Missouri State
UNIVERSITY

TOWN HALL

November 4, 2026

WELCOME

- The purpose of today's town hall:
  - Share information
  - Continue to foster a culture of transparency
  - Honor the spirit of shared governance
  - Strengthen connection and understanding

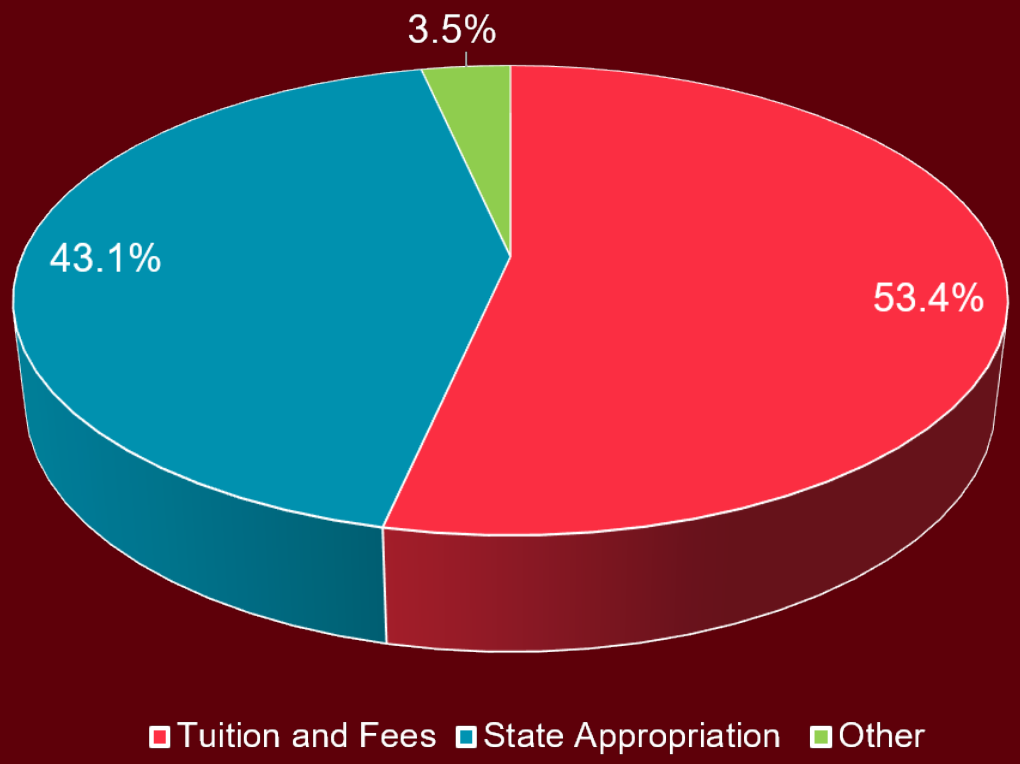
Missouri State UNIVERSITY

AGENDA

I. Budget
II. Enrollment
III. Student Success & Retention
IV. Employee Benefits & Compensation
V. Great Colleges to Work For
VI. Economic Impact Study
VII. Artificial Intelligence
VIII. Question and Answer Session

