

Board of Curators Meeting - Public Session

University of Missouri System

St. Pat's A&B, Havener Center, Missouri University of Science and
Technology

Apr 20, 2023 8:00 AM - 1:15 PM CDT

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XI. LUNCHEON by Invitation for the Board of Curators, President, University of Missouri System Leaders, and Missouri University of Science and Technology Faculty, Staff and Student Leaders	

Time: 12:15 PM (or upon conclusion of the public session) Location: St. Pat's C, Havener Center

XII. Press Conference with Board of Curators Chair and UM President (12:15 PM, or upon conclusion of the public session)

Location: Carver Room, Havener Center Dial In Number: 215-446-0145 Conference Code: 2794379#

XIII. BOARD OF CURATORS MEETING - EXECUTIVE SESSION (1:15 PM, time is approximate)

Location: Silver and Gold Room, Havener Center The Board of Curators will hold an executive session of the April 20, 2023 meeting, pursuant to Sections 610.021(1), 610.021(2), 610.021(3), 610.021(12) and 610.021(13), RSMo, for consideration of certain confidential or privileged communications with University Counsel, personnel, property, litigation and contract items, all as authorized by law and upon approval by resolution of the Board of Curators.

Collected Rules and Regulations 10.025

Statement of Values

Approved Board Minutes: 11-17-2022.

A. The Board of Curators of the University of Missouri establish the following statement of values to guide members in the governance of the University of Missouri pursuant to the Constitution and the Revised Statutes of the State of Missouri:

1. **Trustworthy & Transparent Communication.** We value an environment of openness, collaboration and honesty with each other above all else, and support open communication and the free expression of ideas. We will endeavor to communicate with each other and with all University stakeholders with honesty and integrity. We will perform our duties ethically and avoid conflicts of interest.
2. **Respect.** We are respectful of each other and all University stakeholders in our interactions. We believe that civility, courtesy, decency and tolerance are critical when engaging in discussions with others with whom we may not agree. We encourage independent judgment and the sharing of a diversity of thoughts, and accept others' unique perspectives as valuable contributions to governing discussions.
3. **Healthy Board Governance.** We are committed to a healthy culture of board governance, one that is dedicated to sustaining the trust and support for the University of Missouri. We will devote time and effort needed to responsibly and capably perform our duties. We will exercise responsible stewardship and uphold our fiduciary duties as Curators. We will fully prepare for, attend and participate in board meetings, and seek to continually increase our understanding of, and adherence to, the standards for effective board governance.
4. **Support and Hold Accountable Leadership.** We are committed to supporting the leadership throughout the University of Missouri, while also holding that leadership accountable for the effective management of the University. We will establish, communicate and monitor clear performance expectations for leadership directly reporting to the Board, and will hold such leadership accountable to maintain the highest standard of ethical behavior. In supporting University leadership, we will endeavor to avoid involvement in matters delegated to the Administration.
5. **Strategic Vision.** We are committed to fully understanding, supporting and, when appropriate, challenging the short and long-term strategic priorities of the University of Missouri's constituents. We will challenge University leadership to continually develop and assess strategic plans that will be effective in supporting the Missouri Compacts for Achieving Excellence: Excellence in Student Success, Excellence in Research and Creative Works, Excellence in Engagement and Outreach, Inclusive Excellence and Excellence in Operations, Planning and Stewardship.

UNIVERSITY OF MISSOURI
BOARD CHAIR REPORT

There are no materials for this information item.

PRESIDENT'S REPORT

Mun Y. Choi

Board of Curators Meeting

April 20, 2023



S&T Money Magazine Ranking

Missouri S&T is ranked **5th in the nation** and **1st in Missouri** according to Money Magazine's "Best Colleges for Engineering Majors"



#1	Georgia Institute of Technology
#2	Massachusetts Institute of Technology
#3	Colorado School of Mines
#4	Purdue University
#5	Missouri University of Science and Technology
#6	Texas A&M University-College Station
#7	Princeton University
#8	Worcester Polytechnic Institute
#9	University of Illinois at Urbana-Champaign
#10	New Jersey Institute of Technology

Admissions Update

Freshmen Accepted *(with deposits)*

4/10/23	2021	2022	2023
MU	4,591	4,874	5,372 (10%)
UMKC	935	974	1,031 (6%)
S&T	1,230	1,119	1,114 (-0.4%)
UMSL	197	307	406 (32%)
Total	6,953	7,274	7,923 (9%)

Transfer Accepted *(with deposits)*

4/10/23	2021	2022	2023
MU	618	608	597 (-2%)
UMKC	519	483	536 (11%)
S&T	132	123	183 (49%)
UMSL	406	475	519 (9%)
Total	1,675	1,689	1,835 (9%)

Student Success



UMSL

Claire Saylor
Optometry

Named Vice President of the American
Optometric Student Association



MISSOURI
S&T

Coleman Goulding
Aerospace Engineering

Won the National Space Club and
Foundation Keynote Scholarship



**Kristen Barwick, Emma McDougal, Jenny Park
and Dylan Fowler**

2023 Barry Goldwater Scholars



UMKC

**Lilly Kamlar
Yasmeen Honon**

Winners of the U.S. Dept. of State's Gilman Scholarship
allowing Pell Grant recipients to study abroad.

NSF Graduate Research Fellowship Program Winners



Victoria Allen

Neurosciences

Bacc. Institution- MU



Joseph Fritsche

Biochemistry

Bacc. Institution- MU



James Gamble

Economics

Bacc. Institution- MU



Jasmine Godwin

*Human Development &
Family Science*

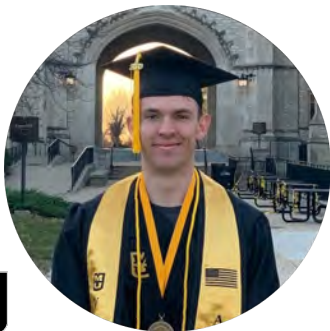
Current Institution- MU



Lucas Kuehnel

Engineering

*Bacc. and Current
Institution- MU*



Daniel Lamm

Systems and Molecular Biology

Bacc. Institution- MU



Brooklin Runge

Engineering

*Bacc. and Current
Institution- MU*



Chantelle Wimms

Ecology

Current Institution- MU



Sadie Brasel

Engineering

Bacc. Institution- UMKC

NSF Graduate Research Fellowship Program Honorable Mentions



Huda Ansaf

*Systems and Molecular Biology
Bacc. and Current
Institution- MU*



Summer Bjorn

*Geosciences
Bacc. and Current
Institution- MU*



Alyssa Labonte

*Neurosciences
Bacc. Institution- MU*



Samantha Lapka

*Psychology
Bacc. Institution- MU*



Allison Salamone

*Geosciences
Bacc. and Current
Institution- MU*



Alyssa Smolensky

*Computationally
Intensive Research
Current Institution- MU*



Elanor Jackson

*Computer Security
and Privacy
Bacc. and Current Institution- S&T*



Megan Lenox

*Materials Engineering
Bacc. Institution- S&T*

Faculty Success



UMSL

Dr. Rachel Winograd
Clinical Psychology

Spoke at the National Governors Association in Washington D.C. about Opioid Addition.



UMKC

Dr. Virginia Blanton, *Humanities and Social Sciences*
Dr. Yotam Haber, *Conservatory*

Named Fulbright Scholars for the 2023-24 academic year



MU

Dr. Andy Frey
School of Social Work

Named Fellow of the American Academy of Social work and Social Welfare



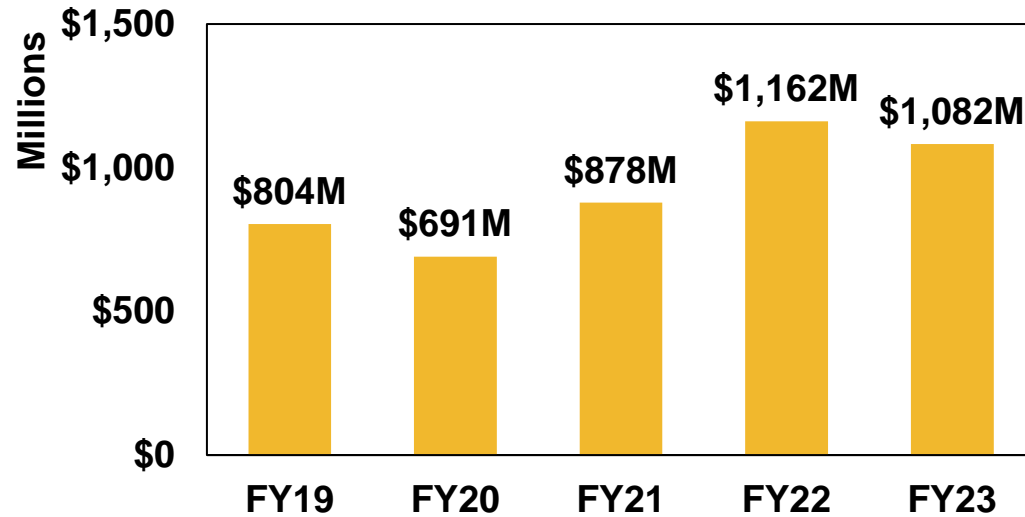
MISSOURI S&T

Dr. Vadym Mochalin
Chemistry

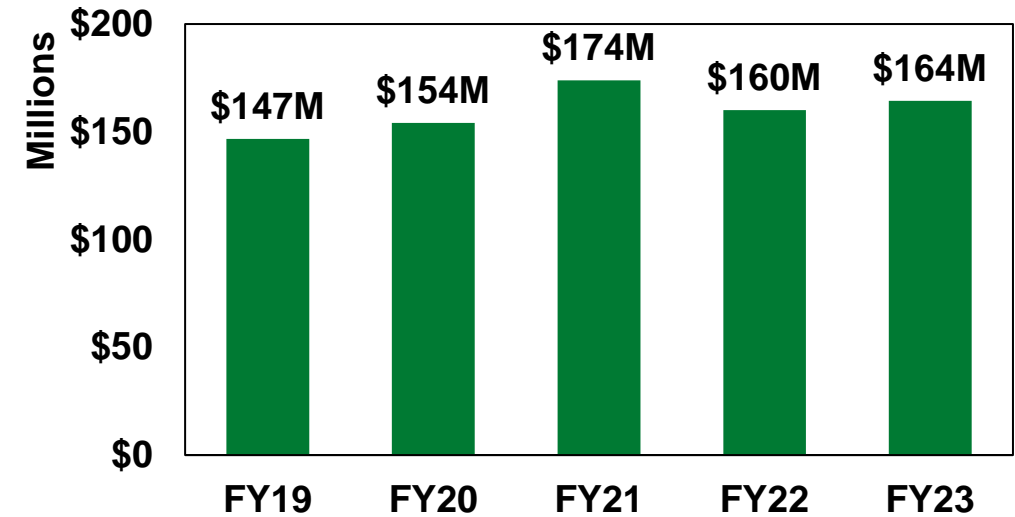
Named a Fellow of the Royal Society of Chemistry

