



FY25 Budget Update



UNIVERSITY COUNCIL

January 07, 2025



FY2025 Budget Update

SPRINGFIELD CAMPUS

- Tuition/Scholarship
 - Tuition net of scholarships is short as of the end of December 2024 by (\$960,088)
- Investment Earnings
 - As of the end of November 2024, ahead of budget \$500,000
 - Project at budget for the year
- Auxiliary
 - Room rental is more than budget by \$1.8 million



FY2025 Budget Update

WEST PLAINS CAMPUS

- Tuition/Scholarship
 - Tuition net of scholarships is over budget as of the end of December 2024 by \$47,263
- Auxiliary
 - Room rental is more than budget by \$48,065



G8.09: Operating Funds Cash Reserves Policy

[HTTPS://WWW.MISSOURISTATE.EDU/POLICY/CHAPTER8/G8_09-OPERATING-FUNDS-CASH-RESERVES-POLICY.HTM](https://www.missouristate.edu/policy/chapter8/G8_09-OPERATING-FUNDS-CASH-RESERVES-POLICY.HTM)

- As directed by its Board of Governors, the university has established cash reserves for its operating funds with minimum limits of **not less than \$50 million** for the University System.
- Moreover, **no less than \$50 million** of the university's Cash Reserves shall be in U.S. Treasury or Federal Agency Securities.

Operating Non-Designated Carryforward History

FISCAL YEAR END	BALANCE
6/30/2012	\$61,391,754
6/30/2013	\$64,780,907
6/30/2014	\$63,103,441
6/30/2015	\$64,560,306
6/30/2016	\$63,738,202
6/30/2017	\$63,282,639
6/30/2018	\$65,121,344
6/30/2019	\$63,145,073
6/30/2020	\$56,712,131
6/30/2021	\$76,032,619
6/30/2022	\$92,032,707
6/30/2023	\$95,263,913

- **FY12 to FY19:** Stable Reserve Balance
 - Average Balance: \$63.6 million
 - Budget to spend all money

- **FY20:** State Appropriation Withhold

- **FY21:** Partial State Appropriation Reinstated; Federal Funds; Reduction of Expenses

- **FY22:** State Appropriation Reinstated; Federal Funds

Operating Non-Designated Carryforward History

FISCAL YEAR END	BALANCE
6/30/2012	\$61,391,754
6/30/2013	\$64,780,907
6/30/2014	\$63,103,441
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6/30/2020	\$56,712,131
6/30/2021	\$76,032,619
6/30/2022	\$92,032,707
6/30/2023	\$95,263,913

- **\$95.2 million**
- \$39.1 million: President
- \$39.1 million: Academic Affairs (Provost/Deans)
- \$17.0 million: Operational Units



Prioritization of Reserves

MAINTENANCE & REPAIR

- Maintenance & Repair / Classroom Upgrades
 - FY24 annual budget = \$1.2 million
 - Reduced \$3.7 million over the last 3 years
 - Deferred maintenance = \$178 million
- Prioritization:
 - Life safety
 - Structural / Building envelope
 - Building systems / Utility infrastructure
 - Repair / Replacement of worn building finishes



Prioritization of Reserves

ADDITIONAL MAINTENANCE & REPAIR FUNDING: \$6 MILLION (OCTOBER 2023 BOG)

- ~ \$400,000: FM Global: Risk Improvement Plan
 - Hammons Student Center fire pump
 - Fire pump monitoring
 - Power House fuel system improvements
 - Electrical distribution system testing and analysis
- ~ \$450,000: ADA
 - Sidewalks
- ~ \$550,000: Title IX
 - Locker room
- ~ \$4.6 million: Kinesiology
 - Move / Improvements to Kampeter Hall
 - Improvements to Hammons Student Center
 - Planning for McDonald Arena



Utilization of Reserves

FISCAL YEAR 2024: ~ \$15.4 MILLION

- Compensation
 - \$1,500 one-time retention payment/fringe (December 2023)
- Property Purchase
 - Grizzly Lofts (West Plains)
- Capital Projects
 - Sidewalks
 - Autism and Neurodiversity Center (West Plains)
 - Kemper Hall Addition
 - Agricultural Innovation Hub
 - University Advancement Center Design
 - Improvements to Hammons Student Center
 - Plaster Stadium East Grandstand Waterproofing (Phase 1)
 - Allison South Stadium Turf (Soccer)



PROJECT INFORMATION

New building for the ASCEND program: 9,300 sqft

Consultant: Dake Wells Architecture

General Contractor: RIHC Contracting, Inc.

Construction Completion: Spring 2025

Total Project Budget: \$10.53M

Autism and Neurodiversity Center



Autism and Neurodiversity Center





Kemper Hall Addition

Missouri State
UNIVERSITY

PROJECT INFORMATION

Building addition for Construction Management:
10,000 sqft

Consultant: Trivers Architecture

General Contractor: Carson-Mitchell Construction

Total Project Budget: \$9.6M

Construction Completion: December 2024





Agricultural Innovation Hub

Missouri State
UNIVERSITY

PROJECT INFORMATION

8,500 SF Educational/Lab Facility
Teaching Lab
Group Activity and Training Lab
Classroom
Offices

