

Missouri State
UNIVERSITY

University Council

October 7, 2025

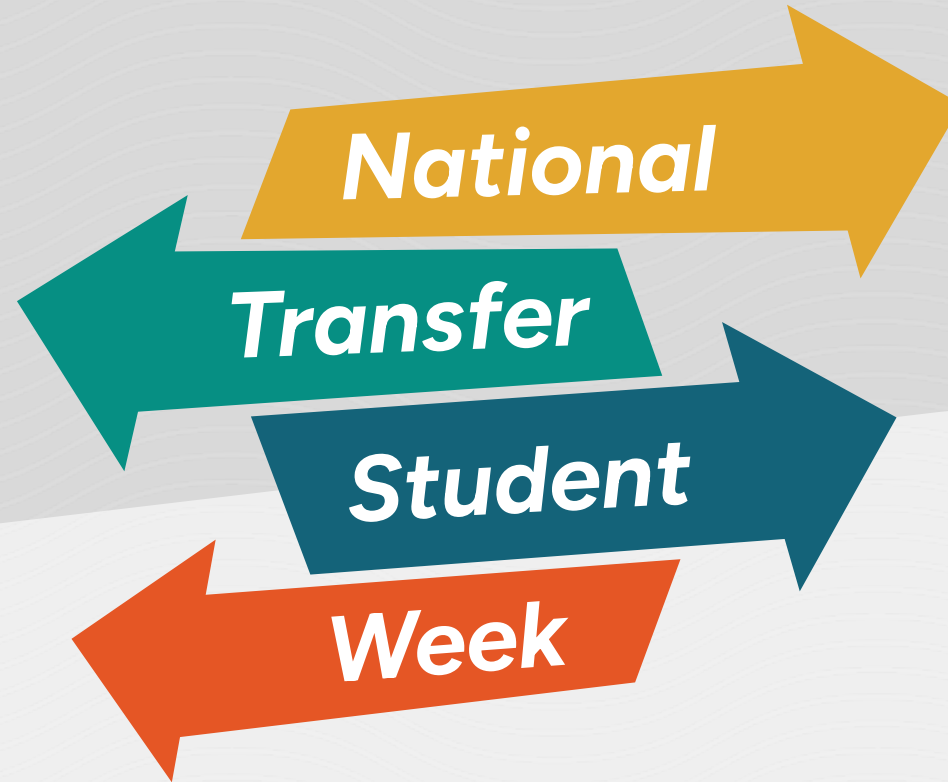
Welcome

Ombuds Office Update

- Launches November 3, 2025
- Available for faculty, staff, and students
- Ombuds will be available via email, online inquiry submission form, phone call, virtual visit, and regular office hours
- Email, website, and flyers coming soon

Government Excellence & Bronze Bear Award

- Government Excellent Award: Senator Sandy Crawford (1995)
 - Missouri General Assembly
 - Senate: 2017 – Present
 - House: 2010 – 2017
 - Advocacy
 - \$40M Roy Blunt Hall
 - \$17.5 M Judith Enyeart Reynolds Complex
 - \$7.5M Autism Center at MSU-West Plains
 - \$4M Darr College of Agriculture
 - HB 419 Degree Authorization Bill
- Bronze Bear Award: William “Bill” Rowe (1961)
 - Medallion Level Donor
 - Missouri State University
 - Help established baseball in 1964
 - Athletics Business Manager 19 years
 - Athletics Director: 1982-2009
 - Awards
 - 1988 – American Baseball Coaches Association Hall of Fame
 - 1994 – Missouri State Athletics Hall of Fame
 - 2004 – Missouri Sports Hall of Fame
 - 2016 – Missouri Sports Hall of Fame Legend