Total R&D Proposals (7/1-3/31)

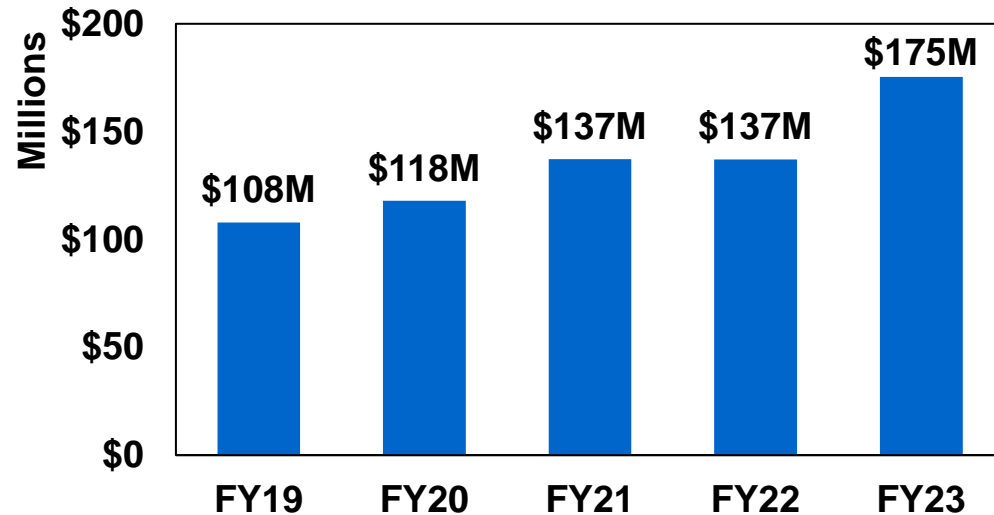
MU



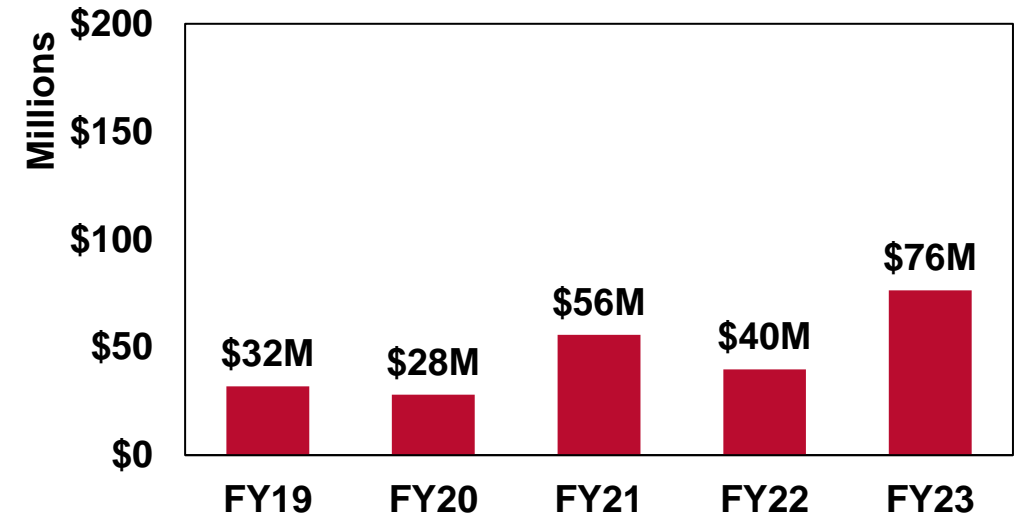
S&T



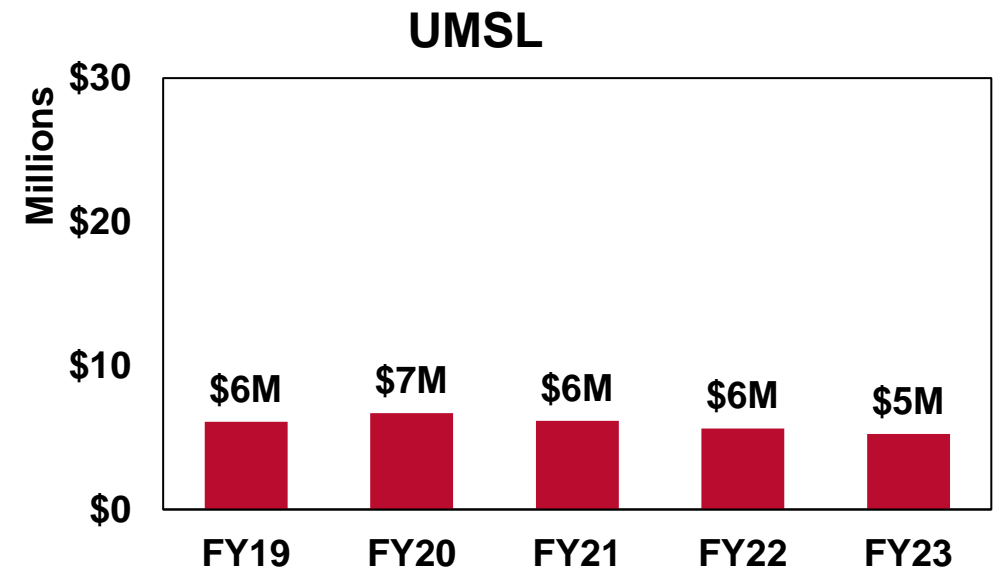
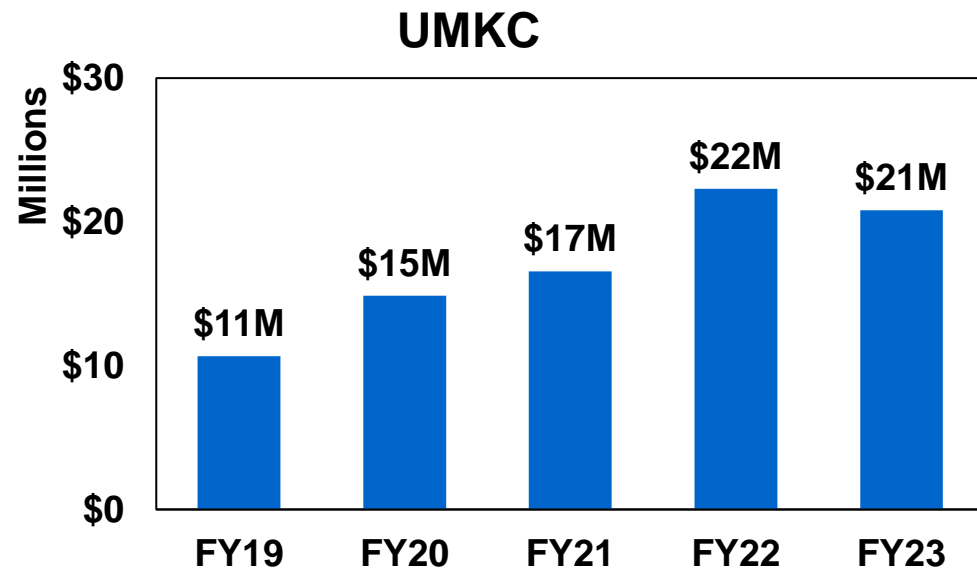
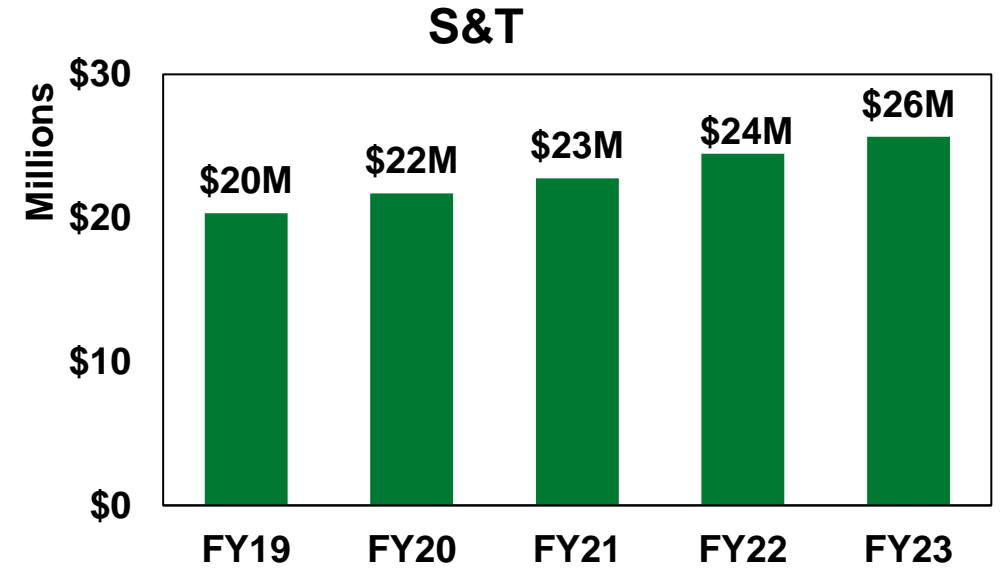
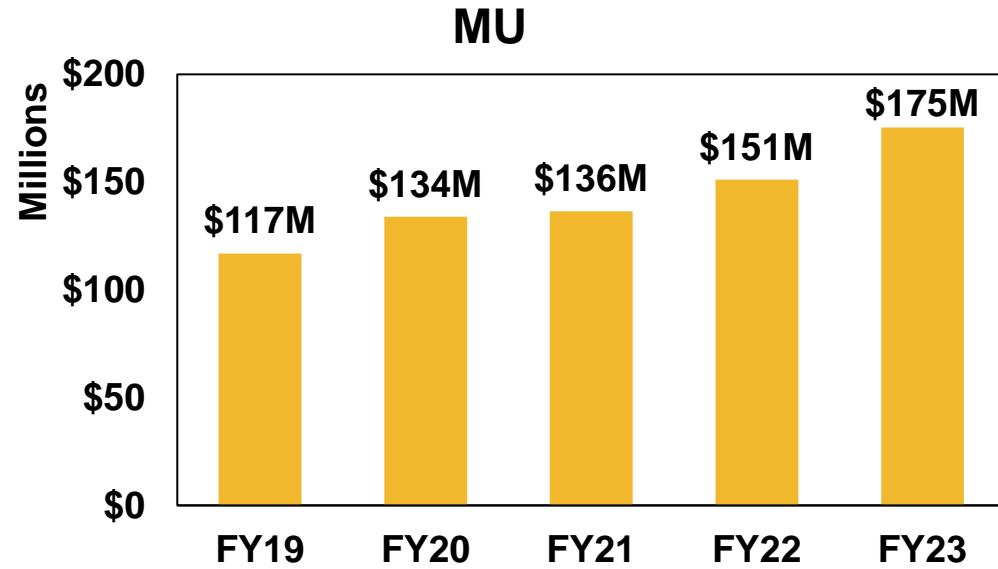
UMKC