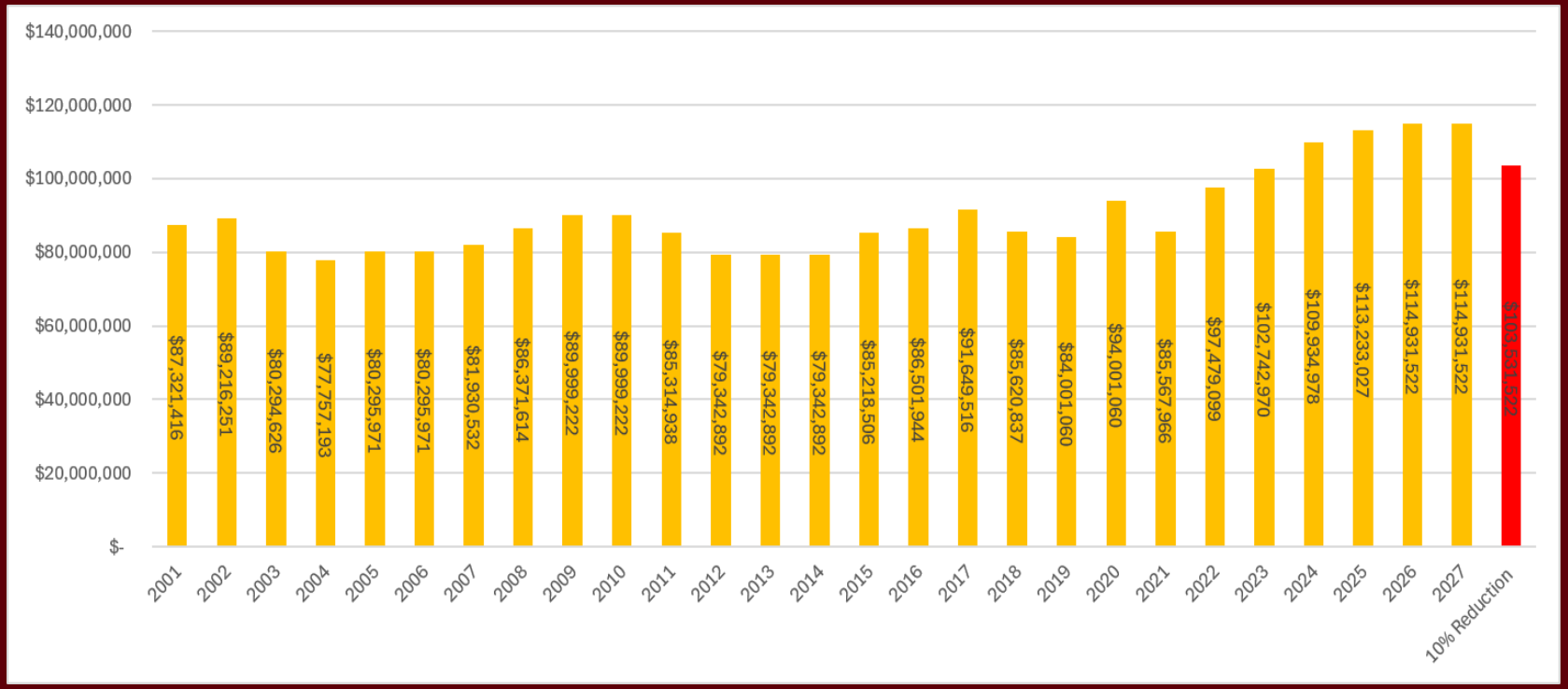
Missouri State UNIVERSITY

FY 2027 OPERATING BUDGET FUNDING



Missouri State UNIVERSITY

ANNUAL STATE OPERATING APPROPRIATION



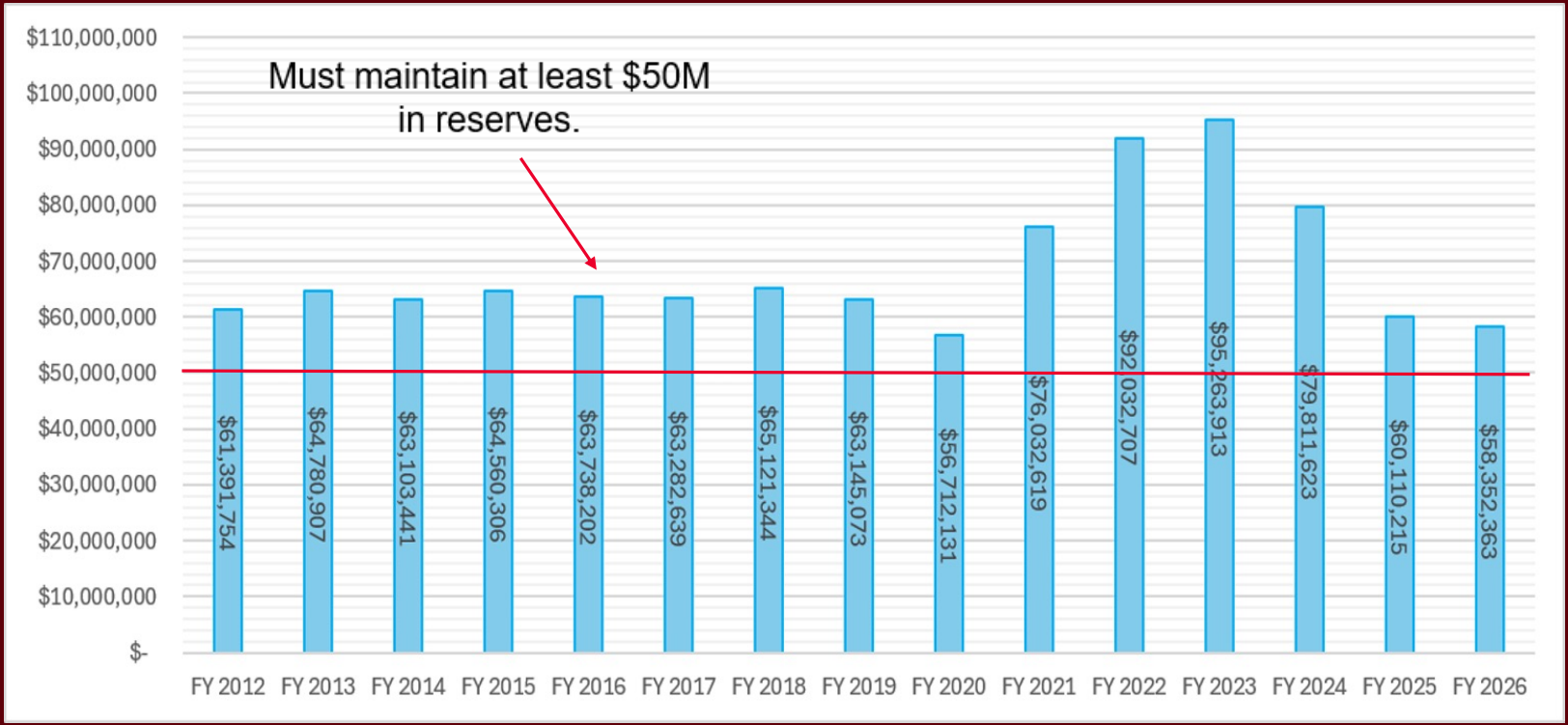
Missouri State UNIVERSITY

FY 2027 BUDGET – SPRINGFIELD CAMPUS

- Projected tuition annual shortfall of $5.9M.
- Each department/unit must manage its operations within its approved FY 2027 budget, with no overspending permitted.
- Continue the freeze on spending of carryforward funds that was put in place starting in October 2025.
- Evaluate the use of designated funds for operating expenses.
- Review all open, unposted positions to determine whether they remain essential and should be filled.