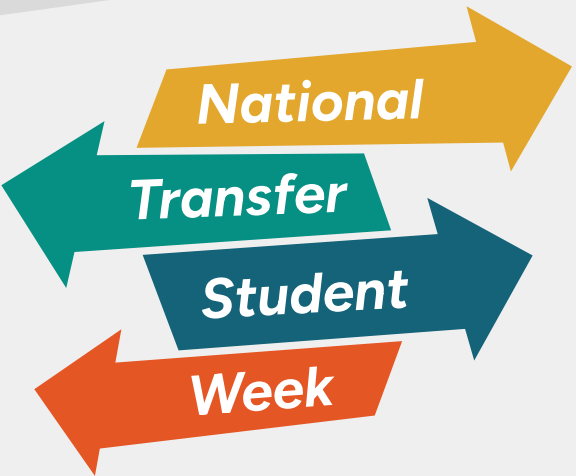


***University Council
Presentation***

Missouri State's Transfer Student Profile

What is National Transfer Student Week (and why does it matter)?

National Transfer Student Week Celebrations



Transfer Student Profile

New transfer students for Fall 2025 semester: 1342 (up 2.8%!)

Of those 1342 students:

- 51.2% are juniors
- 62.2% are taking at least one seated course
- 58.7% are female
- 67.4% are between the ages of 18-21
- 49.3% are from Southwest Missouri
- 73.6% are enrolled full-time
- 74.14% transfer from two-year institutions

Where do our students transfer from?

Top transfer institution (to no one's surprise): OTC!
(409 students)

Other top transfer institutions in order:

- MSU-WP (246)
- Crowder College (45)
- St. Louis Community College (44)
- Metropolitan Community College (37)
- St. Charles Community College (25)
- East Central College (22)
- University of Missouri - Columbia (22)
- Jefferson College (19)
- Drury (18)
- Evangel (16)
- Three Rivers College (15)

Top
Departments/Schools
for Transfer Students

Finance, Economics, & Risk Management
(FERM): 20.9%

Psychology: 7.1%

Nursing: 6.1%

Accounting: 4.5%

Childhood Ed & Family Studies: 4.1%

What is National Transfer Student Week?

National

Transfer

Student

Week

- **What:** A week of national recognition for transfer students and transfer champions, facilitated by the National Institute for the Study of Transfer Students
- **When:** The third full week in October

As transfer champions, it's vitally important that we build awareness of common transfer barriers and the diverse student needs and identities within our transfer populations. National Transfer Student Week offers the perfect opportunity to highlight transition struggles and successes and unite your campus partners in advocating on behalf of your specific transfer population. Join us for this annual event, every third week of October, to challenge assumptions, build empathy, and instill transfer pride on your campus.

Fall 2024 to Fall 2025 full-time transfer student retention was 81.2%!

Missouri State is
really good at this!

I brought National Transfer Student Week celebrations to MSU in 2022, and we are now the frontrunner when it comes to National Transfer Student Week!



What are we
doing for
National
Transfer Student
Week?

14 student spotlights

5 employee spotlights

7 events

Transfer Champion Spotlight

Dr. Richard “Biff” Williams President

Dr. Richard “Biff” Williams became the twelfth president of Missouri State University in July 2024. Dr. Williams began his academic journey as a transfer student, transferring to Weber State University from Ricks Junior College to earn a bachelor’s degree in lifestyle management. Dr. Williams went on to earn a master’s in athletic training from Indiana State University and a PhD in curriculum and instruction from New Mexico State University.



National Transfer Student Week

Student Spotlight

Rachel Robinson

Major: Entertainment Management

Hometown: Hollister, MO

Transfer Institution: Ozarks Tech



National Transfer Student Week

Calendar of Events

- Monday, October 20:
 - National Transfer Student Week Kickoff Event
 - Advisor Forum
- Tuesday, October 21:
 - Men's Soccer Game – Transfer Student Night
- Wednesday, October 22:
 - Transfer Movie Night
- Thursday, October 23:
 - P.A.W.S. (Pet Away Worry & Stress)
 - Transfer Bears LLC Event
- Friday, October 24:
 - Transfer Visit Day



Full Schedule for Faculty/Staff

Upcoming Events

Monday, October 20

7:30am-9:30am

National Transfer Student Week Kickoff

National Transfer Student Week Kickoff

Enjoy free donuts on the second floor of the PSU, by the piano!

while supplies last

Monday, October 20

12:00pm-1:00pm

Academic Advisor Forum

Learn more about the transfer portal and the student athlete experience in the move to C-USA in PSU313. Open to faculty and staff.