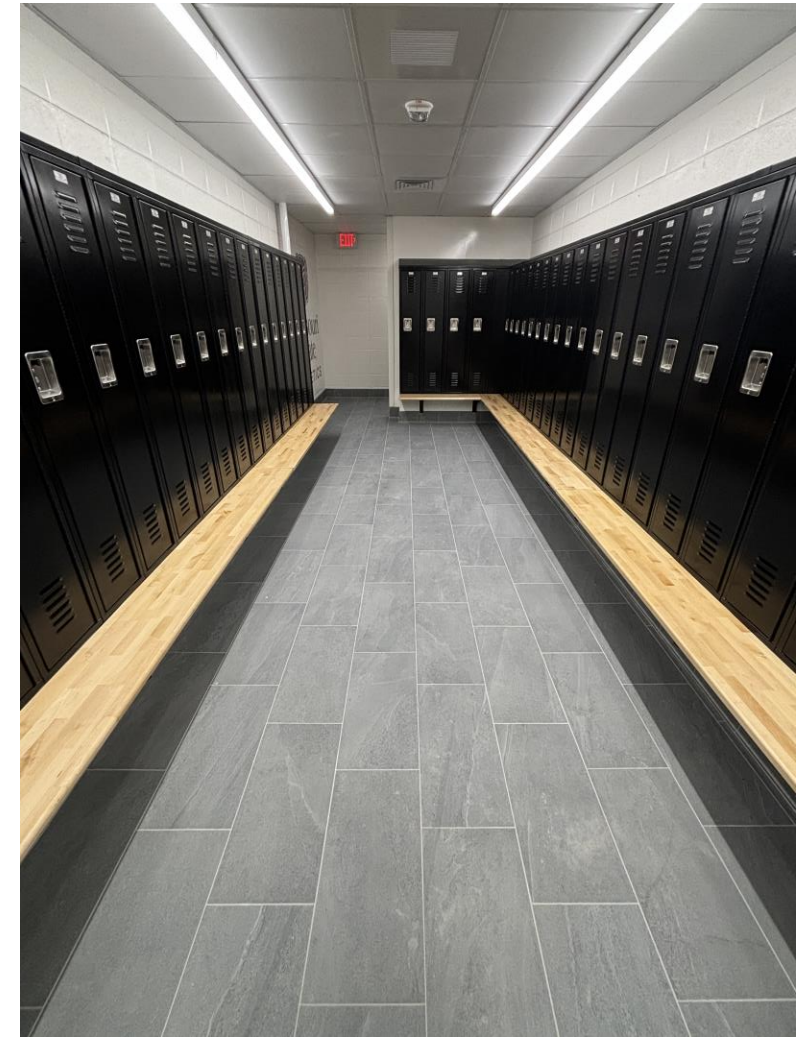
Consultant: NForm Architecture

General Contractor: Crossland Construction

Total Project Budget: \$4.1M

Construction Completion: December 2024





Improvements to Hammons Student Center

Operating Non-Designated Carryforward History

FISCAL YEAR END	BALANCE
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6/30/2021	\$76,032,619
6/30/2022	\$92,032,707
6/30/2023	\$95,263,913
6/30/2024	\$79,811,623

- **\$79.8 million**
- \$25.6 million: President
- \$36.3 million: Academic Affairs (Provost/Deans)
- \$17.9 million: Operational Units



FY25 One-Time Capital Expenditures

EDUCATION & GENERAL: ~ \$17.1 MILLION

- Hammons Student Center: Fire Pump Replacement
- Center for Transformational Education for Life, Physical and Health Sciences
 - Cheek Hall (Phase One)
 - Kampeter Hall (Phase Two: Clinical Training Facilities)
- Judith Enyeart Reynolds Complex
 - New Art Annex
 - Craig Hall (Phase One)
- University Advancement Center
- Welcome Center Updates



PROJECT INFORMATION

New Fire pump 1,250 GPM

Fulfillment of November '23 BOG M&R item +
FM Global item

Consultant: True Engineering
General Contractor: MSI Constructors

Construction Completion: Spring 2025
Total Project Budget: \$360K

Hammons Student Center: Fire Pump Replacement

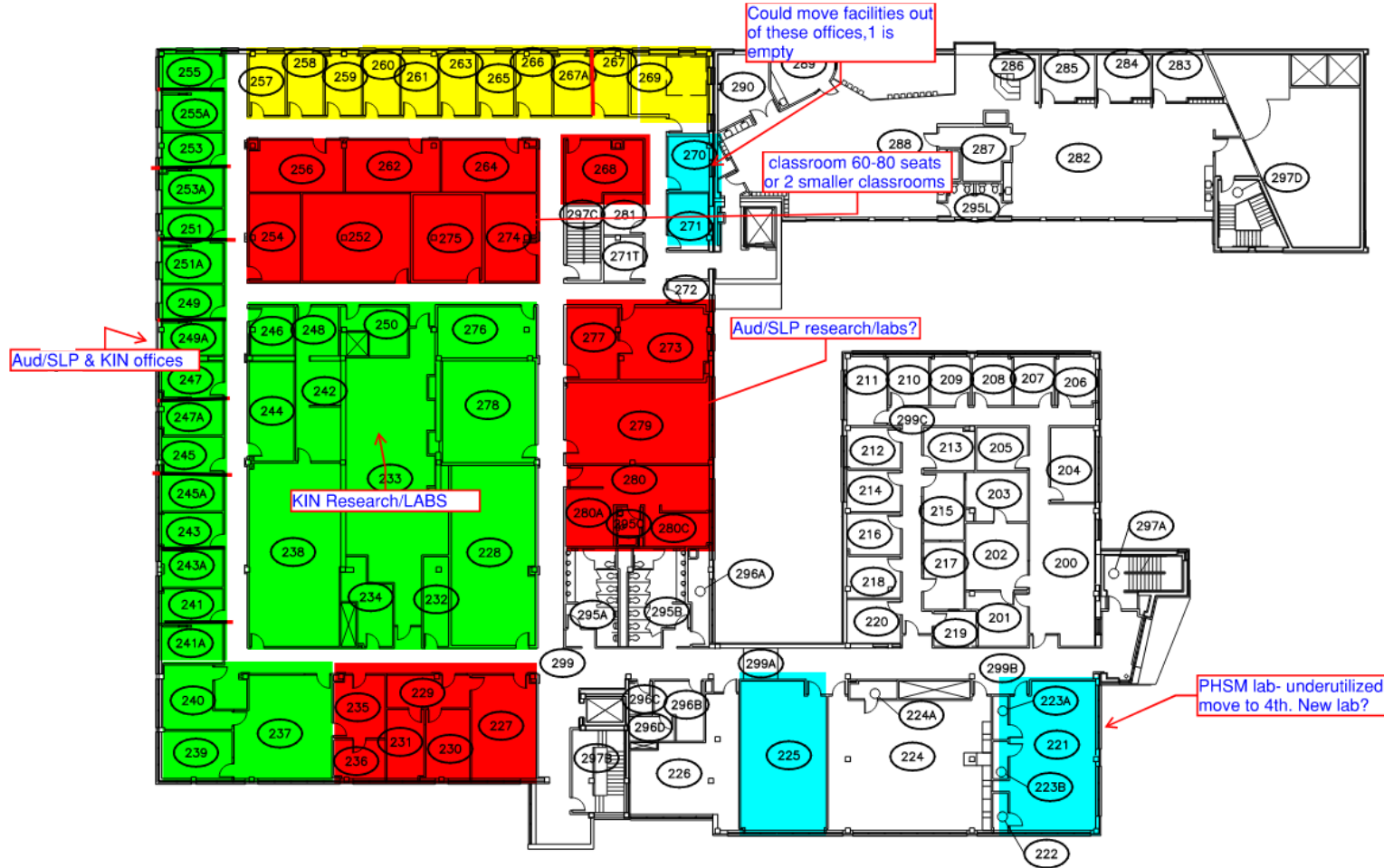


Cheek Hall



Kampeter Hall

Center for Transformational Education for Life, Physical and Health Sciences



PROJECT INFORMATION

Interior renovation for the Center for Transformational Education for Life, Physical, and Health Sciences. Office and Classroom space for the vacation of McDonald Arena.