UMSL

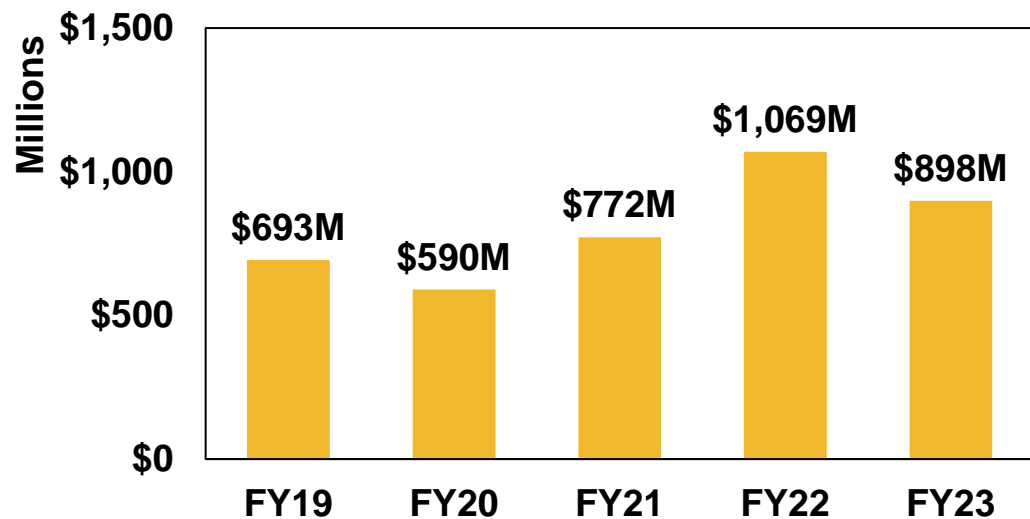


Total R&D Expenditures (7/1-3/31)

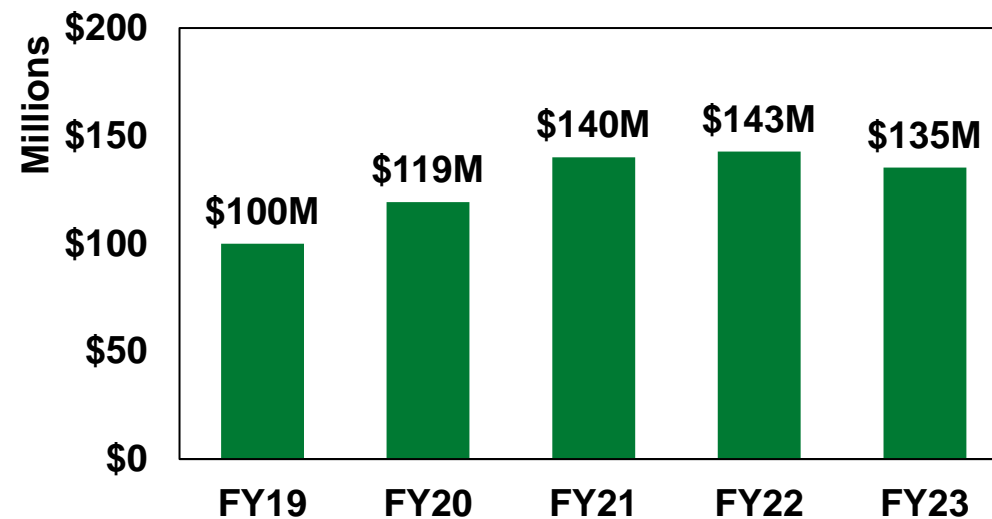


Federal R&D Proposals (7/1-3/31)