Tuesday, October 21

6:00pm-8:00pm

Men's Soccer Transfer Student Night

Cheer on the men's soccer team with Bearpawcalypse and your fellow transfer students!

Friday, October 24

11:15am-2:00pm

Transfer Visit Day

For our future Bears! Listen to an admissions presentation, eat lunch with staff, and tour campus!

Wednesday, October 22

4:30pm-6:30pm

Transfer Movie Night

Watch Legally Blonde, enjoy refreshments, and learn more about campus resources in the PSU Theatre!

Thursday, October 23

1:00pm-3:00pm

P.A.W.S. (Pet Away Worry & Stress)

Stop by Magers 100 to pet therapy dogs and enjoy crafts, courtesy of the Counseling Center & Student Wellness!

Thursday, October 23

5:00pm-6:00pm

Transfer Bears LLC Event

Join our transfer bears community for a night of gaming at 1984, courtesy of Residence Life!

National Transfer Student Week

October 20-24, 2025



Student Flier

Upcoming Events

Follow @mostatetransfer to follow along
with the week's celebrations!



Monday, October 20

7:30am-9:30am

National Transfer Student Week Kickoff

Enjoy free donuts on the second floor
of the PSU, by the piano!

while supplies last

Wednesday, October 22

4:30PM - 6:30PM

Transfer Movie Night

Watch Legally Blonde, enjoy
refreshments, and learn more about
campus resources in the PSU Theatre!



ADVISE

Tuesday, October 21

6:00PM - 8:00PM

Men's Soccer Transfer Student Night

Many of our soccer players are transfer
students! We invite you to join
Bearpawcalypse in cheering on our
men's soccer team with your fellow
transfer students!

Thursday, October 23

1:00pm-3:00pm

P.A.W.S. (Pet Away Worry & Stress)

Pet therapy dogs and enjoy crafts in
Magers 100!

National Transfer Student Week

October 20-24, 2025



#transferstudentweek

How You Can Help

- Encourage your students to follow @mostatetransfer on Instagram, to get real-time updates on National Transfer Student Week and everything else transfer-related
- Share your student's spotlights as they appear throughout the week
- Publicize the week! Email Campbell for a copy of the flier or with any other ideas you have to help spread the word.
- Make a social media that week, recognizing our transfer students
- Attend an event! The advisor forum is specifically for faculty & staff, but turnout at any event matters to our students.





Missing Student Policy

OPERATING POLICY 5.12-3

Robert L. Rowley

October 7, 2025



Missing Student Resident Notification Policy

OP5.12-3

Authority

Higher Education Act, Section 485

And

34 C.F.R. § 668.46



Missing Student Resident Notification Policy

OP5.12-3

“...every institution of higher education that provides on-campus housing must provide a missing student notification policy for those students residing in on-campus housing (“Student Resident”).



Missing Student Resident Notification Policy

OP5.12-3

Who does this policy touch?

- University Safety
- Residence Life
- Dean of Students
- Springfield Police Department
- Any University employee - *EVERYONE*



Missing Student Resident Notification Policy

OP5.12-3

Procedures

- Students, employees, or other individuals should report to University Safety or Residence Life if they believe that a Student Resident has been missing for 24 hours.



Missing Student Resident Notification Policy

OP5.12-3

Procedures

- If Campus Safety officials determine that a Student Resident is missing then, within the next 24 hours, Campus Safety must:
 - Notify the individual identified by the Student Resident as their Authorized Individual
 - If the student is under 18 years old, and not emancipated, notify a custodial parent/guardian, in addition to any other designated contact person provided by the Student Resident, and
 - Notify local law enforcement.