Consultant: Hood-Rich Architecture

General Contractor: TBD, Bid Date: January '25

Seeking Approval: February BOG '25

Construction Completion: Phased Completion (Final Completion January 2027)

Total Project Budget: \$7.9M

KIN Moving out of McDonald Arena (except 116) to Kampeter Hall 2nd Floor

Kampeter Hall – Phase Two Renovation



New Art Annex

Judith Enyeart Reynolds Complex

Missouri State
UNIVERSITY

PROJECT INFORMATION

24,000 SF+ Facility
Black Box Theater
Dance Studios
Student Collaboration Spaces

CM: JE Dunn

Total Project Cost w/ Craig:
\$35M

Construction Start: January 2025
Construction Completion: Fall 2026



Craig Hall (Phase One)

Judith Enyeart Reynolds Complex

Missouri State
UNIVERSITY

PROJECT INFORMATION

Renovate 1st floor lobby
Scene Shop Addition
Student Collaboration Spaces

CM: JE Dunn

Total Project Cost w/ Craig:
\$35M

Construction Start: January 2025
Construction Completion: Fall 2026



PROJECT INFORMATION

28,000 SF+ Facility
New Event Hall
Admission Offices
Conference Room
Hall of Fame

CM: JE Dunn

Total Project Cost:
\$26M

Construction Start: March 2025
Construction Completion: July 2026

Clifton M. Smart III University Advancement Center

Missouri State
UNIVERSITY



Clifton M. Smart III University Advancement Center

Missouri State
UNIVERSITY



FY25 One-Time Capital Expenditures

ATHLETICS: ~ \$4.6 MILLION

- Plaster Stadium East Grandstand Waterproofing
- Install Data Fiber: Press Box to Sidelines
- Develop Truck Docking Station (Briggs Street)
- Replace Plaster Stadium Turf
- Convert Plaster Stadium Lighting to LED
- Signage Rebranding (All Venues)



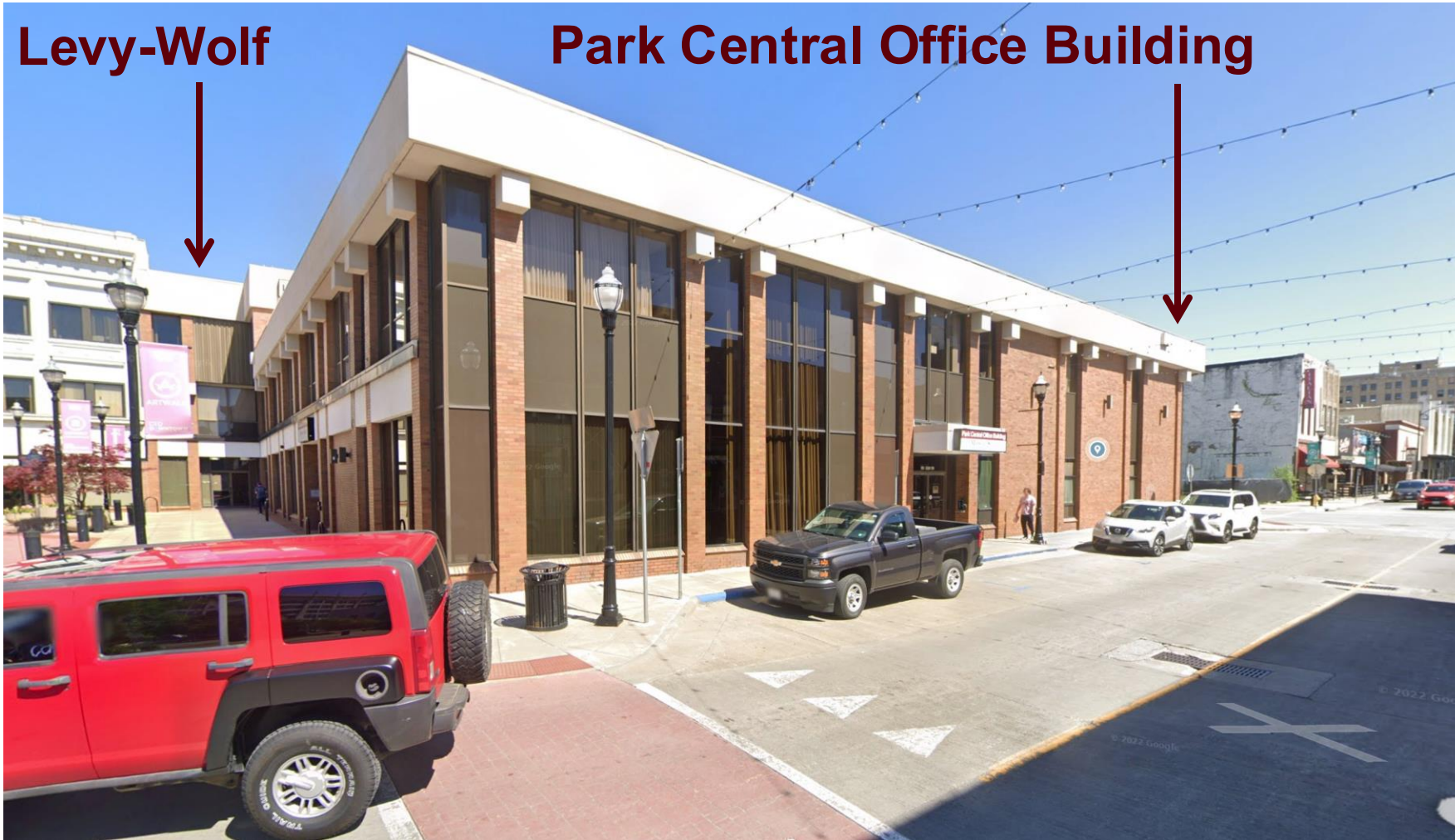
Plaster Stadium: Phase 0 (CUSA)

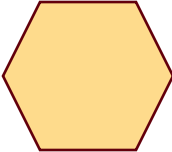
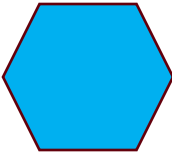
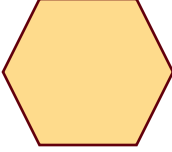
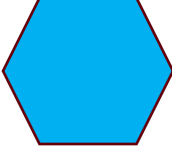
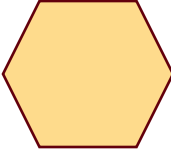