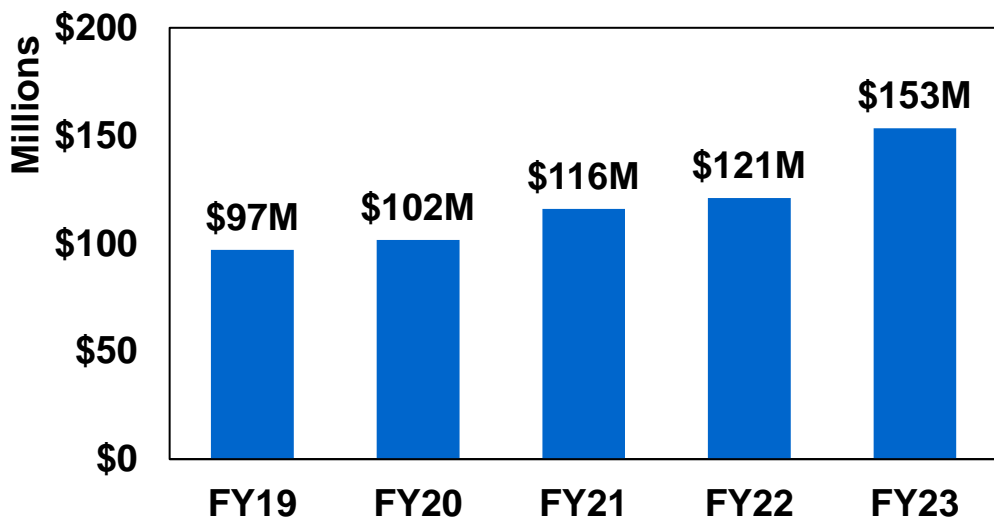
MU



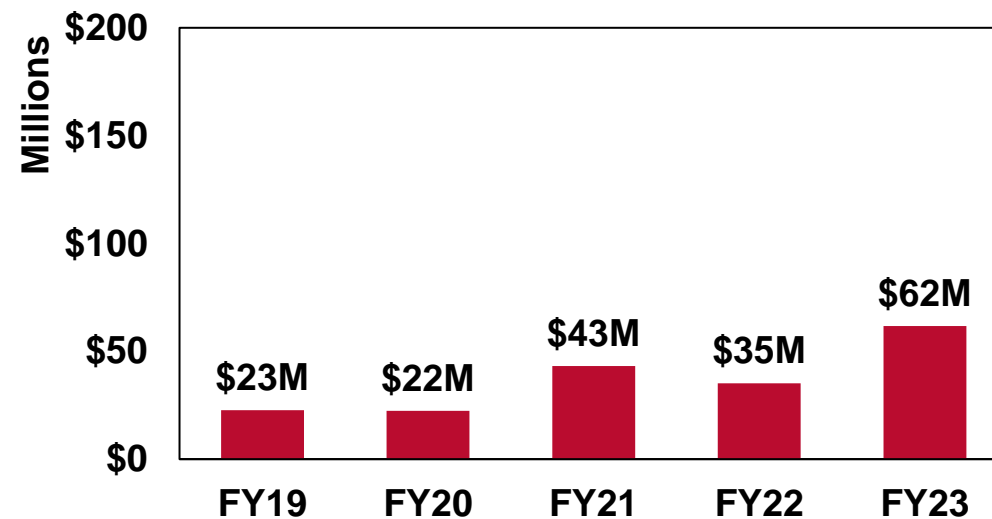
S&T



UMKC

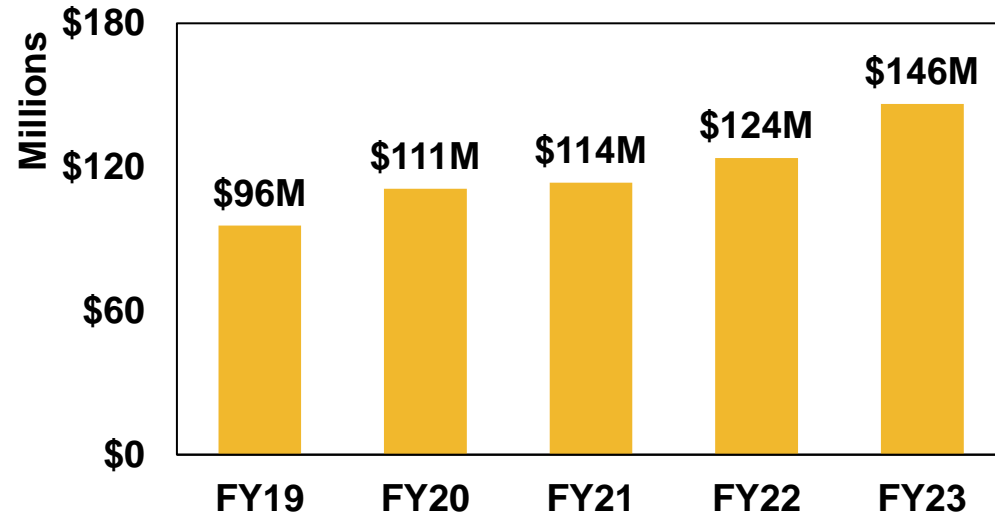


UMSL

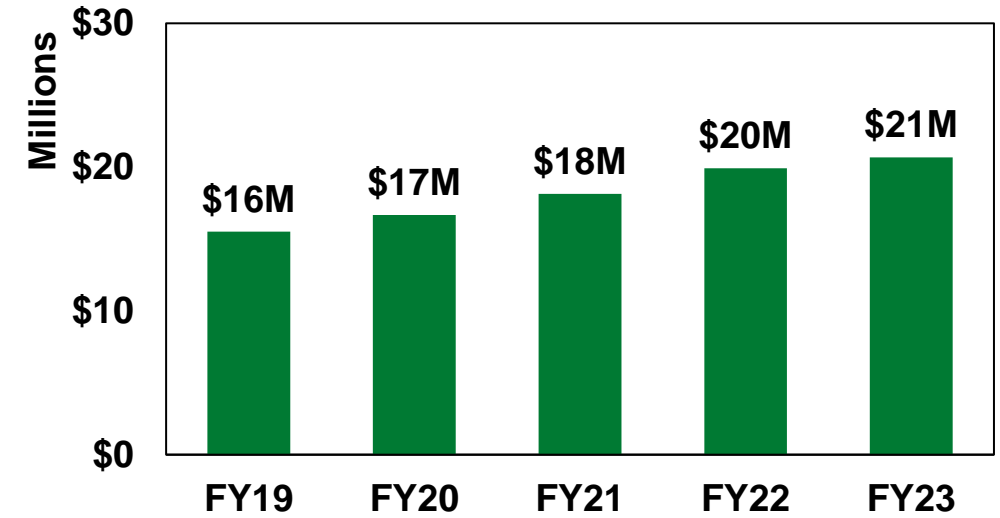


Federal R&D Expenditures (7/1-3/31)

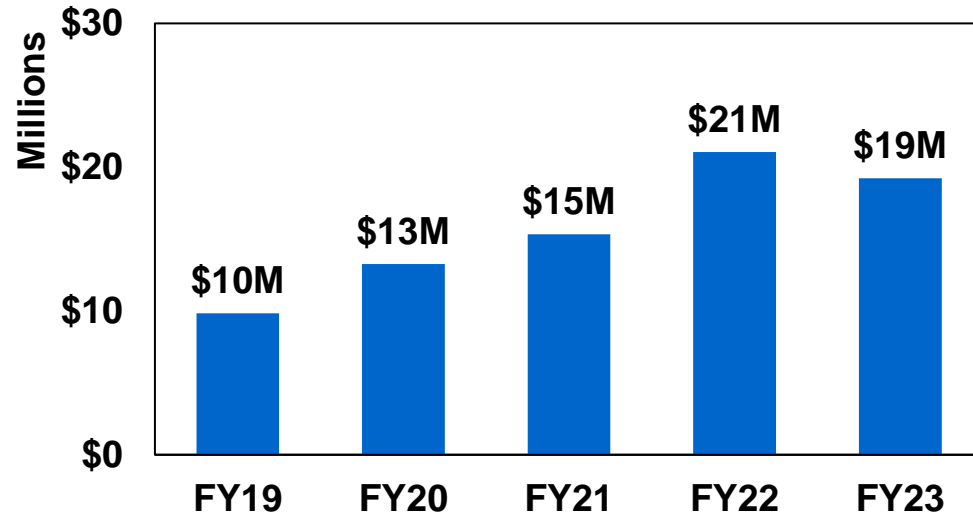
MU



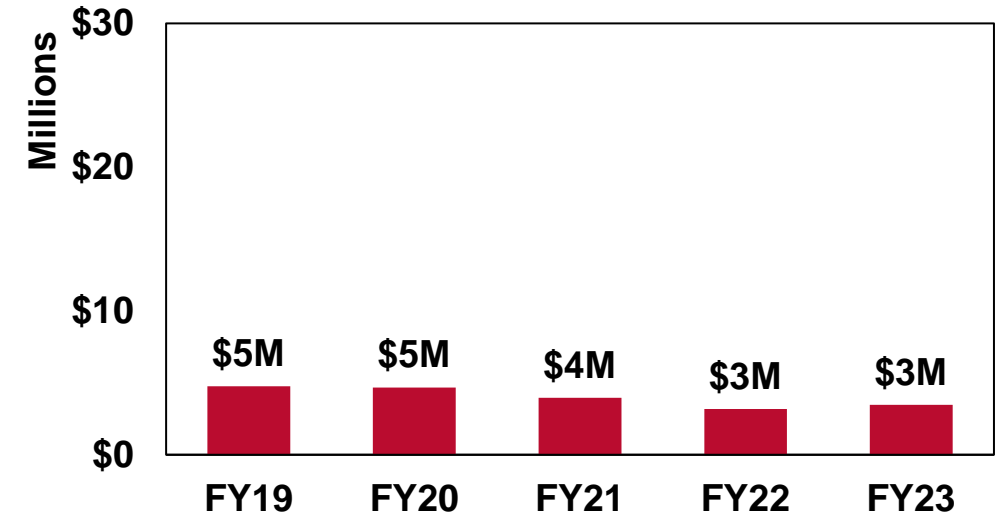
S&T



UMKC



UMSL



MU Major Grant



CAREER: Knowledge Exchange for Supporting Youth with or at Risk for Mathematics Difficulty

PI: Dr. Jessica Rodrigues, Assistant Professor of Special Education, *College of Education and Human Development*
\$1.4M

Sponsor: National Science Foundation

This project will develop, assess and refine innovative key abstracts for communicating mathematics-focused practitioner articles with a teacher audience. The project also involves collaboration with the university disability center to provide funded research opportunities in STEM education to university students with disabilities.



UMSL Major Grant

UMSL

Bootheel Suicide Prevention Implementation Grant

PI: Katie Ellison, *Missouri Institute of Mental Health*

Co-PI: Dr. Liz Sale, *Missouri Institute of Mental Health*

\$1.0M

Sponsor: The Missouri Foundation for Health

To address the problem of suicide in Southeast Missouri, this project will tackle the stigma toward mental health, and the barriers to help-seeking behaviors, by engaging employers and faith leaders in suicide prevention and lethal means reduction education and awareness-raising activities.



S&T Major Grant



Thermal Protection for Hypersonic Vehicles

PI: Dr. Gregory Hilmas, *Materials Science & Engineering*

Co-PIs: Drs. K. Chandrashekhara, Arezoo Emdadi, William Fahrenholtz, David Lipke and Jeremy Watts

\$2.5M

Sponsor: General Electric

This collaboration between General Electric, Clemson University and Missouri S&T is the first phase of an aggressive research and development project that advances understanding and maturity of current materials for Hypersonics applications while investigating development of future material and process technologies.



UMKC Major Grant

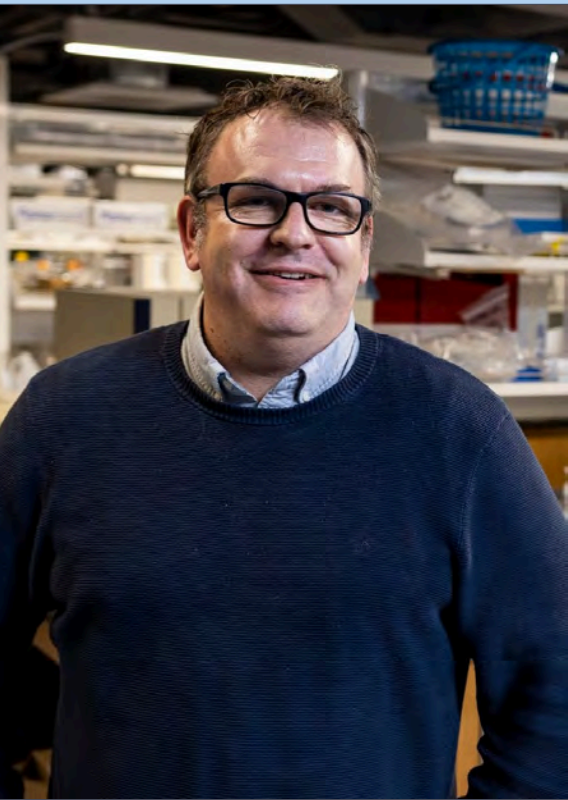


Investigation of a newly identified group of neurons regulating sleep and feeding behaviors