Missing Student Resident Notification Policy

OP5.12-3

Procedures

All information obtained about the missing Student Resident through the initial inquiry should be shared between appropriate University personnel and law enforcement representatives. The Dean of Students may also contact the student's emergency or other contacts to assist in locating a student that is determined to be missing.

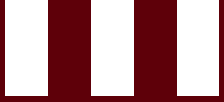


Missing Student Resident Notification Policy

OP5.12-3

Important!

- These procedures do not preclude University officials from deciding that a student is missing before the student has been missing for a full 24 hours or initiating notification procedures as soon as it determines that the student is missing.
- Any University employee that receives notification that a Student Resident may be missing **must** immediately notify Campus Safety (or Residence Life).



Questions?



Noteworthy Policy Changes

- Registration (Provost Phillips)
- Scholarship Changes (Rob Moore)



Scholarship Policy Updates and Next Steps

UNIVERSITY COUNCIL UPDATE

Rob Moore

2025-10-07



Previous Scholarship Policy

SNAPSHOT

- Detailed, prescriptive policy blending governance and operational details.
- Specific award amounts, deadlines, GPA thresholds codified in policy.
- Limited flexibility: any change requires policy revision and approvals.
- Constrains Enrollment Management agility in a competitive market.



New Scholarship Policy

- Macro-level policy focused on principles, not fixed criteria.
- Operational details (deadlines, GPA, amounts) shifted to annually reviewed internal guidelines.
- Delegates discretion to Vice President for Enrollment Management (VPEM).
- Preserves transparency for students through separate published materials.



Enhanced Competitiveness

- Flexibility to adjust awards to meet enrollment targets.
- Better leverage of existing scholarship funds for maximum impact.
- Supports creative pilot programs and rapid response to market changes.
- Maximizes net tuition revenue through strategic allocation.
- Aligns Missouri State with peer institutions' best practices.



Next Steps

- Consumer centric scholarship pages
- Transparent scholarship procedures, standards, and rules
- Comprehensive and dynamic scholarship model
- Strategic awarding timelines
- Knowledgeable student scaffold team



Many Hand Make Light Work

- **Every Bear, Every Year!**
 - Every student is encouraged to file a FAFSA every year at Mo State
- **Don't Wait, File Today!**
 - Meeting Mo State's priority deadline of **December 1, 2025** ensures student will maximize their award consideration.
 - All Bears should file no later than **February 1, 2026** to meet state and institutional deadlines.



Thank you!