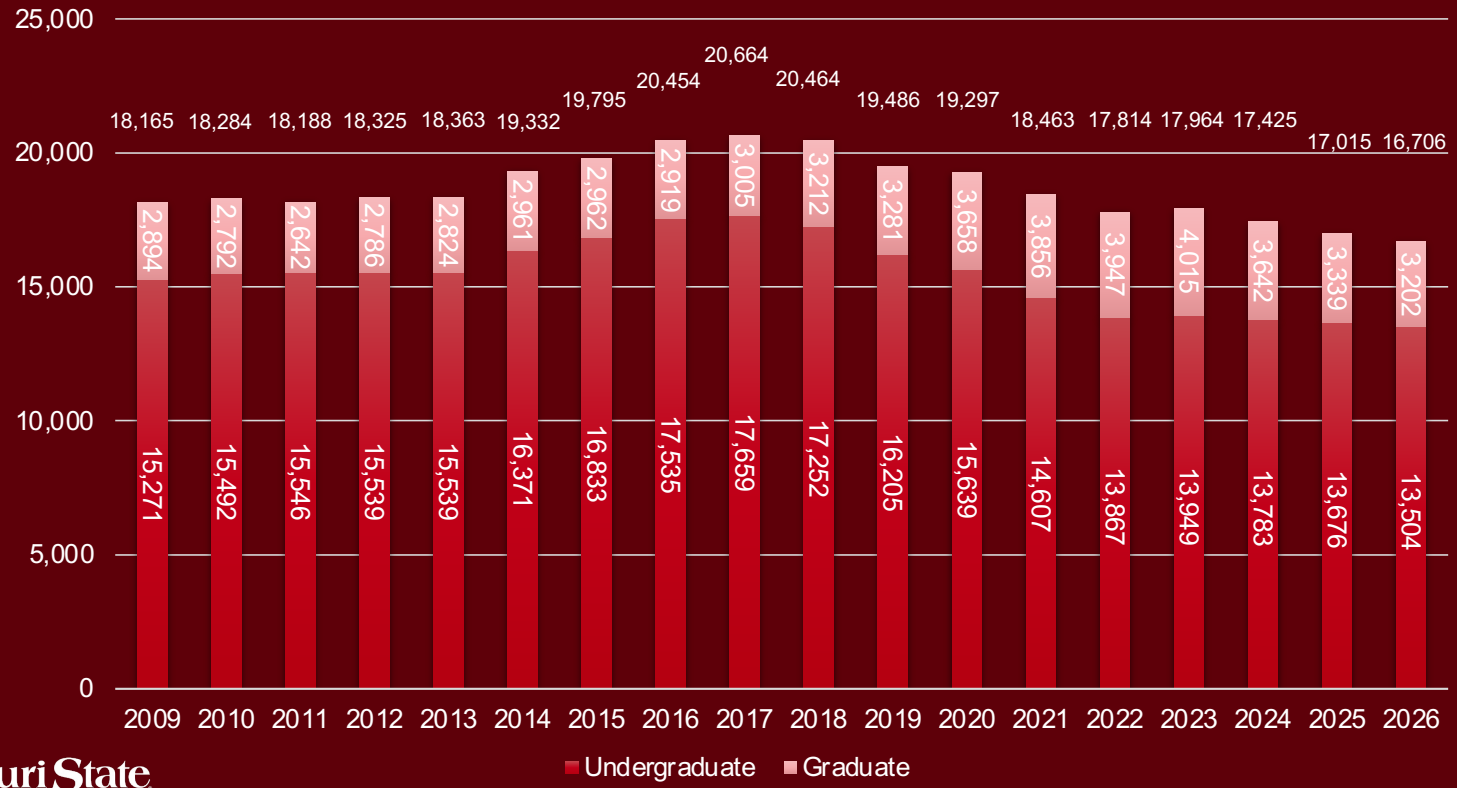
Missouri State UNIVERSITY

OPERATING NON-DESIGNATED CARRYFORWARD/RESERVE HISTORY



Missouri State UNIVERSITY

DEGREE SEEKING ENROLLMENT (FALL HEADCOUNT)



Missouri State UNIVERSITY

BUDGET PROCESS AT MISSOURI STATE

FY 2028 INITIAL BUDGET DISCUSSION

TEAMS:

- President's Cabinet
- University Council
- Executive Budget Committee
- FY 2028 Fee Study Team
- Board of Governors

TOPICS:

- Enrollment
- Retention
- Completion
- State Appropriations
- Tuition and Fees
- Scholarships
- Investment Returns
- Compensation and Benefits
- 5% & 10% Budget Reduction Modeling