Prioritization of Reserves

VACATING LEASED PROPERTY

- Park Central Office Building (PCOB)
 - 103,529 square feet
 - \$1,382,112: Annual expense (rental of facilities)
 - Expiration: December 31, 2024 (FY25)
- Short-Term Savings:
 - FY25 = \$691,056
 - Hold for relocation expenses
- Long-Term Savings:
 - \geq FY26 = \$1,382,112
- Total M&R Budget = \$2,582,088



-  COB Moved to Glass Hall
-  CRPM Moving to University Hall temporarily then to Blunt Hall
-  PSY Moving out of Hill Hall to Kings Street
-  COE Moving to Hill Hall
-  COU Moving to Kampeter Hall

Vacation of Park Central Office Building



By the Numbers

103,529 SQUARE FEET

18

MOVES

114

OFFICES

20

CLASSROOMS

Support Services

SPACE MANAGEMENT



**UNIVERSITY SPACE
MANAGER AND DIRECTOR OF
SUPPORT SERVICES**

Jen Cox



**COORDINATOR OF SPACE
MANAGEMENT**

Shelley Cantrell

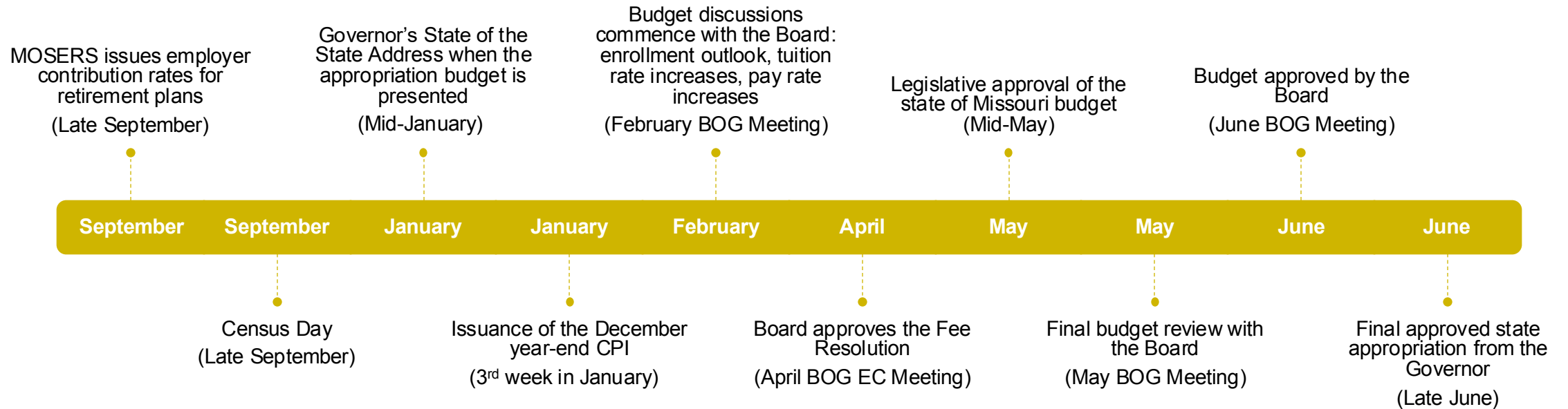


Prioritization of Reserves

VACATING LEASED PROPERTY

- Meyer Alumni Center
 - 43,832 square feet
 - \$482,152: Annual expense (rental of facilities)
 - Expiration: June 30, 2026 (FY26)
- Long-Term Savings:
 - \geq FY27 = \$482,152
- Total M&R Budget = \$3,064,240

Budget Process Key Dates





Fed Funds Target Rate

SEPTEMBER 18, 2024: FED ANNOUNCEMENT

- Target Rate:
 - Lowered by ½ percentage point
 - From: 5.25% to 5.5%
 - To: 4.75% to 5%
- Target Rate Projections:
 - May 2025: 3% to 3.5%
 - 2026: 2.75% to 3%
- Lower Interest Income
 - FY24 Budget Rate: 4.75%
 - FY25 Budget Rate: 4.50%
 - Expected decrease in reserves
 - Continue to lower FY26 Budget Rate

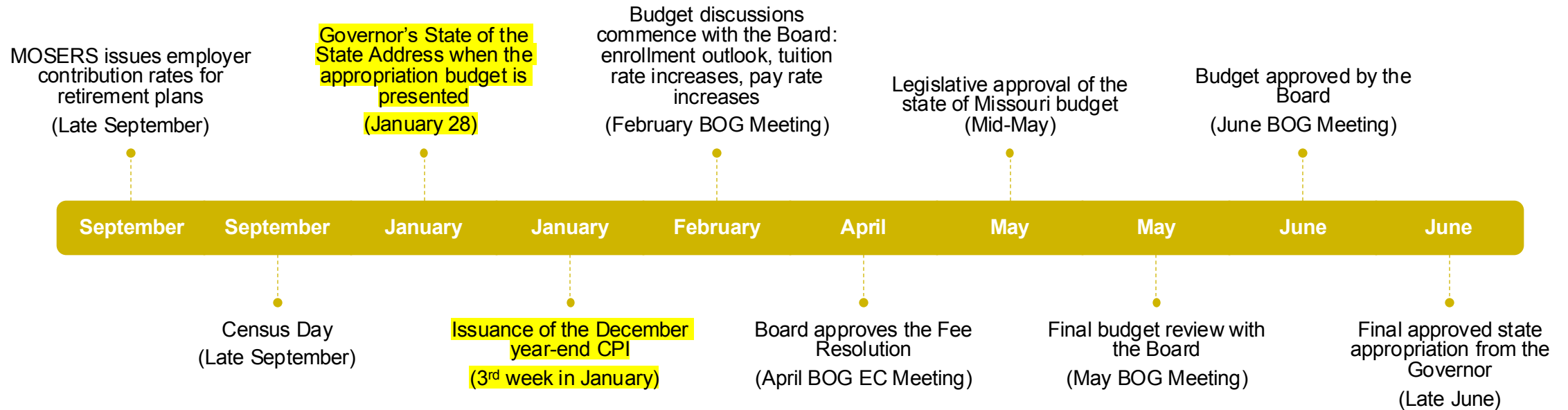


MOSERS Employer Contribution Rate

SEPTEMBER 19, 2024: MOSERS BOARD MEETING

- Employer Contribution Rate:
 - Increased by 1.49%
 - From: 27.26% (FY2024)
 - To: 28.75% (FY2025)
- Employer Contribution Rate Projection:
 - FY2026: 30.25% (Board Approved)
 - FY2027: 32%
- Increase MOSERS Expense
 - System Total: \$1,853,250
 - Springfield: \$1,750,000
 - West Plains: \$103,250

Budget Process Key Dates



A grayscale background image of a large crowd of students, likely at a sporting event or rally. Many students have their arms raised in the air, some making the 'rock on' hand gesture. The image is bright and slightly overexposed, giving it a high-energy, celebratory feel.