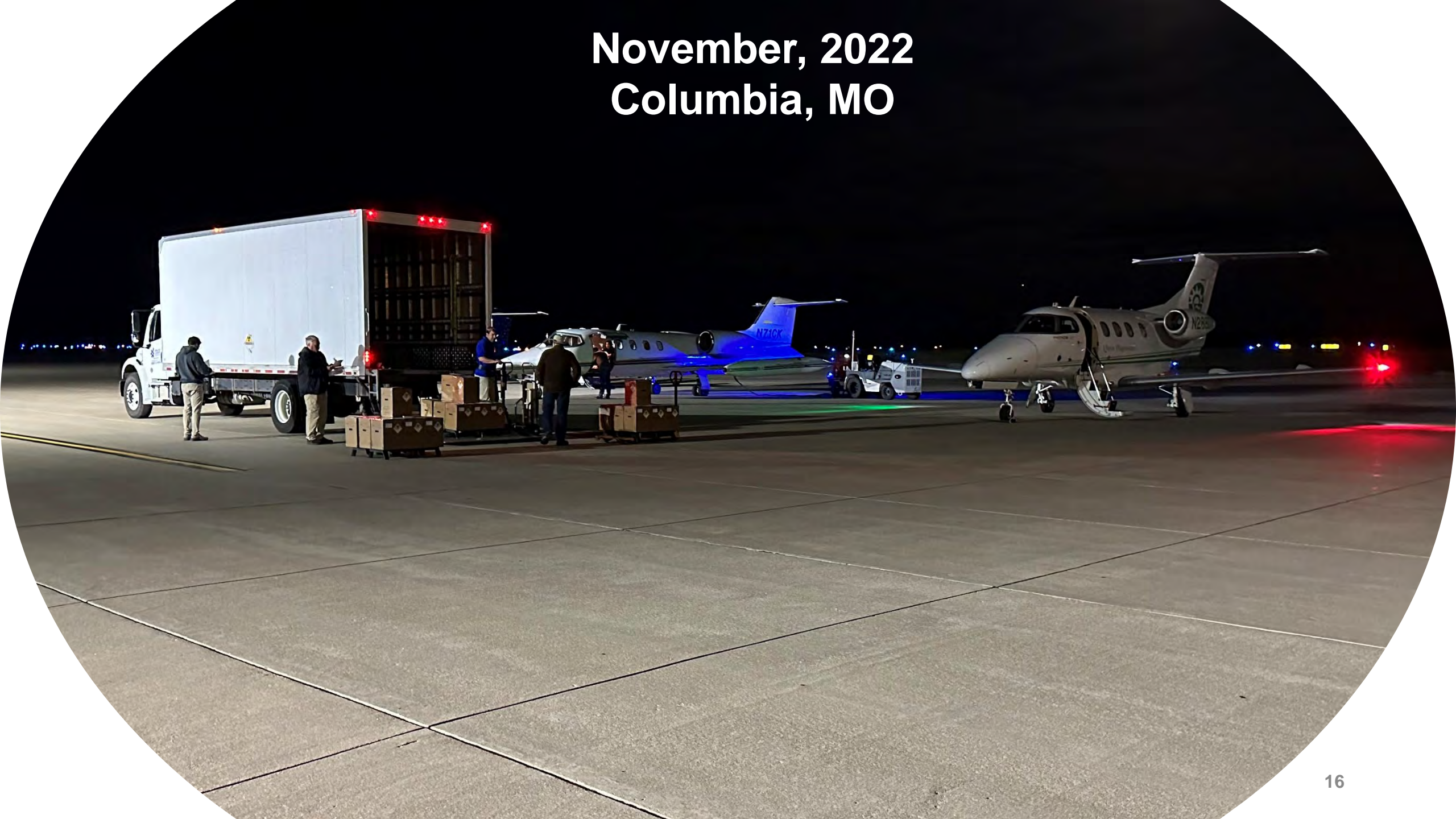
PI: Dr. Stephane Dissel, Assistant Professor, *Science and Engineering*
\$2.0M

Sponsor: NIH: Institute of Neurological Disorder

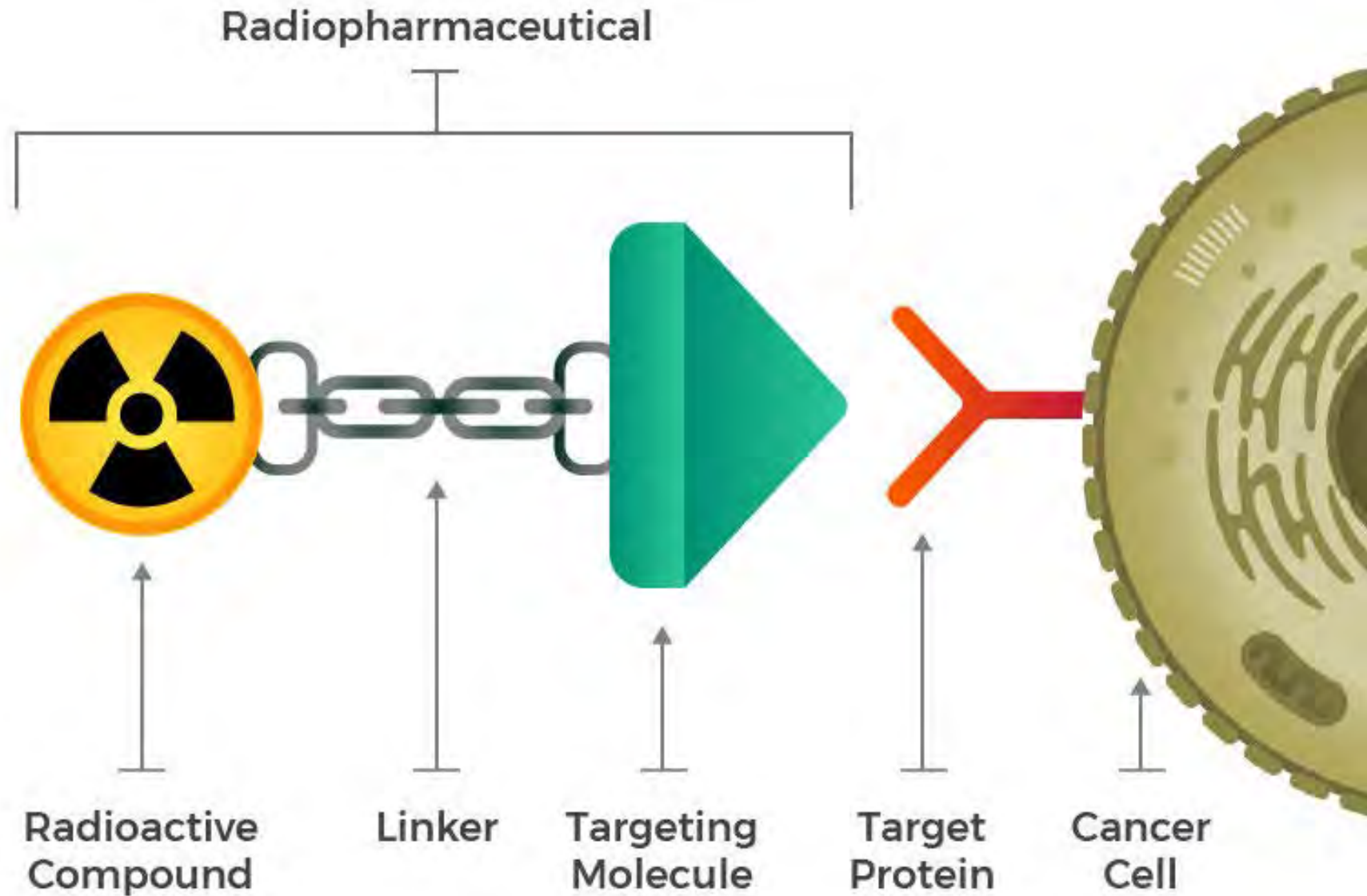
Animals (including humans) can decide to sleep or to skip sleeping entirely if their environment or other needs demand it. But sleeping also impedes other necessary behaviors, such as feeding. There's a lot known about neurons and decision making with singular behaviors, but not as much about how decision making between behaviors interacts. This research will be relevant for human health and for our understanding of how the brain makes key behavioral decisions.