Missouri State UNIVERSITY

ENROLLMENT

Steady headcount, slightly heavier credit-hour load

25,039
Total headcount
down 199 | -0.8%

239,469
Credit hours
up 365 | +0.2%

13,663
Full-time students
up 188 | +1.4%

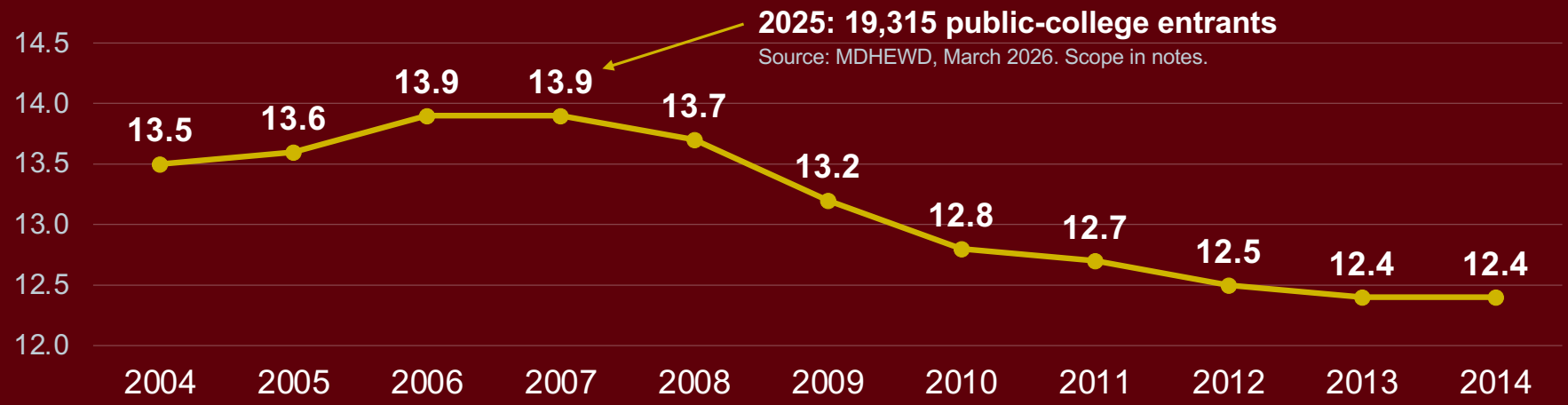
14,773
Continuing students
up 52 | +0.4%

Enrollment is essentially flat: 199 fewer students, but total credit hours rose — students are taking more.
Growth in continuing and readmitted students is offsetting a softer first-time entering class.

Missouri State UNIVERSITY

MISSOURI BIRTHRATES, 2004 - 2014

Annual live births per 1,000 residents



Missouri population (thousands, rounded)

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
5,748	5,790	5,843	5,888	5,924	5,961	5,996	6,012	6,027	6,044	6,060

Note: The 2006 rate is calculated from provisional births. Population estimates may differ from rate denominators.

Sources: Missouri DHSS, FOCUS reports. Population: Country economy historical series (see notes).

Missouri State UNIVERSITY

NET INTERSTATE MIGRATION, 2021 - 2024

Missouri, bordering states and Texas. Ranked by total net migration, 2021–2024.

State	2021	2022	2023	2024
Texas	+144,032	+174,261	+133,372	+72,680
Tennessee	+69,705	+43,300	+22,749	+35,780
Oklahoma	+37,070	+32,006	+23,370	+33,900
Kentucky	+14,754	+24,641	+14,215	+13,230
Arkansas	+13,770	+11,967	+9,944	+6,096
Missouri	+18,184	+6,409	+8,091	+8,061
Kansas	+16,178	+9,650	−15,575	−85
Iowa	+4,302	+1,872	−1,856	−9,683
Nebraska	−9,829	−313	−69	+1,318
Illinois	−146,248	−115,719	−93,247	−82,470

People age 1+. Positive = net gain. Negative = net loss. All U.S. states and D.C.

Source: U.S. Census Bureau, ACS 1-year estimates. Excludes Puerto Rico and international migration.

Missouri State UNIVERSITY

INITIATIVES BEYOND TRADITIONAL RECRUITMENT

- Redefining our scholarship strategy
- Increasing renewal terms for scholarships from 8 to 10
- Matching renewal criteria to those required to meet Satisfactory Academic Progress
- Partnering with the Graduate College to stand up a new graduate student scholarship
- Sharing recruitment playbooks with the campus community