MAKE YOUR MISSOURI STATEMENT[®]

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UNIVERSITY



University Council Meeting

Strategic Planning Update

January 7, 2025

Goal Areas



- 1. Academic opportunities and innovation**
- 2. Branding and identity**
- 3. Community partnerships and economic development**
- 4. Institution of choice for employees and students**
- 5. Student and alumni experience**

Work Group Assignments



Develop Recommendations:

- **Goal statements**
- **Desired outcomes**
- **Strategies**



Goal Statement Examples

1. Foster evidence-based best practices in teaching and learning supported by scholarly activities and professional development.
2. Promote student success and increase retention and completion rates.
3. Broaden and enhance academic programs to facilitate enrollment growth.
4. Engage in partnerships that achieve student growth and create opportunities for faculty and staff engagement, scholarship and research.
5. Develop programs that serve the specific needs of specific populations or scaffold existing programs that lead to a broad spectrum of employment opportunities.
6. Intentionally apply our intellectual assets, economic influence and human capital in partnership with regional communities to enhance the economic and cultural system of the region and ensures opportunity, equity and inclusion for people in the region.
7. Strive to enhance student's personal well-being and professional fulfillment.
8. Enhance faculty and staff quality of life.

Goal Statement Examples – Utah Tech



GOAL 1 ACADEMIC DISTINCTION: Establish regionally distinctive academic programs by integrating the tenets of open education, inclusion, comprehensive, and polytechnic while sustaining the prominence of a liberal education as the foundation of exceptional student learning and success.

GOAL 2 STRATEGIC ENROLLMENT GROWTH: Increase university enrollment to 16,000 headcount through strategic, innovative, and data-informed initiatives and marketing focused on inclusive and affordable lifelong learning opportunities, with a special emphasis on student retention, academic success, and completion by identifying and lowering critical economic, technological, geographical, and institutional barriers.

GOAL 3 INSTITUTIONAL CAPACITY AND EFFECTIVENESS: Establish a culture of evidence-based performance management to optimize financial, facility, human, and information technology capital to elevate capacity and effectiveness.

GOAL 4 COMMUNITY AS UNIVERSITY: Partner with cities to blend the university main campus with regional public and private spaces, human networks, organizations, and resources to formally designate and operate a “UniverCity,” an open, integrated and vibrant southern Utah learning ecosystem providing exceptional learning opportunities and catalyzing the economic and social development of southern Utah.

GOAL 5 FACULTY AND STAFF LIFE: Establish policies, systems, and practices to ensure the success of diverse and ambitious people from across the nation who bring new ideas and whose values and career aspirations align with the mission and vision and are inspired to build a premier open, inclusive, comprehensive, polytechnic university.

Desired Outcome Examples

Sample Desired Outcomes (All numbers illustrative only)

Goal: Grow the Enrollment, Improve Student Life, and Increase Retention to Graduation

	By Fall 20____	Current	Desired	Difference
1.	100% of MSU students will have completed a Program Plan of Study in their first semester at MSU	50%; 250 Students	100%; 500 Students	250 Students
2.	The first- to second semester retention rate is 95%	70%; 350 Students	90%; 450 Students	100 Students
3.	The first-to second year retention rate is 90%			
4.	First-time students completing degree in 6 years is on a path to reach 75%			
5.	100% of first and second year students are involved in some form of student activity -- intramural sports; clubs; Greek organization, etc.			
6.	The University's scores on selected student satisfaction surveys (e.g., NSSE, SSI) are equal to the average of competitive and aspirational peers			

Desired Outcomes Examples – Utah Tech

Community as University

1. **UniverCity:** By 2022, a regional learning collaborative will be established to expand and enhance learning opportunities for students and citizens, while providing access to select university resources for local governments, organizations, and industry.
2. **Curriculum:** By 2025, every academic college will have partnerships with local, regional, national or global organizations to provide all students with high-impact active and applied learning opportunities in community, professional, research, and global and civic engagement.
3. **Civic Engagement:** By 2025, the university will have partnerships with local, state, national and global governments and civic organizations for students, faculty, and staff to engage in and contribute to local, state, national, and global conversations about policy, democracy, and civic life.
4. **Community Spirit and Social Impact:** By 2023, the university will partner with surrounding municipalities to foster a “college town” environment that stimulates growth and creates 97 mutually beneficial social and cultural opportunities for southern Utah residents and university students, faculty and staff.
5. **Communication:** By 2023, the Office of Community and Global Engagement will implement an effective internal and external communication plan to ensure campus and community awareness and promotion of the university’s community, global and civic engagement efforts.
6. **Economic Impact:** By 2023, at least 10 new companies incubated at Atwood Innovation Plaza will be established annually, yielding a minimum of 260 new jobs annually.



Strategic Planning Committee



- Updates from work groups
- Continued work on values, vision, and mission statements
- Discussion about the university's public affairs mission

Tentative Timeline



- February 21: Update to the Board of Governors
- February 24-26: Interactive workshop; focus on goal statements and desired outcomes, values/vision/mission, and public affairs
- April 3-4: Interactive workshop; focus on strategies and wrapping up discussion on values/vision/mission and public affairs
- Late April: Final plan presented to the president
- May 8: Present plan to Board of Governors; may ask for approval
- After approval: Implementation workshop
- August 7-8: Present 2025-2026 work plans to Board of Governors



Comments or Questions?