November, 2022
Columbia, MO



MU Nuclear Research Reactor



Unique Opportunity for Mizzou to Save Lives

Men with advanced prostate cancer going without life-prolonging medication amid shortage



By Jen Christensen, CNN

Updated 4:01 PM EDT, Tue March 21, 2023



HEALTH

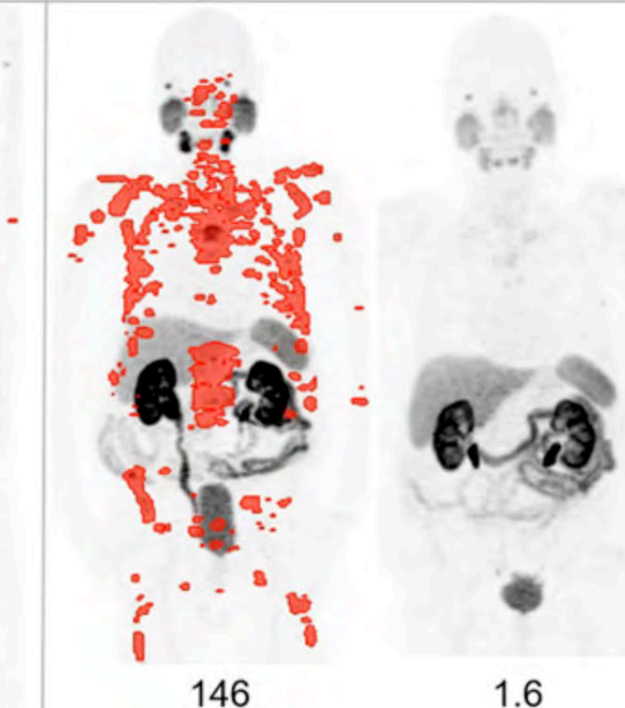
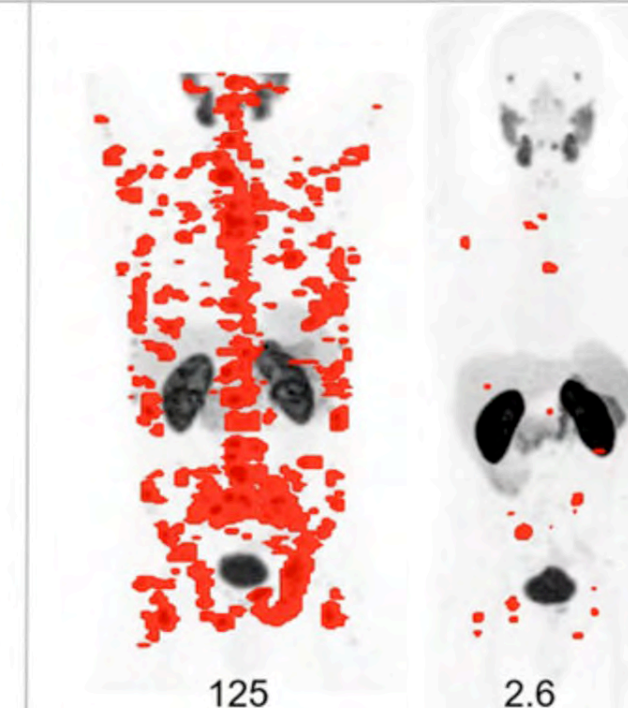
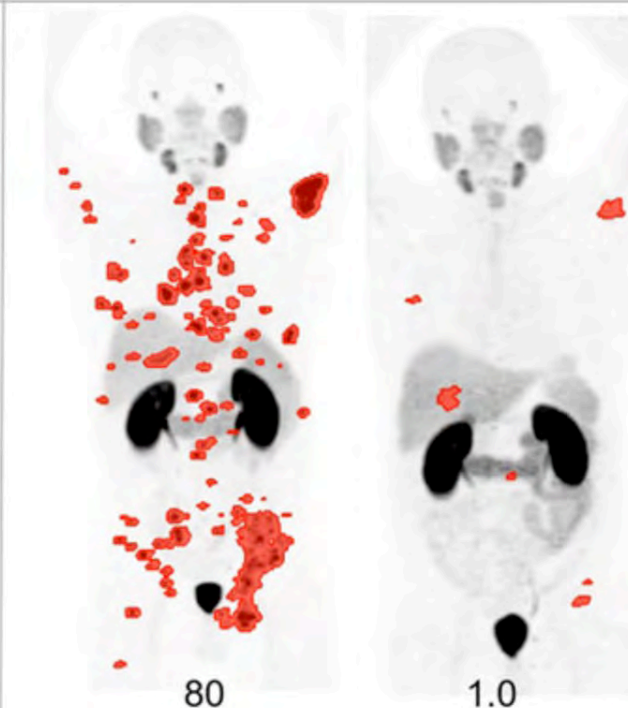
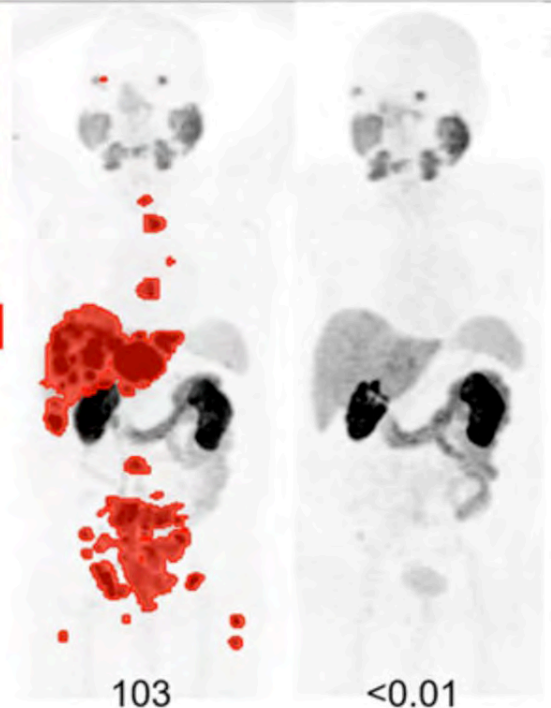
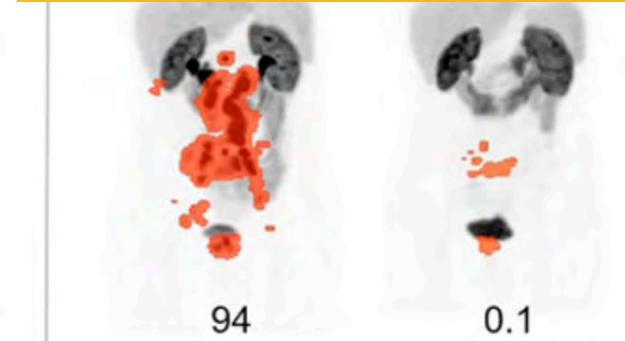
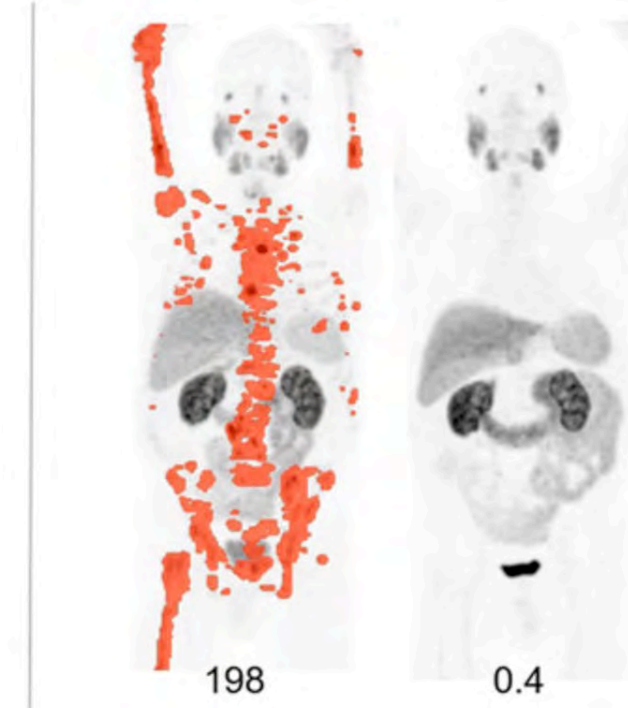
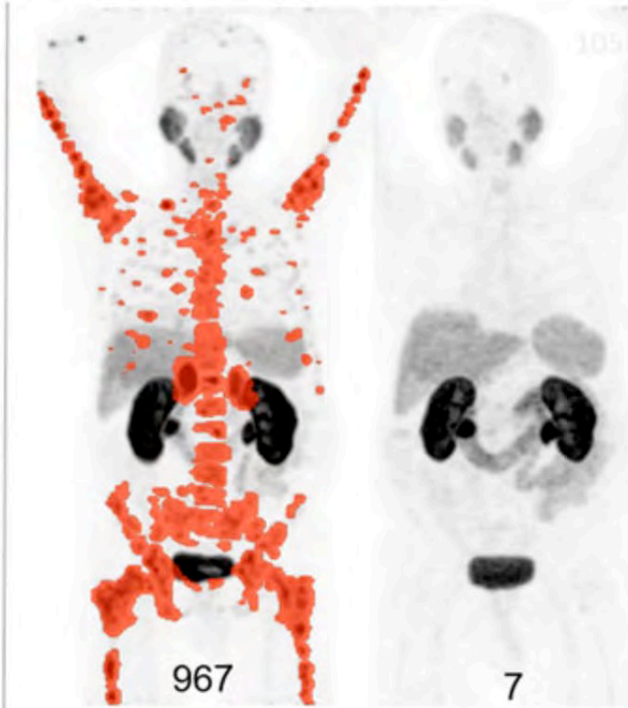
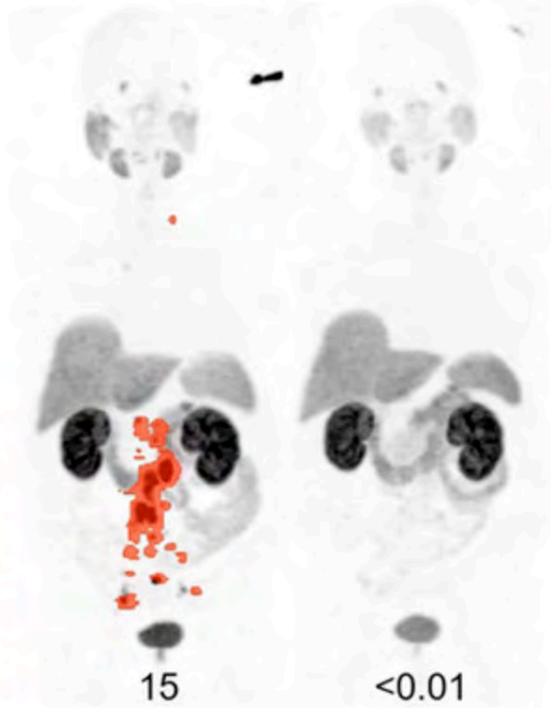
Shortage of Last-Ditch Drug for Advanced Prostate Cancer Worries Doctors

Novartis seeks to ramp up Pluvicto production to ease supply issues

THE WALL STREET JOURNAL.