Missouri State UNIVERSITY

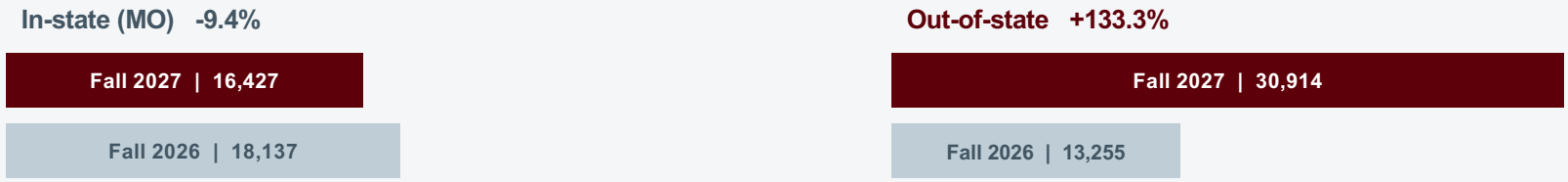
RECORD INTEREST IN MISSOURI STATE

215,785
Total first-year records — an all-time high
+72.3% vs. 125,299

47,341
Engaged inquiries — most ever at this point
+50.8% vs. 31,392

+90,486
More students in the funnel than last cycle
125,299 to 215,785

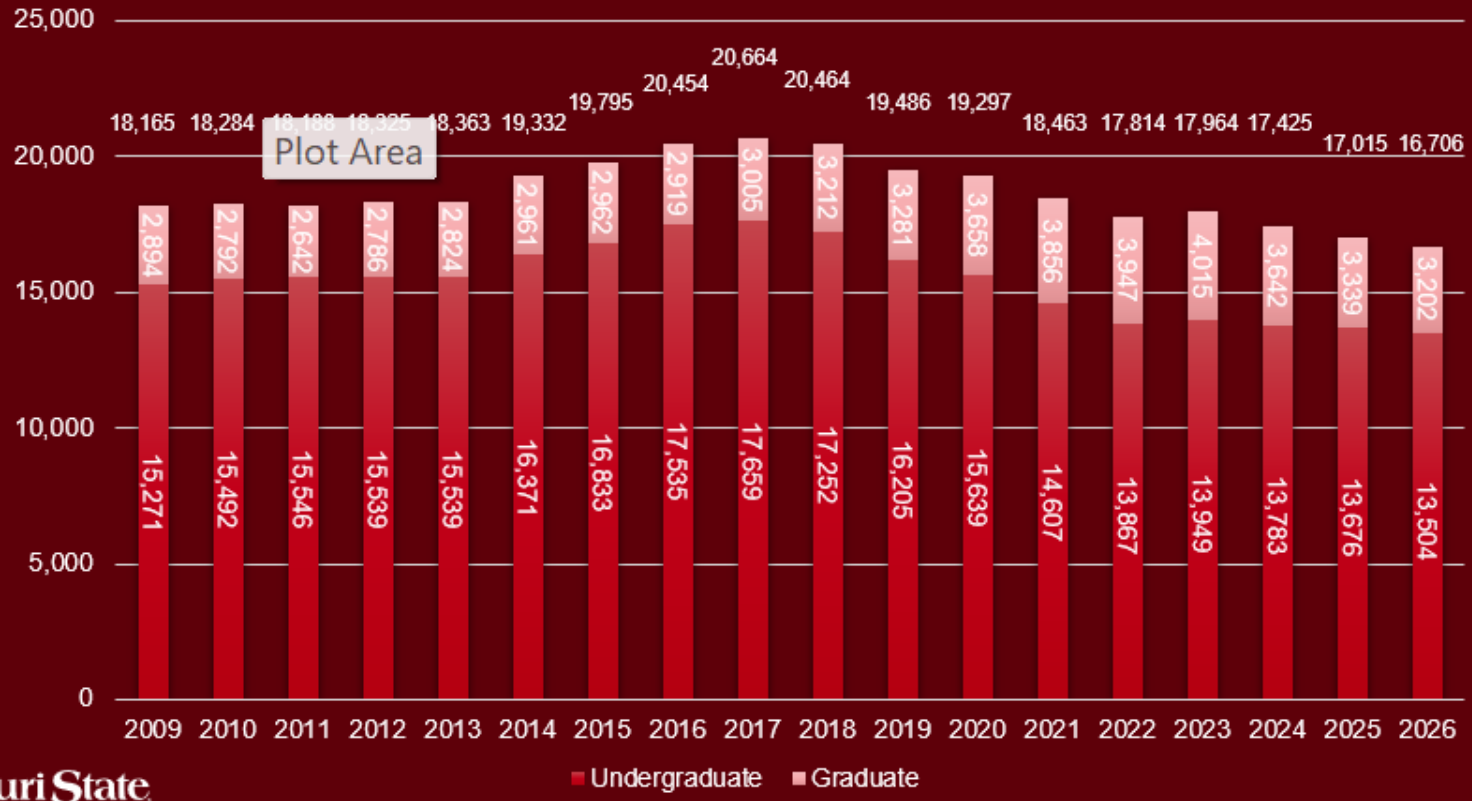
WHERE THE GROWTH IS: INQUIRIES BY RESIDENCY



Interest is at an all-time high: 41.1% of Missouri's graduating class has engaged with us, and out-of-state inquiries have more than doubled, led by Texas.

Missouri State University

DEGREE-SEEKING ENROLLMENT (FALL HEADCOUNT)



Missouri State UNIVERSITY

RETENTION DATA

Retention Type	2021 Cohort	2022 Cohort	2023 Cohort	2024 Cohort	2025 Cohort
FIRST-YEAR RETENTION (FIRST FALL TO SECOND FALL)	75.70%	79.30%	77.20%	76.60%	76.90%
SOPHOMORE RETENTION (SECOND FALL TO THIRD FALL)	88.30%	88.50%	88.10%	88.20%	N/A

Missouri State UNIVERSITY

STUDENT SUCCESS

- Everyone on campus helps support student success.
- The Student Success Council will include representatives from throughout campus.
- Share your ideas for the Student Success Quality Initiative.
  - **MissouriState.edu/SSQI**