Strategic Plan Implementation

UPDATE

Jamie Birch

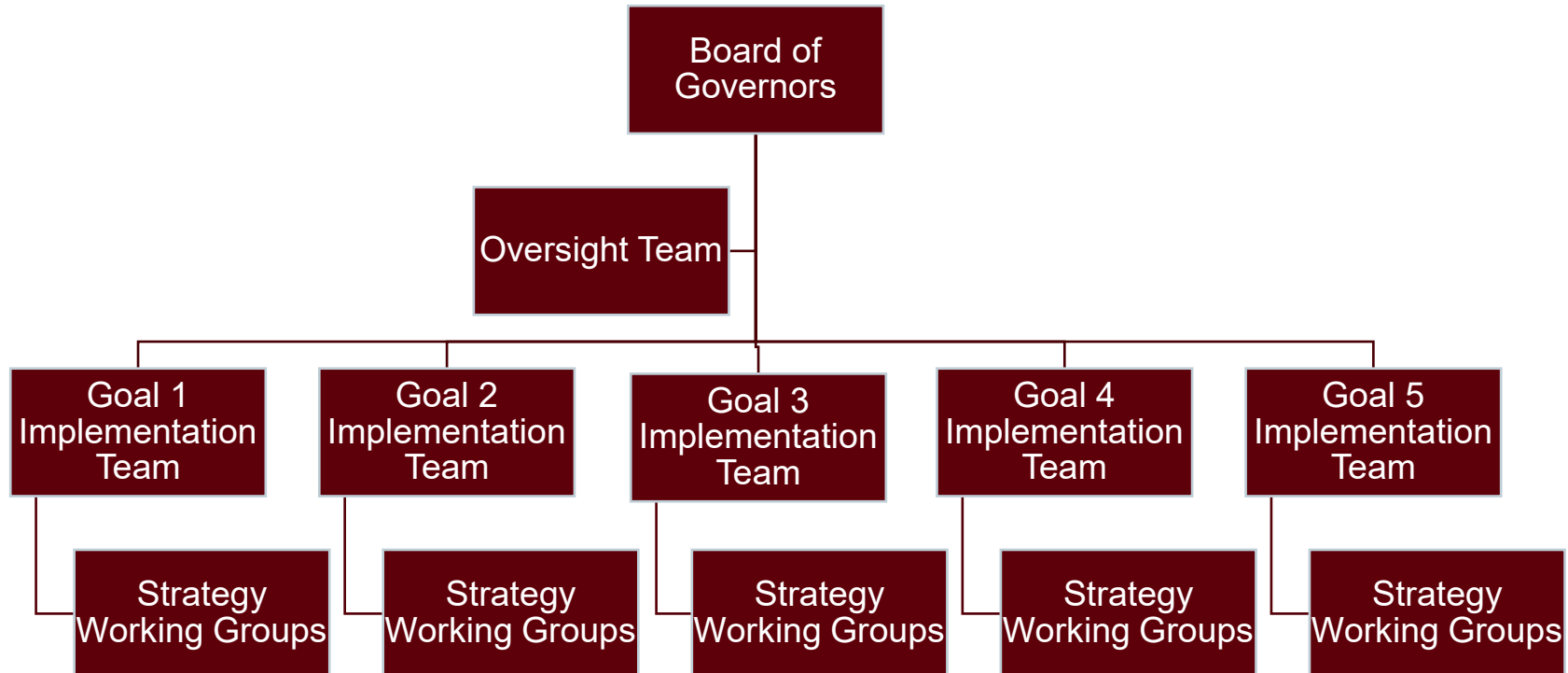
October 7, 2025



Recent Progress

- Officially launched the plan (Sept. 22).
- Created, published and distributed a condensed version of the plan (brochure).
- Updated the University website from focus on plan *development* to plan *implementation*.
- Selected and onboarded strategy working group leaders and members.
- Provided training on incorporating data and benchmarking into work plans.
- Developed initial strategy implementation plans (i.e., work plans).
- Developed, submitted and awarded FY26 budget requests.

Onboarding Complete





Strategy Working Group Leaders

GOAL 1 – ACADEMIC OPPORTUNITIES & INNOVATION

- Connect Curriculum to Careers and Outcomes: *Dr. Kelly Rapp & Dr. Brett Garland*
- Promote Interdisciplinary Curriculum, Programming, and Scholarship: *Dr. Johannes Strobel*
- Increase Equitable Access: *Dr. Subha Roy & Nancy Gordon*
- Foster Increased Research Productivity: *Dr. Jorge Rebaza-Vasquez & Dr. Marjorie Shavers*



Strategy Working Group Leaders

GOAL 2 – COMMUNITY PARTNERSHIPS & ECONOMIC DEVELOPMENT

- Promote Experiential Learning: *Dr. Carrisa Hoelscher*
- Support Technology Commercialization and Entrepreneurship: *Dr. Jason DeBode & Rachel Munday*
- Share Talent: *Emily Denniston*
- Assess and Improve Staffing Structure: *Dr. Clarenda Phillips & Brad Bodenhausen*
- Develop a Database of University Expertise: *Dr. Peng Zhang*



Strategy Working Group Leaders

GOAL 3 – INSTITUTION OF CHOICE FOR STUDENTS & EMPLOYEES

- Invest in Leadership Development and Talent Retention: *Chrystal Irons & Debbie Donnellan*
- Develop a SEM Plan: *Dr. Dawn Medley*
- Achieve Meaningful Gains in Student and Employee Satisfaction: *Sarah Butler & Dr. Rabekah Stewart*
- Design a Culture of Connection, Recognition and Purpose: *Dr. Letitia White-Minnis & Scot Scobee*
- Position MSU as a Leader in Student Access and Success: *Dr. Nicole West & Teresa Frederick*
- Achieve Competitive Excellence in Conference USA: *Bethany Henry*
- Elevate Missouri State's National Profile in Teaching and Research: *Mark Woolsey*