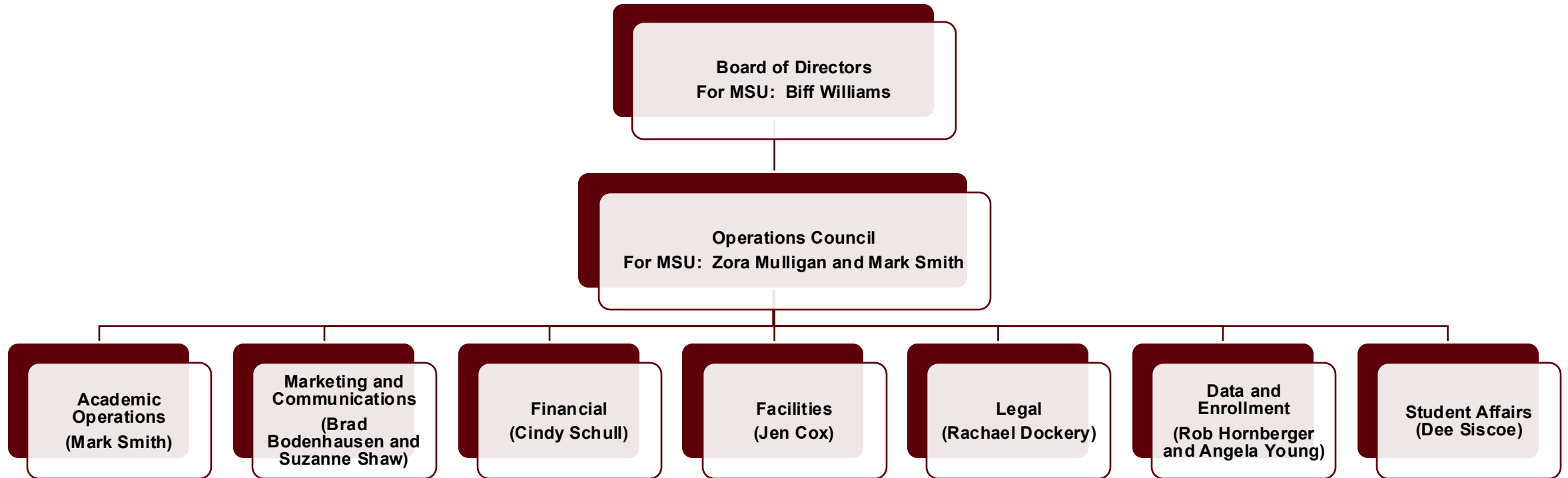
University Council Update

Alliance for Healthcare Education

January 7, 2025

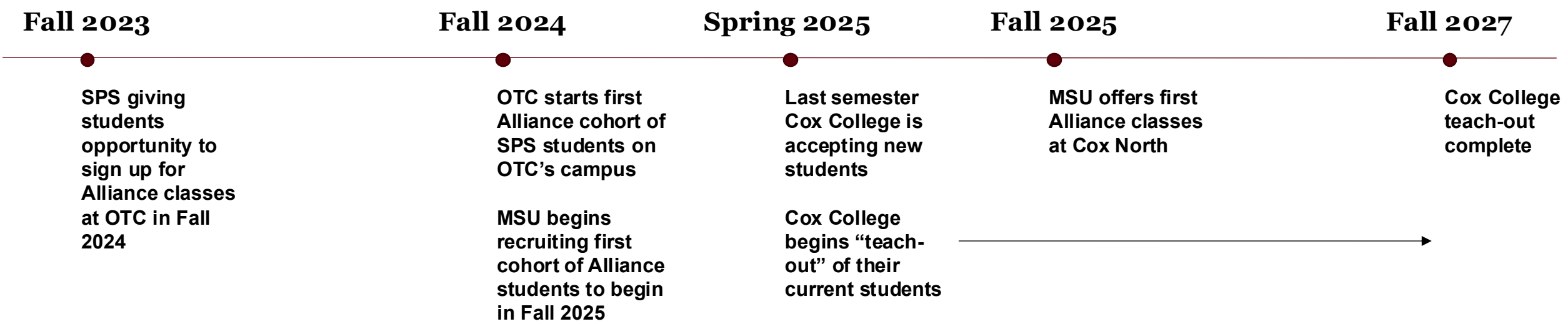
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Coordination as Alliance Partners

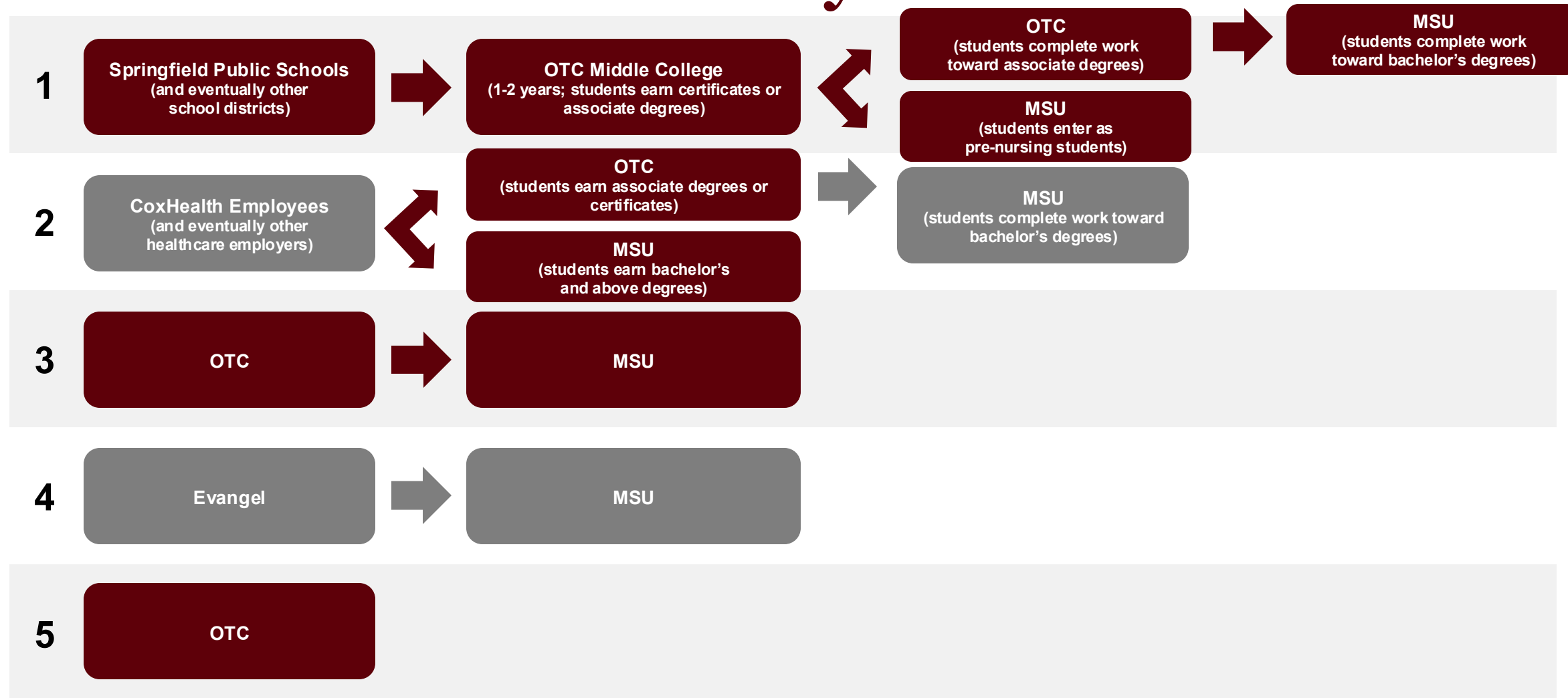




Big Picture Timeline



Alliance Student Pathways



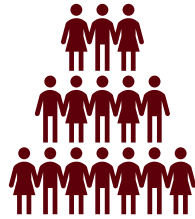


Programs

Nursing (All Levels)