Missouri State UNIVERSITY

WELLNESS INCENTIVE PROGRAM

January 1, 2027, to December 31, 2027

- Complete two of three incentives between January 1, 2026, to December 1, 2026:
  - Educational questionnaire ($15 per month)
  - Annual flu vaccination ($15 per month)
  - Biometrics ($15 per month)

- Vaccination and biometrics covered 100% = Preventative Care Benefit

- Employee medical premium savings: Maximum $30 per month ($360 per year)

Missouri State UNIVERSITY

EMPLOYEE MEDICAL PREMIUM

January 1, 2027, to December 31, 2027

2027						
Medical (without wellness incentive applied)	Base Plan (Per Month)	Employee $ Increase From 2026 (Per Month)	Employee % Change From 2026	Buy-Up Plan (Per Month)	Employee $ Increase From 2026 (Per Month)	Employee % Change From 2026
Employee Only	$54	$6	12.5%	$119	$12	11.2%
Employee + Spouse	$512	$54	11.8%	$654	$65	11.0%
Employee + Child(ren)	$378	$40	11.8%	$497	$50	11.2%
Employee + Family	$585	$61	11.6%	$738	$74	11.1%

Missouri State UNIVERSITY

EMPLOYEE DENTAL PREMIUM

January 1, 2027, to December 31, 2027

2027			
Dental	Plan (Per Month)	Employee $ Increase From 2019 (Per Month)	Employee % Change From 2019
Employee Only	$0	$0	0%
Employee + Spouse	$27.25	$0	0%
Employee + Child(ren)	$21.22	$0	0%
Employee + Family	$42.78	$0	0%

Missouri State UNIVERSITY

EMPLOYEE COMPENSATION

CALENDAR YEAR	INFLATION	FISCAL YEAR	ATB PAY INCREASE	CORE FUNDING INCREASE
2016	2.1%	FY2018	None	-6.6%
2017	2.1%	FY2019	1% plus $600	-1.9%
2018	1.9%	FY2020	1.9%	11.9%
2019	2.3%	FY2021	$600	-9%
2020	1.4%	FY2022	3%	13.9%
2021	7%	FY2023	4%	5.4%
2022	6.5%	FY2024	5%	7%
2023	3.4%	FY2025	3%	3%
2024	2.9%	FY2026	$600	1.5%
2025	2.7%	FY2027	None	0.0%
10-YEAR AVERAGE	3.2%	10-YEAR AVERAGE	2.1%	2.5%

Missouri State UNIVERSITY

GREAT COLLEGES TO WORK FOR 2026 SURVEY

- Thank you for participating!
- Areas of focus for follow-up:
  - Employee compensation
  - Performance management
  - Improving communication
  - Supervisor effectiveness
  - Rewards and recognition
- Next survey: Spring 2028 (plan to conduct survey every two years)



Missouri State University

ECONOMIC IMPACT STUDY

- Parker Strategy Group
- History – no evidence of economic study
- Results – early 2027
- Advocacy

Missouri State UNIVERSITY

TOWN HALL MEETING

Artificial Intelligence at Missouri State

November 2026



TODAY'S CONVERSATION

Our Purpose for AI

Purpose & Guidelines

Introduce the AI Purpose Statement and Guidelines for AI use in Teaching & Learning

Commitments & Governance

Teaching & Learning
Research & Scholarship
Operations & Administration
Workforce & Community

Resources

Tools, Training & Policies that are in place today to assist with AI adoption

OUR PURPOSE

We embrace AI as a useful tool in service of our public affairs mission — to develop educated people who think critically, lead ethically and contribute meaningfully to our community.



Expand

access



Advance

learning



Strengthen

research



Improve

operations

HOW WE WILL ENGAGE WITH AI

Six Guiding Principles

People First

AI supports human potential. Faculty, staff, and students remain at the center of every AI-informed decision.

Responsible Use

Deploy useful, meaningful, AI tools consistent with our strategic plans; guided by governance, privacy protection, and continuous review.

Integrity & AI Literacy

Build AI literacy campus-wide while upholding honest intellectual work.

Equitable Access

Tools, training, and opportunities broadly available to students, faculty, and staff.

Transparency & Trust

Open about how, when, and why AI is used at the university.

Continuous Learning

Regularly review and update policies to stay responsive and future-ready.

PUTTING PURPOSE INTO PRACTICE

Our Commitments: Four Core Areas

01



Teaching & Learning

Support faculty with training and resources. Prepare graduates for an AI-enabled workforce and civic life.

02



Research & Scholarship

Advance discovery with appropriate review and safeguards.

03



Operations & Administration

Leverage AI to improve efficiency while maintaining human review and strong data protection.

04



Workforce & Community

Partner with employers, community organizations to ensure graduates have the AI skills needed to be successful.

GUIDELINES FOR FACULTY

Faculty Use of AI in Teaching and Learning

Purpose: Provide practical guidance for faculty use of AI in teaching, learning and assessment.

Support innovation

Encourage thoughtful use of AI while maintaining academic integrity.

Preserve autonomy

Respect faculty expertise and disciplinary differences.

Clarify expectations

Help students understand when and how AI may be used.

Guiding Principle

People and Learning Come First

Start with learning

AI should augment, not replace, human learning.