Strategy Working Group Leaders

GOAL 4 – STUDENT & ALUMNI EXPERIENCE

- Promote Proactive Student Support: *Dr. Andrea Weber*
- Increase Participation in Campus Events and Organizations: *Desmond Dunklin*
- Implement the University Advancement Strategic Plan & Increase Alumni Engagement: *Brent Dunn*



Strategy Working Group Leaders

GOAL 5 – BRANDING & IDENTITY

- Refresh the Brand: *Corey Canada & Andrea Mostyn*
- Amp Up Fans and Spirit: *Kelsey Tolbert*
- Invite People to be Where the Bears Are: *Suzanne Shaw*
- Centralize Academic Success Stories & Connect Students and Alumni Through Stories: *Lucie Ambert & Andrea Mostyn*
- Bring the Community In, Send the Campus Out: *Nicki Donnelson*



Implementation Plans

HIGHLIGHTS

- For developing a SEM plan, key tasks include:
 - Promote the creation and adoption of Open Educational Resources
 - Implement a software platform to offer 24/7 support for students and alumni across every stage of the lifecycle, helping them quickly navigate enrollment, financial aid, advising, housing, etc.
 - Automate admissions reviews and decisions using AI
 - Re-design the junior/senior communication plan
- For Amp Up Fans & Spirit, key tasks include:
 - Establish official watch party locations on campus and with community partners
 - Expand summer pep rallies with alumni and Athletics outreach and former student-athlete invitations
 - Continue and expand “Party in the CUSA” with potential concert addition



Software Update

SPOL

- Implementation plans are being uploaded into the software.
- Individuals across the various lines of effort (e.g., implementation teams, strategy working groups, etc.) are being given access to the plans for which they are involved with. Assignments and approval chains are being established.
- Budget requests and approved budgets are being incorporated.
- Training has been scheduled for October 6.
- Office hours will be available with Institutional Effectiveness through the semester.
- Groups will begin using the software by mid-October (with the ability to run and pull reports as needed).



Next Steps

- Implementation plan (i.e., work plan) work will continue.
- First larger group check-in (“Strategic Initiatives Forum”) on progress: October 15.
- December 1: Second Strategic Initiatives Forum.
- February 3: Third Strategic Initiatives Forum.
- April/May 2026: Report out on work that was completed over the academic year.



Questions/Discussion

Board of Governors Meeting Updates – Oct. 3, 2025

- FY2026 Budget and 2026 Employee Benefits (Matt Morris)
- Strategic Enrollment Management (Dr. Dawn Medley)

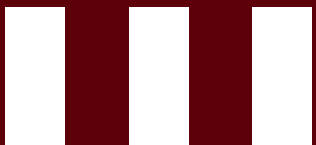
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Enrollment Report

Dr. Dawn Medley
Vice President for Enrollment Management

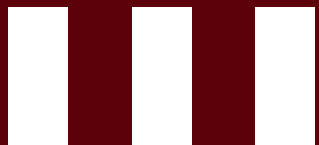
Headcount by student level

Headcount by level					
Student Level	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
Precollege	4,436	4,875	5,757	7,132	7,778
Undergraduate	14,999	14,208	14,172	14,005	13,870
Graduate	4,183	4,224	4,295	3,901	3,590
Overall	23,618	23,307	24,224	25,038	25,238