**Meeting report from the
Prostate Cancer
Foundation PSMA
theranostics state of the
science meeting 2020**
Andrea K. Miyahira PhD

prostate cancer with SUVmax > 3



NextGen MURR Request for Proposals



Energy & Environment | **New Nuclear** | Regulation & Safety | Nuclear Policies | Corporate | Uranium & Fuel |

New isotope-producing research reactor for Missouri

31 March 2023



The University of Missouri has launched an initiative to build a new, larger research reactor, NextGen MURR. The university's existing MU Research Reactor (MURR) - in operation for more than half a century - is the highest-powered university research reactor in the USA and is currently the country's only producer of certain medical radioisotopes.

NextGen MURR

New Breakthroughs Possible in Targeted Radiotherapy:

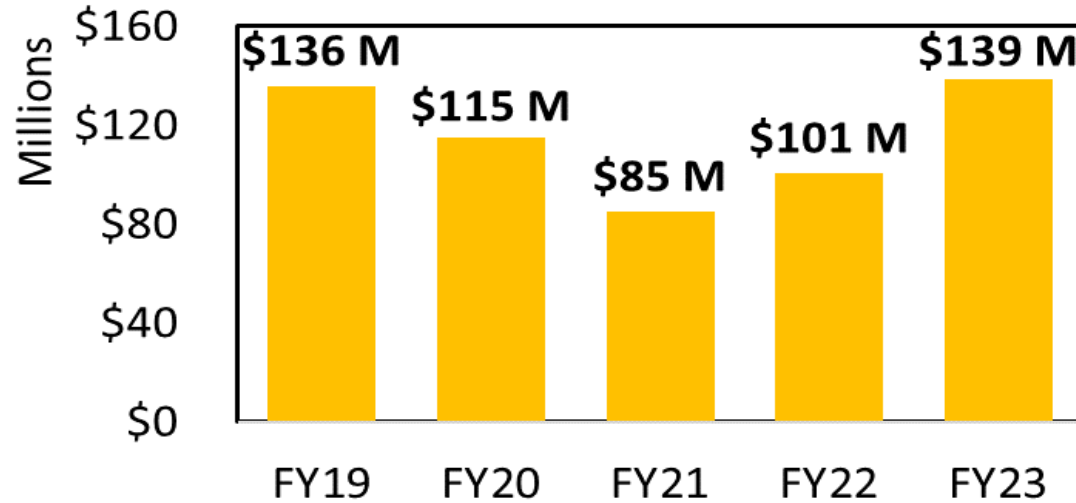
- Gold-198 (Prostate Cancer)
- Terbium-161 (Ovarian Cancer)
- Rhenium-188 (Melanoma)
- Rhenium-186 (Pancreatic & Breast Cancer)
- Arsenic-77 (Prostate Cancer)
- Targeted Alpha Imaging & Therapy

- Current MURR is 56 years old
- We've proven that targeted radiotherapy works!
- We can't outsource radioisotope production
 - Short half life
 - Healthcare for Americans must not be determined by supply chain or geopolitical issues

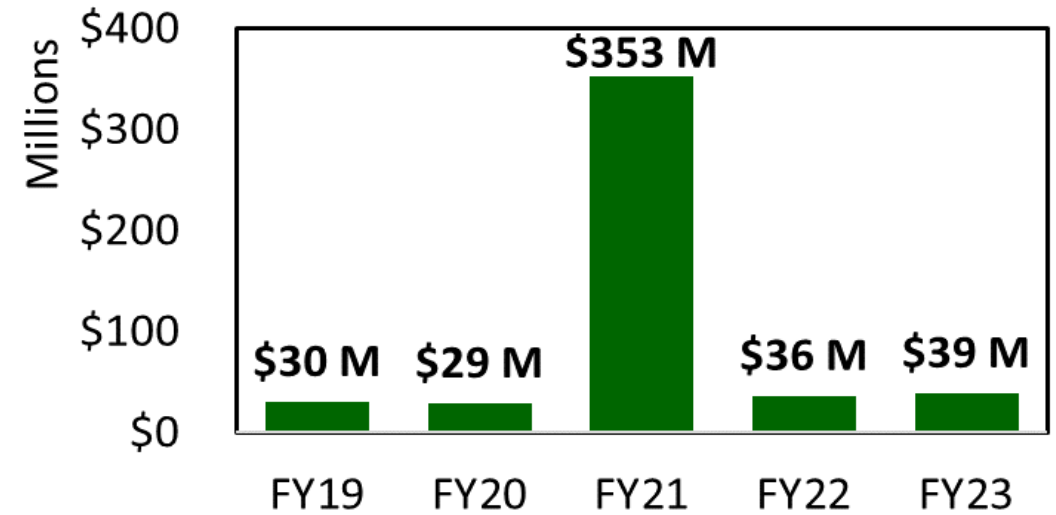
- A 20MW NextGen MURR is essential for MO and the US
- NextGen MURR will require ~\$1B to construct and will require 8 to 10 years
- Missouri can be the epicenter for nuclear medicine to attract researchers, pharmaceutical firms, investors and distribution centers

Philanthropy (7/1/22-3/31/23)

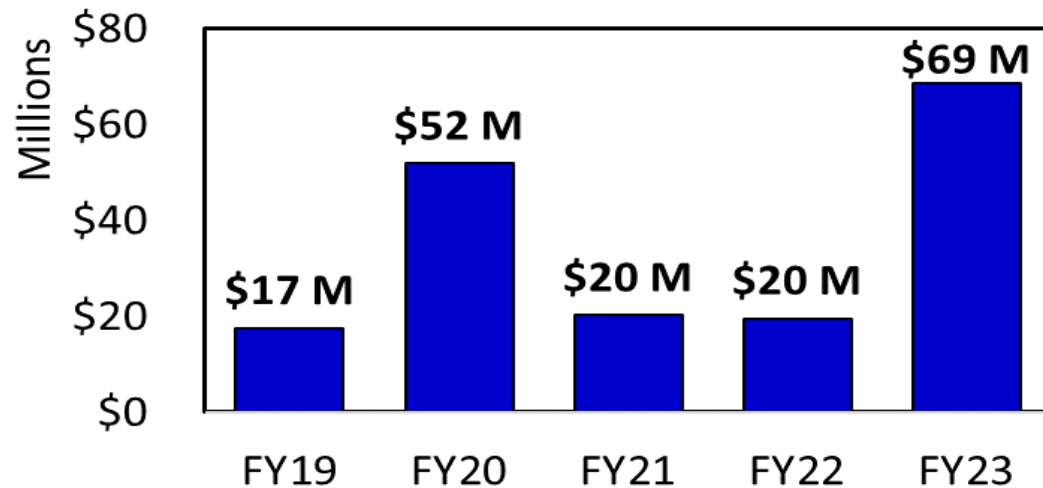
MU



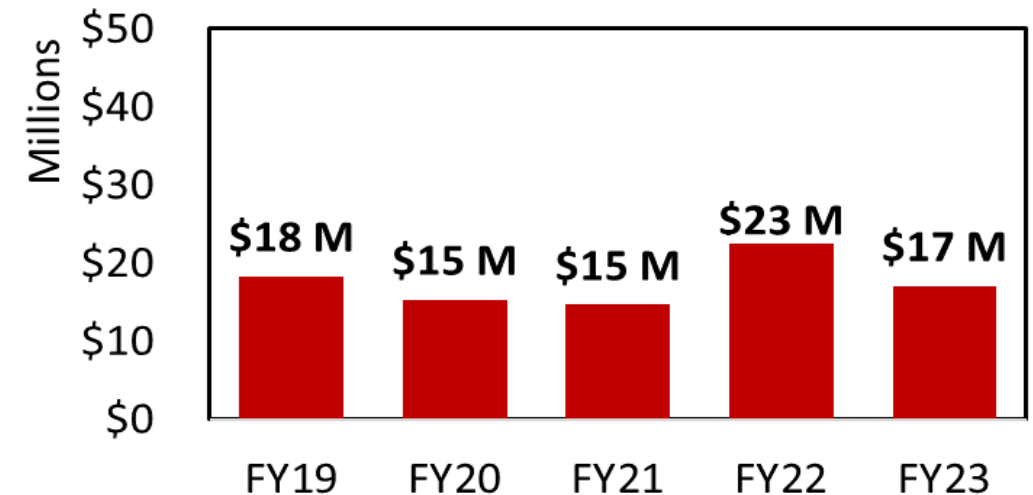
S&T



UMKC



UMSL



UM Leadership Appointments



 Health Care

Ric Ransom,
*Chief Executive Officer
of MU Health Care*



MISSOURI
S&T

Timothy Faley,
*Interim Vice Provost and Dean of Kummer
College of Innovation, Entrepreneurship,
and Economic Development*



MISSOURI
S&T

Kamal Khayat,
*Vice Chancellor of
Research & Innovation*



MISSOURI
S&T

Susan Murray,
*Interim Vice Provost of
Online Education*



MISSOURI
S&T

Stephen Raper,
*Associate Provost for Academic
Operations, Accreditation and
Assessment*



MISSOURI
S&T

Fred Stone,
*Associate Vice Chancellor of
Facility Planning and Operations*



University of Missouri System

COLUMBIA | KANSAS CITY | ROLLA | ST. LOUIS

No. 1

Recommended Action - 2024 Board of Curators Meeting Calendar

It was recommended by Chair Williams, endorsed by President Choi, moved by Curator _____ and seconded by Curator _____, that the proposed 2024 Board of Curators meeting calendar be approved as follows:

PROPOSED 2024 BOARD OF CURATORS MEETING CALENDAR

<u>DAY(S)</u>	<u>DATE(S)</u>	<u>LOCATION</u>
Thursday	February 8	UM – Columbia
Thursday	April 18	Missouri S&T
Thursday	June 27	Columbia, Missouri
Thursday	September 12	UM – Kansas City
Wednesday	November 20	UM – St. Louis

Roll call vote:	YES	NO
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Curator Brncic
Curator Graves
Curator Hoberock
Curator Holloway
Curator Layman
Curator Wenneker
Curator Williams

The motion _____.