Focus on outcomes

Learning outcomes should drive decisions about AI use.

Keep judgment human

Human judgment remains essential.

COURSE DESIGN

Clear Expectations

Communicate clearly

State AI expectations in syllabi and assignments.

Define boundaries

Specify when AI use is prohibited, limited, permitted, encouraged or required.

Align with course goals

Ensure AI use supports the intended learning outcomes.

INTEGRITY & ACCOUNTABILITY

Academic Integrity & Responsibility

Existing policies apply

Existing academic integrity policies remain in effect; no separate AI process is created.

Expectations define misuse

AI use, on its own, is not academic misconduct. Misuse occurs when AI is used contrary to stated instructor expectations.

Student responsibility

Students remain responsible for submitted work.

Model ethical practice

Faculty's use of AI should serve as a model of ethical practice.

Faculty judgment matters

Faculty should evaluate and grade student work. AI may assist but should not replace faculty judgment.

BUILDING AI LITERACY

AI Literacy and Ethics

Students

- Verify AI-generated information.
- Recognize bias and inaccuracies.
- Follow individual course policies around acceptable use of AI.

Faculty

- Protect privacy and confidential information.
- Understand limitations of AI detection tools.
- Use AI transparently and responsibly.

MISSOURI STATE UNIVERSITY RESOURCES

AI Tools & IT Policies

Artificial Intelligence resources available at MSU



“AI Tools for University Use” Knowledgebase Article:

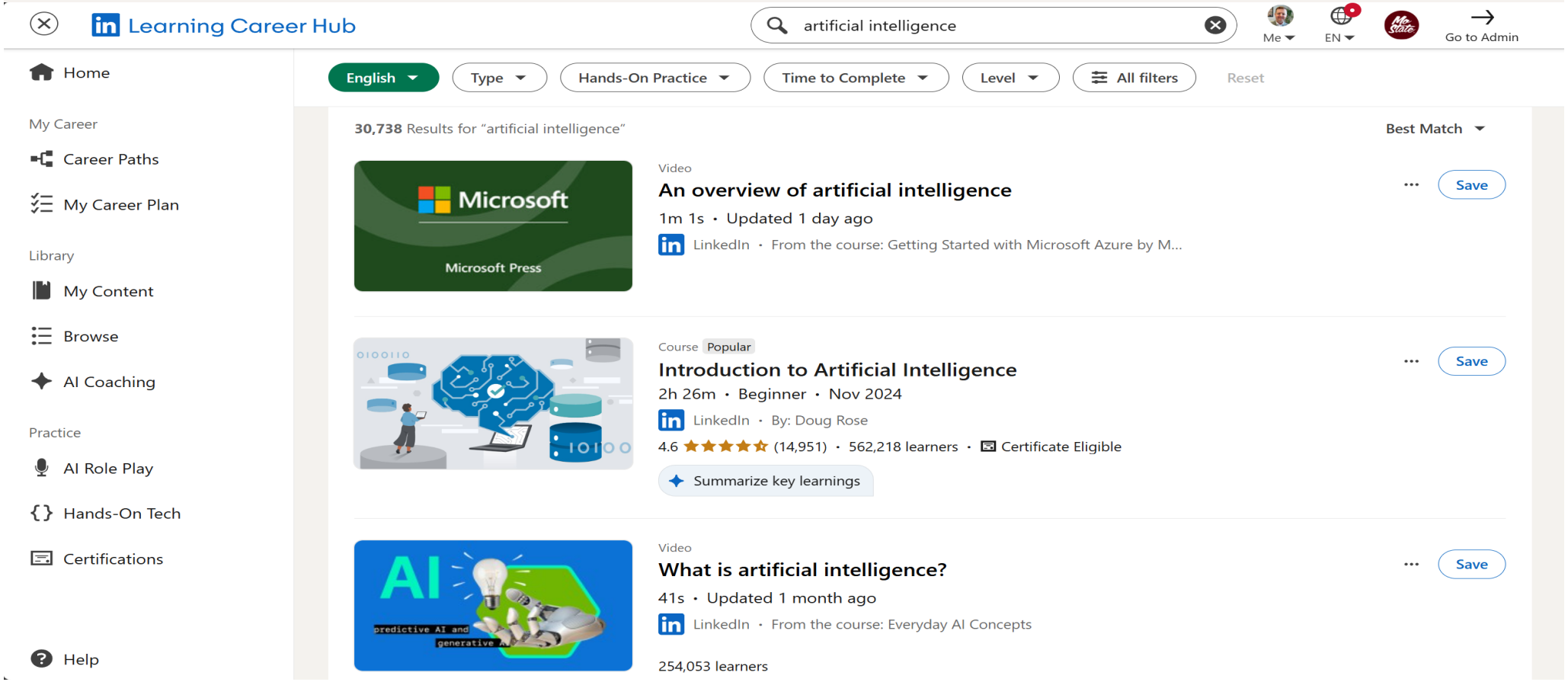
- Outlines AI tools that are available to use at Mo State, how to access them, and the type of data that is approved to use

Op12.02 Information Technology Policies:

- Op12.02-1 Acceptable Use
- Op12.07-4 Employee Information Access
- Op12.07-14 Information Classification
- Op12.07-17 Cloud Services

MISSOURI STATE UNIVERSITY RESOURCES

AI Courses on LinkedIn Learning



WHERE DO WE GO FROM HERE

What's Next?