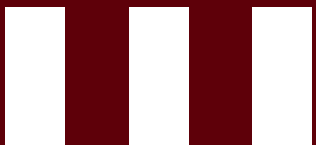
Headcount by first time status

Headcount by first time status					
Student Type	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
First Time Precollege (Dual Credit)	3,377	3,583	4,289	4,946	5,102
First Time Precollege (Dual Enroll)	29	21	24	28	19
First Time New in College (FTNIC)	2,531	2,278	2,782	2,645	2,627
First Time Transfer Undergraduate	1,419	1,372	1,347	1,305	1,342
First Time Undergraduate Non-Degree	229	263	135	158	138
First Time Graduate Degree Seeking	987	1,024	1,028	866	726
First Time Graduate Non-Degree	103	102	113	88	90
Overall First Time	8,675	8,643	9,718	10,036	10,044



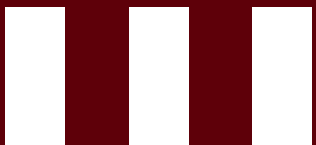
Revenue per first-time student after Institutional Discounts

Revenue per Student after Institutional Discounts by first time status					
Student Type	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
First Time Precollege (Dual Credit)	\$239	\$249	\$259	\$260	\$297
First Time Precollege (Dual Enroll)	\$573	\$826	\$1,098	\$878	\$1,535
First Time New in College (FTNIC)	\$3,172	\$3,324	\$3,594	\$3,959	\$4,167
First Time Transfer Undergraduate	\$3,574	\$3,436	\$3,805	\$4,131	\$4,434
First Time Undergraduate Non-Degree	\$1,995	\$2,468	\$3,757	\$2,901	\$2,577
First Time Graduate Degree Seeking	\$2,372	\$2,491	\$2,732	\$2,790	\$3,054
First Time Graduate Non-Degree	\$1,282	\$1,145	\$1,388	\$1,395	\$1,526
Overall First Time	\$1,904	\$1,837	\$1,962	\$1,952	\$2,045



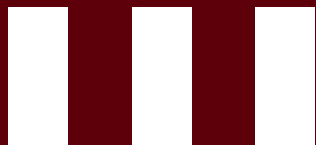
Headcount by Residency

Headcount by Residency					
Residency	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
In-State	19,107	18,662	19,544	20,699	21,341
Out-of-State	4,511	4,645	4,680	4,339	3,897
Overall	23,618	23,307	24,224	25,038	25,238



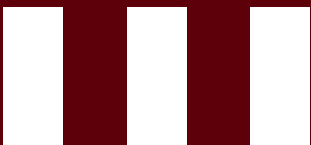
Headcount by Degree Seeking Status

Headcount by Degree Seeking Status					
Category	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
Non-degree seeking	5,093	5,528	6,281	7,636	8,242
Precollege (dual credit program declared)	4,397	4,828	5,702	7,062	7,726
Precollege (dual enroll program declared)	39	47	54	68	52
Undergraduate non-degree seeking	328	359	231	246	207
Graduate non-degree seeking	329	294	294	260	257
Degree seeking	18,525	17,779	17,943	17,402	16,996
Undergraduate degree seeking	14,671	13,849	13,942	13,761	13,663
Graduate degree seeking	3,854	3,930	4,001	3,641	3,333
Total	23,618	23,307	24,224	25,038	25,238



Revenue per Student after Institutional Discounts

Revenue per Student after Institutional Discounts by Degree Seeking Status					
Category	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
Non-degree seeking	\$359	\$356	\$372	\$374	\$396
Precollege (dual credit program declared)	\$252	\$261	\$269	\$284	\$324
Precollege (dual enroll program declared)	\$698	\$682	\$849	\$792	\$1,028
Undergraduate non-degree seeking	\$1,520	\$1,907	\$2,670	\$2,632	\$2,498
Graduate non-degree seeking	\$1,200	\$997	\$1,092	\$1,002	\$1,123
Degree seeking	\$3,274	\$3,363	\$3,555	\$3,880	\$4,119
Undergraduate degree seeking	\$3,451	\$3,550	\$3,745	\$4,059	\$4,251
Graduate degree seeking	\$2,619	\$2,733	\$2,914	\$3,229	\$3,590
Total	\$2,653	\$2,648	\$2,720	\$2,765	\$2,889



Wrap-Up