Occupational Therapy (MS and OTD)

Dietetics and Nutrition (BS and MS)



New Students

State Board of Nursing approved
(BSN from 56 – 112/semester)

Main Campus and Alliance
Campus (56 students/site)

Grow from 224 in BSN to 448

Pre-Nursing and Completion
Program growth



Timeline

Continue 56 students at main
campus

Cohort 1 @ Alliance Campus
start fall 2025

4 new cohorts by spring 2027

First Alliance graduating
class spring 2027



Work Groups – Enrollment and Tracking

Group 1: Pathways, Enrollment Processes, and Reporting

Membership

- Admissions
- Office of the Registrar
- Financial Services
- Financial Aid
- Enrollment Management and Services
- Institutional Effectiveness

Timeline

- July through early fall 2024

Further Charges

- Review pathways and determine needed enrollment (e.g., admission, registration, fee assessment) processes and data tracking needed
- Determine associated costs and revenues that may need to be tracked
- Determine potential future reports needed
- Determine processes for adding and maintaining tracking codes
- Make preliminary recommendation on KPIs
- Recommend additional groups needed

Status

- Completed



Work Groups – Enrollment and Tracking

Group 2: Admissions and Registration Operations

Membership

- School of Nursing
- Admissions
- Office of the Registrar
- Financial Services
- Space Management
- Adult Student Services/

Timeline

- Fall 2024 before the Fall 2025 class roll on November 1, 2024

Charges

- Admissions processes
- Building classes and sections
- Registration processes
- Application of tuition and fees
- Charges and payments for consortium with Evangel

Status

- Completed – Have an operational plan in writing for reference



Work Groups – Enrollment and Tracking

Group 3: Recruitment, Advising, and Communications

Membership

- Admissions
- Marketing and Communications
- MCHHS
- Student Success
- AATC/Dual Enrollment
- Adult Student Services
- Dual Credit

Status

- In progress

Charges

- Determine how we communicate with students in different pathways
- Determine how to keep everyone with one narrative
- Managing partnerships with other institutions
- Create a common document identifying:
 - When and where digital marketing is going to be utilized
 - The population type of student most likely for each pathway entry point
 - Appropriate strategies for each pathway entry point



Work Groups – Enrollment and Tracking

Group 4: University Data & Reporting

Membership

- Institutional Effectiveness
- Institutional Research
- Enrollment Management and Services
- Office of the Registrar
- Admissions
- Financial Aid

Status

- In progress

Charges

- Establish:
 - University reporting needs
 - Methods for tracking information for reporting needs



Work Groups – Enrollment and Tracking

Importance of communicating a consistent message across campus, whether or not a particular area is represented in one of the workgroups.

These teams are intended to provide the opportunity for collaboration with **enrollment** stakeholders across campus with purpose of:

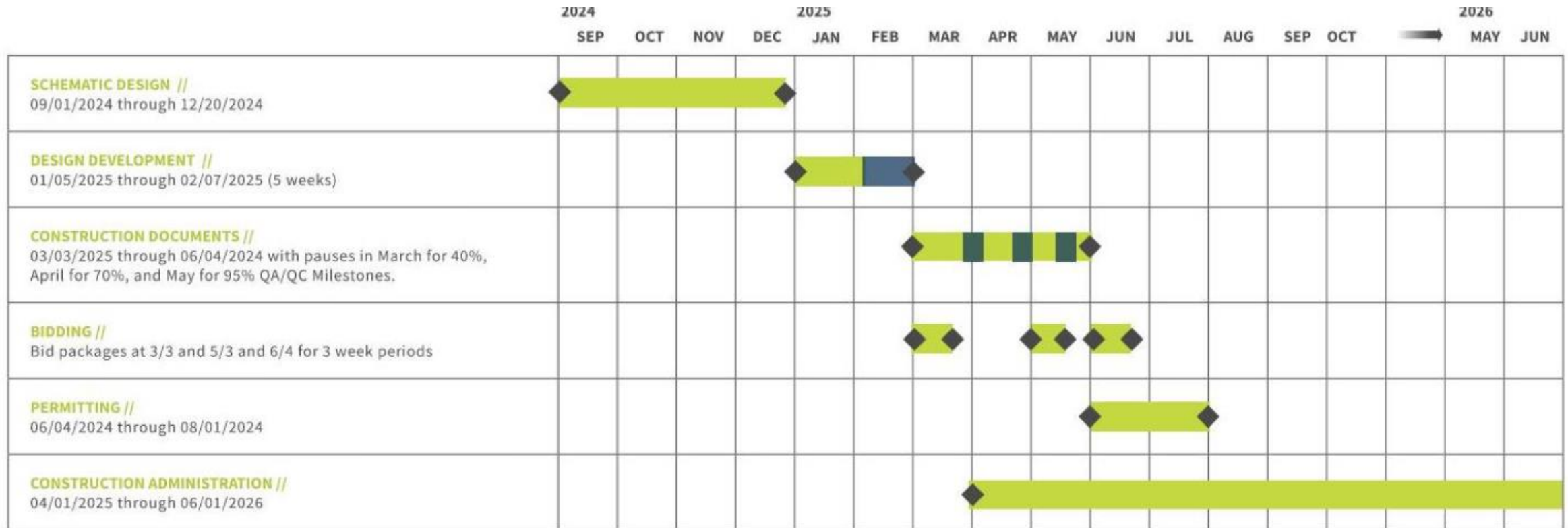
- Clarifying and documenting processes and information
- Preparing for a successful launch of this initiative across all of campus
- Create awareness of this initiative across campus

Facilities





Facilities





Questions?