Policy Development Provost & Information Technology	Review and update technology policies, including Acceptable Use, Employee Information Access, Information Classification, and Cloud Services as needed.
Curriculum Integration Academic Affairs	Guidelines for Faculty Use of Artificial Intelligence in Teaching and Learning provides a foundation for integrating AI into our curriculum.
Tools, Data & Security Chief Information Officer	Oversee AI tool procurement, data governance, and cybersecurity standards.
Ongoing Review The University	Review AI tool inventory and opportunities for funding at least annually, and as significant changes to technologies and needs arise.

All AI use must align with federal and state law, Board of Governors policy, and our core values.

QUESTIONS/COMMENTS

- Pre-submitted
- In person:
  - Mics available.
  - Please identify your name and which department/college you are from.
- Online:
  - Please type your question in the chat.
  - Please include your name and which department/college you are from.

Missouri State UNIVERSITY

President Williams

PRE-SUBMITTED QUESTIONS

- Jessica McShan (MCHHS): “As part of our Great Places to Work initiative, **would the university consider offering a four-day workweek option for staff, potentially through a rotating schedule?** For example, staff could alternate Fridays off so that campus offices remain adequately staffed and services continue without interruption. This could give employees greater flexibility and improve work-life balance while still meeting the needs of students and the university.”

VP Medley

PRE-SUBMITTED QUESTIONS

- Dr. Krista Evans (CNAS): “I have led several Study Abroad courses with each student receiving a Study Abroad voucher to help make it possible. Though we were told that Study Abroad support was to be a priority, this does not seem to be the case. **Could you please speak to how cutting the vouchers ($150,000 to $300,000 per year) shows support for the programs** (with no alternative besides stating that students should explore scholarships)? I just this week had to cancel my trip to Quebec for next May due to low enrollment, and I believe the loss of this voucher was one of the primary reasons for declined student interest since last year’s successful program to Romania.”
- Dr. Leslie Seawright (RCASH): “You’ve said Education Abroad is a high-impact experience that supports the university’s Public Affairs Mission and experiential learning, yet dedicated funding through scholarships has been eliminated. The Education Abroad Committee is creating a crowdsource funding campaign that hopes to raise $25,000 but this is nowhere near the $150,000 per year we have lost. **What specific steps will you take to restore meaningful support for Education Abroad students?**”

President Williams

PRE-SUBMITTED QUESTIONS

- Donicia Goheen (ResLife), Dr. Abby Templer Rodrigues (RCASH), and Dr. Avery Russell (CNAS): Asked about the possibility of cost-of-living adjustments and/or pay increases for both faculty and staff.
- Lyssa Maher-Felton (MCHHS): "…What is the university's plan to address pay compression, career progression, and increased workload for current staff and when will staff see these changes?"

Provost Phillips

PRE-SUBMITTED QUESTIONS

- Dr. Abby Templer Rodrigues (RCASH): "**What, if anything, is being done to change the funding structure for summer courses?** In the current funding structure, tuition revenue goes directly to Carrington such that it costs colleges money to offer summer courses. This has led to three problems. (1) A reduction in the number of courses being offered, and thus a reduction in revenue. (2) This has contributed to (but is not the only cause of) increased student fees as the colleges are able to keep the revenue from the fees. (3) Increased pressure on faculty to increase the course enrollment to increase the fee money that comes back to the colleges even as our wages are stagnate against inflation."

VP Morris

PRE-SUBMITTED QUESTIONS

- Dr. Nikolay Gerasimchuk (CNAS): “When [will the] renovation of [the] research laboratory in Blunt 439 be completed?”
- Dr. Avery Russell (CNAS): “When will renovations to old and outdated classrooms, such as those in the old wing of Blunt Hall receive priority funding from the University Administration?”

Missouri State UNIVERSITY

Provost Phillips

PRE-SUBMITTED QUESTIONS

- Dr. Avery Russell (CNAS): "**What is the University Administration's plan to improve funding for the Master's program?** Graduate assistantships have not been raised in years, despite huge costs in living, and we are rapidly becoming the most unaffordable MS program in this part of the country and more unaffordable than most similar CUPA programs. Many of our students are on food stamps. The MS program does not offer any health benefits either, which is making our program even less desirable."

Missouri State UNIVERSITY

VP Morris

PRE-SUBMITTED QUESTIONS

- Amy Goodwin (MCHHS): “Parking at the university has been a persistent issue for years, and it continues to be a problem for all students and employees. While the administration has prioritized new athletics facilities, **what immediate steps are being taken to address the shortage of parking spaces?** If the long-term plan strives to increase enrollment, this issue must be addressed now rather than later.”

Missouri State UNIVERSITY

President Williams

PRE-SUBMITTED QUESTIONS

- Dr. Avery Russell (CNAS): “Given that administrative salaries and positions have grown at the highest positions, while the university's financial situation has not improved commensurately, **what is the University Administration's plan to tackle administrative bloat at our institution**?”

Missouri State UNIVERSITY

OPEN QUESTIONS

Missouri State UNIVERSITY

CLOSING REMARKS

Missouri State UNIVERSITY