staff participation in university-industry-community partnerships. By 2026, establish a system to collect data, establish a baseline, and set a goal. Achieve a meaningful increase by 2030.

Desired Outcomes

COMMUNITY PARTNERSHIPS & ECONOMIC DEVELOPMENT

By 2030, expand innovative/customized academic programs that meet public and private sector professional development needs through certificates, alternative credential courses, cohort programs, and continuing education credits. Develop system to track the number of new or redesigned programs and students enrolled in those programs. Use that data to set specific goals.

By 2030, ensure at least xx% of graduating students participate in a course with at least one of the following high-impact practices: (1) service learning, community-based learning, (2) internships, or (3) global learning.

By 2028, serve 3,000 business through university initiatives.

Strategies

COMMUNITY PARTNERSHIPS & ECONOMIC DEVELOPMENT

Strategies

Launch a university-wide initiative connecting to the public affairs mission – providing real-world / applied learning experiences for students and talent/expertise for employers and organizations

Support and accelerate technology commercialization and entrepreneurship.

Provide technical business support and talent development assistance to individuals, regional employers and economic development organizations.

Assess current staffing structure and reporting and determine structural improvements.

Develop a database of university expertise.

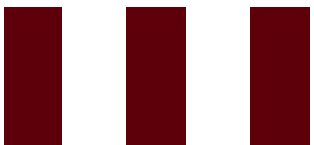
Institution of Choice for Employees & Students



Goal Statement

INSTITUTION OF CHOICE FOR EMPLOYEES & STUDENTS

Missouri State University strives to be the institution of choice for students and employees.



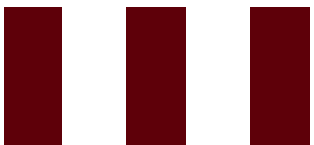
Desired Outcomes

INSTITUTION OF CHOICE FOR EMPLOYEES & STUDENTS

By 2025, review MSU's Carnegie Student Access and Earnings classification and achieve the highest classification by 2030.

By 2030, at fall census have 30,000 total students with at least 20,000 degree-seeking students, reflecting institutional growth.

By 2026, initiate student satisfaction tracking through the Ruffalo Noel-Levitz (RNL) Student Satisfaction Inventory survey, achieving a measurable improvement in satisfaction by 2030.

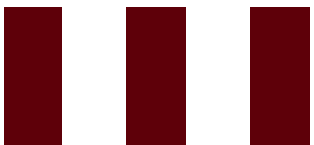


Desired Outcomes

INSTITUTION OF CHOICE FOR EMPLOYEES & STUDENTS

By 2030, increase the average ratio of qualified employee candidates, not including those received after the date of first consideration or those that withdraw, for externally posted positions, to at least 15% for faculty and 12% for staff.

By 2026, initiate employee satisfaction through ModernThink's Great Colleges to Work For survey and achieve honor roll status by 2030.



Strategies

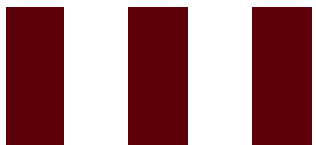
INSTITUTION OF CHOICE FOR EMPLOYEES & STUDENTS

Strategies

Enrollment growth

Increase qualified applicants

“Best colleges to work for”





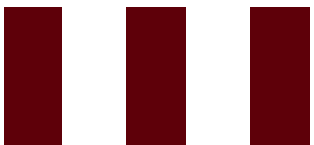
Student & Alumni Experience



Goal Statement

STUDENT & ALUMNI EXPERIENCE

Demonstrate the university's commitment to lifelong learning partnerships with alumni and students by developing community through initiatives to extend each person's sense of belonging and connection.



Desired Outcomes

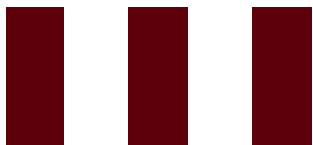
STUDENT & ALUMNI EXPERIENCE

By 2030...

Position Missouri State University within the top quartile of IPEDS retention rates among identified benchmark institutions.

Raise alumni participation in institutional giving by 2%, deepening alumni engagement.

Expand financial support by establishing 200 additional endowed funds for scholarships, faculty, and program development.



Desired Outcomes

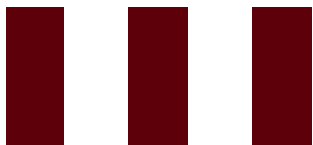
STUDENT & ALUMNI EXPERIENCE

By 2030...

Significantly increase student involvement by xx% in university-recognized activities and events.

Increase post-graduation employment and continuing education rates. By 2026, use newly collected data to establish a baseline and set a goal. Achieve a meaningful increase by 2030.

Achieve xx% increase in alumni participation in mentoring and career guidance programs.



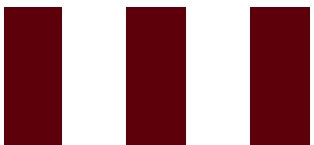
Desired Outcomes

STUDENT & ALUMNI EXPERIENCE

By 2030...

Increase students' sense of feeling valued at Missouri State University. By 2026, use survey data to establish baselines and set a goal. Achieve a meaningful increase by 2030.

Increase students' sense of community at Missouri State University. By 2026, use survey data to establish a baseline and use initial data to set a goal. Achieve a meaningful increase by 2030.



Strategies

STUDENT & ALUMNI EXPERIENCE

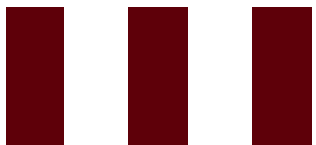
Strategies

Champion student success

Improve communication and collaboration

Every bear everywhere: Improving alumni engagement

Enhancing and creating traditions and identity



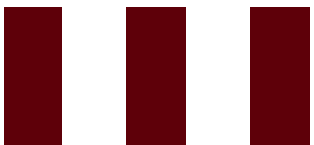
Interactive Workshop No 4



April 3-4, 2025

Interactive Workshop No. 4

- Thursday, April 3
 - 2:00 p.m. – 3:30 p.m.
 - Foster Rec Center, Basketball courts
- Feedback on goal strategies



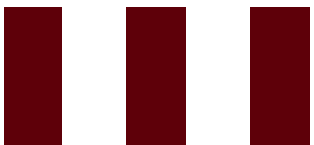


Next Steps



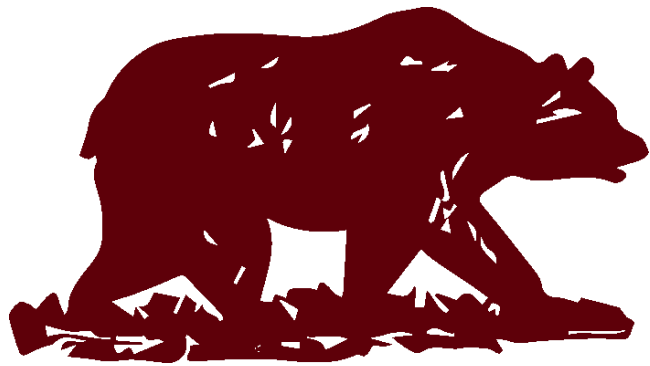
Next Steps

- Incorporate workshop feedback – April 15
- Name the Strategic Plan – April 8-15
- Writing team – April 23-20
- Board of Governors Presentation and Discussion – May 8
- Implementation workshop – May 27
- Board of Governors Approval – June 13
- Year 1 Annual plan



Questions?

What do we need to know?



**MAKE YOUR
MISSOURI
STATEMENT™**



Missouri State
UNIVERSITY

Wrap-Up and Adjourn