Conflict of Interest Disclosure

Presented by: Natalie B. McNish, Director
of Internal Audit & Risk Management

Conflict of Interest Disclosure

- Changes to Governing Policy 1.02.
- Who must file?
- How to file?
- When to file?
- How is the information used?
- How do I get a waiver?
- Takeaways

Changes to Governing Policy G1.02

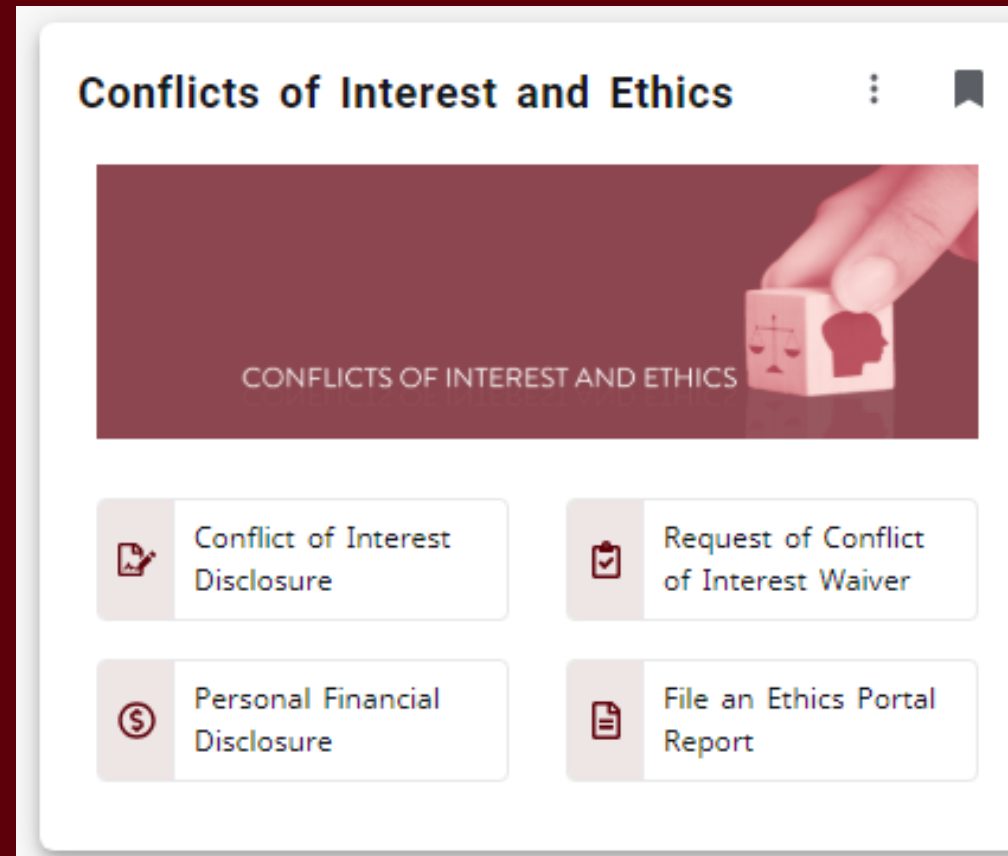
- Catalyst for change
- June 2024 Board of Governors Approval
- Major changes:
 - Disclosure of outside interests upon employment and annually thereafter for certain employees.
 - Review and mitigation of identified threats.
 - Provision for waivers.

Who must file?

- Any employee with “Budgetary and/or Contracting Authority.”
 - Approvers and proxy approvers of budgeted funds.
 - Approvers and proxy approvers of procurement cards.
 - Approvers and proxy approvers of timesheets/leave reports.
- Additional changes forthcoming.

How to file?

- Log into My Missouri State.
- Find the card title “Conflict of Interest and Ethics.”
- Click on “Conflict of Interest Disclosure.”
- Complete the form.



When to file?



Within 30 days of accepting a position with budgetary and/or contracting authority.



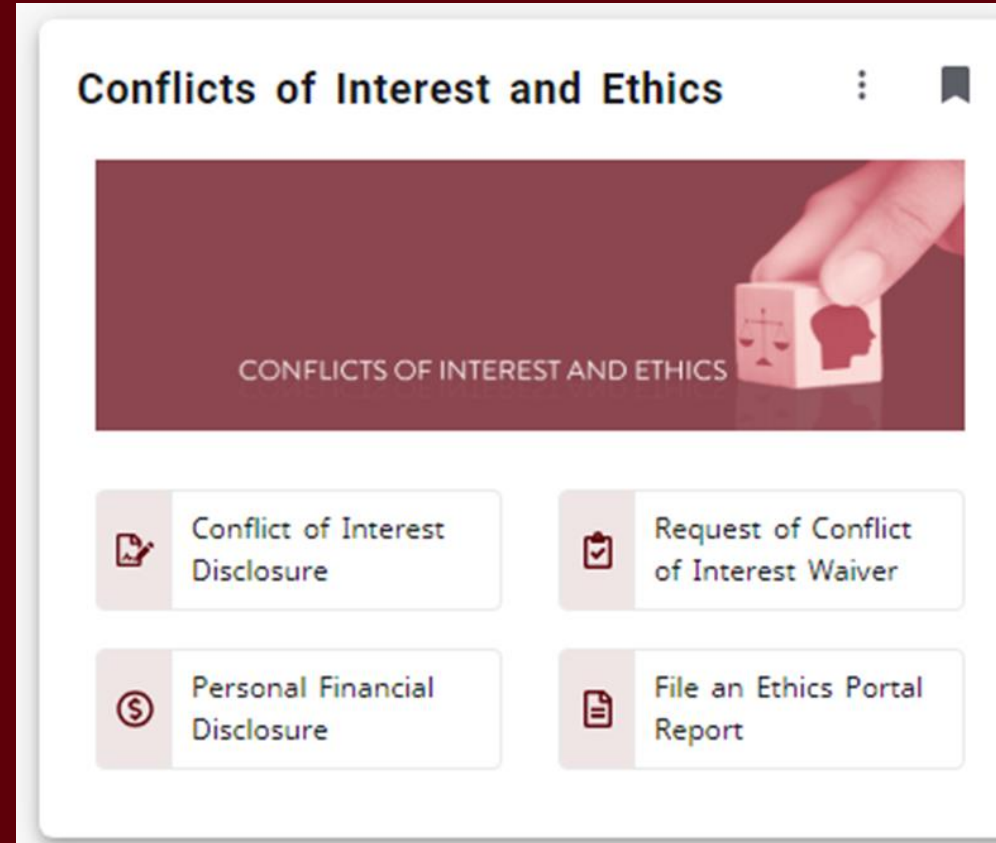
Each January thereafter.

How is the information used?

- Office of Internal Audit & Risk Management report to responsible Supervisor.
- Supervisor must review for conflict and report in writing if a conflict is identified and if so, what mitigating factors have been applied to prevent related risks.
- Bi-annual report to the Board of Governors.

How to I get a waiver?

- Log into My Missouri State.
- Find the card title “Conflict of Interest and Ethics.”
- Click on “Request of Conflict of Interest Waiver.”
- Complete the form.



Takeaways

- All new and current employees with budgetary and/or contracting authority must file a disclosure within 30 days of hire/acceptance of position and at least annually each January per Board Policy G1.02.
- A conflict does NOT mean termination or exclusion. Acknowledgement of conflict and implementation of mitigating controls are necessary to reduce risk.
- You can file your disclosure and/or request a waiver using the Conflict of Interest and Ethics card on My Missouri State.
- Contact the Office of Internal Audit & Risk Management with questions.



TM

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