Proposed 2024 Board of Curators Meeting Calendar

Last meeting: November 16, 2023 (UMSL)

Day(s)	Date(s)	City	Host/Comments	Mailing Dates
Thursday	February 8 (Health Affairs Cte Mtg Jan 30)	Columbia (12 weeks from last meeting)	MU	January 24
Thursday	April 18 (Health Affairs Cte Mtg April 11)	Rolla (10 weeks from last meeting)	Missouri S&T	April 3
Thursday	June 27 (Health Affairs Cte Mtg June 20)	Columbia (10 weeks from last meeting)	BOC/System President	June 12
Thursday	September 12 (Health Affairs Cte Mtg Sept 6)	Kansas City (11 weeks from last meeting)	UMKC	August 28
Wednesday	November 20 (Health Affairs Cte Mtg Nov 14)	St. Louis (10 weeks from last meeting)	UMSL	November 6

Revised State Statutes

Regular meetings of board.

RSMo 172.110. There shall be two regular meetings of said board of curators in each year, to be holden in the university edifice or in the town of Columbia. The annual meeting shall be held on the third Tuesday in December and the semiannual meeting on the Tuesday preceding the first Thursday in June, unless different days shall be fixed upon by said board.

University of Missouri Collected Rules and Regulations

UM CR&R 10.030 Board Bylaws

C. Article III The Board of Curators

1. Meetings

- a. Annual meeting -- The regular meeting of the Board held during the month of May or June, as scheduled by the Board of Curators of each year, shall be deemed to be the annual meeting of the Board of Curators, and shall be held on such date in May or June as is fixed by the Board.
- b. Regular meetings -- The Board may hold regular meetings at a time and place to be fixed by the Board. The time and place of a regular meeting may be changed by order of the Board.

April 20, 2023

REVIEW CONSENT AGENDA

There are no materials for this information item.

CONSENT

Recommended Action - Consent Agenda

It was endorsed by President Choi, moved by Curator _____ and seconded by Curator _____, that the following items be approved by consent agenda:

CONSENT AGENDA

Action

- A. Minutes, February 9, 2023 Board of Curators Meeting
- B. Minutes, February 9, 2023 Board of Curators Committee Meetings
- C. Minutes, March 5, 2023 Board of Curators Special Meeting
- D. Minutes, March 9, 2023 Board of Curators Special Meeting
- E. Degrees, Spring Semester 2023 for all universities
- F. Security Resolution, 2023
- G. Sole source – Chargemaster Software Renewal, MUHC
- H. Project Reapproval for Missouri Protoplex Phase II, Missouri S&T
- I. Amendment, Collected Rule and Regulation 340.050, Vacation

Roll call vote of the Board:	YES	NO
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Curator Brncic
Curator Graves
Curator Hoberock
Curator Holloway
Curator Layman
Curator Wenneker
Curator Williams

The motion _____.

Consent A

Recommended Action - Minutes, February 9, 2023 Board of Curators Meeting

It was moved by Curator _____ and seconded by Curator _____, that the minutes of the February 9, 2023 Board of Curators meeting be approved as presented.

Roll call vote:	YES	NO
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Curator Brncic

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion _____.

April 20, 2023

OPEN – CONSENT – A-1

Consent B

Recommended Action - Minutes, February 9, 2023 Board of Curators Committee Meetings

It was moved by Curator _____ and seconded by Curator _____, that the minutes of the February 9, 2023 Board of Curators committee meetings be approved as presented.

Roll call vote:	YES	NO
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Curator Brncic

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion _____.

April 20, 2023

OPEN – CONSENT – B-1

Consent C

Recommended Action - Minutes, March 5, 2023 Board of Curators Special Meeting

It was moved by Curator _____ and seconded by Curator _____, that the minutes of the March 5, 2023 Board of Curators special meeting be approved as presented.

Roll call vote:	YES	NO
-----------------	-----	----

Curator Brncic

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion _____.

April 20, 2023

Consent D

Recommended Action - Minutes, March 9, 2023 Board of Curators Special Meeting

It was moved by Curator _____ and seconded by Curator _____, that the minutes of the March 9, 2023 Board of Curators special meeting be approved as presented.

Roll call vote:

YES

NO

Curator Brncic

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion _____.

April 20, 2023

Consent E

Recommended Action – Approval of Degrees, Spring Semester 2023, for all universities

It was recommended by the Chancellors, endorsed by President of the University of Missouri Mun Y. Choi, recommended by the Academic, Student Affairs and Research & Economic Development Committee, moved by Curator_____, seconded by Curator_____ that the following action be approved:

that the action of the President of the University of Missouri in awarding degrees and certificates to candidates recommended by the various faculties and committees of the four University of Missouri System campuses who fulfill the requirements for such degrees and certificates at the end of the Spring Semester 2023, shall be approved, and that the lists of said students who have been awarded degrees and certificates be included in the records of the meeting.

Roll call vote of Board:

YES

NO

Curator Brncic

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion_____.

Consent F

It was endorsed by President Choi, moved by Curator _____ and seconded by Curator _____, that the following resolution be approved:

Resolution

The Curators of the University of Missouri agree that the following individuals occupying the designated offices shall constitute a Security Executive Committee with full authority and responsibility for the negotiation, execution and administration of Department of Defense, or User Agency classified contracts as described in 32 CFR §117, National Industrial Security Program Operating Manual (NISPOM):

The members of this Security Executive Committee have been processed for a personnel security clearance for access to classified information up to the level of the facility security clearance granted to this institution, as provided for under the aforementioned security program.

- Mun Y. Choi, Ph.D., President, University of Missouri System, and Chancellor, University of Missouri-Columbia
- Todd P. Graves, Curator, University of Missouri System
- Latha Ramchand, Ph.D., Provost, University of Missouri-Columbia
- Thomas E. Spencer, Ph.D., Vice Chancellor, University of Missouri-Columbia
- C. Mauli Agrawal, Ph.D., Chancellor, University of Missouri-Kansas City
- Jennifer Lundgren, Ph.D., Provost, University of Missouri-Kansas City
- Mohammad Dehghani, Ph.D., Chancellor, Missouri University of Science and Technology
- Kamal Khayat, Ph.D., Vice Chancellor, Missouri University of Science and Technology

The Security Executive Committee is hereby delegated all the Board's duties and responsibilities pertaining to the protection of classified information under classified contracts of the Department of Defense or User Agencies awarded to the Curators of the University of Missouri.

University of Missouri-Kansas City has established a subsidiary of the University of Missouri System facility security clearance. As such, the following members of the Security Executive Committee are delegated all the Board's duties and responsibilities pertaining to the protection of classified information under classified contracts of the Department of Defense or User Agencies awarded to the University of Missouri-Kansas City.

- Mun Y. Choi, Ph.D., President, University of Missouri System, and Chancellor, University of Missouri-Columbia

April 20, 2023

- C. Mauli Agrawal, Ph.D., Chancellor, University of Missouri-Kansas City
- Jennifer Lundgren, Ph.D., Provost, University of Missouri-Kansas City

Missouri University of Science and Technology is establishing a subsidiary of the University of Missouri System facility security clearance. As such, the following members of the Security Executive Committee are delegated all the Board's duties and responsibilities pertaining to the protection of classified information under classified contracts of the Department of Defense or User Agencies awarded to the Missouri University of Science and Technology.

- Mun Y. Choi, Ph.D., President, University of Missouri System, and Chancellor, University of Missouri-Columbia
- Mohammad Dehghani, Ph.D., Chancellor, Missouri University of Science and Technology
- Kamal Khayat, Ph.D., Vice Chancellor, Missouri University of Science and Technology

The following officers and members of the University of Missouri Board of Curators shall not be required, shall not have, and can be effectively excluded from access to all classified information in the possession of the Curators of the University of Missouri and its subsidiaries, and do not occupy positions that would enable them to affect adversely the policies and practices of the Curators of the University of Missouri and its subsidiaries in the performance of classified contracts for the Department of Defense or User Agencies awarded to the Curators of the University of Missouri and/or its subsidiaries, and need not be processed for a personnel security clearance:

All members of the Board of Curators, except the designated member of the Security Executive Committee:

- Julia G. Brncic
- Greg E. Hoberock
- Keith A. Holloway
- Jeffrey L. Layman
- Robin R. Wenneker
- Michael A. Williams

Officers:

- Mark A. Menghini, J.D., General Counsel
- Michelle Piranio, Chief Audit and Compliance Officer
- Ryan Rapp, Executive Vice President, Finance & Operations, and Chief Financial Officer
- Marsha Fischer, Vice President, Human Resources and Chief Human Resources Officer
- Ben Canlas, Interim Vice President, Information Technology
- Kristen Smarr, Interim Chief Marketing and Communications Officer
- Kristin Sobolik, Ph.D., Chancellor, University of Missouri-St. Louis

April 20, 2023

- Steven Berberich, Ph.D., Provost, University of Missouri-St. Louis
- Colin Potts, Ph.D., Provost, Missouri University of Science and Technology

Roll Call Vote of the Board:	YES	NO
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Curator Brncic
Curator Graves
Curator Hoberock
Curator Holloway
Curator Layman
Curator Wenneker
Curator Williams

The motion _____.

Sole Source
Chargemaster Software Renewal
MUHC

In accordance with the Collected Rules and Regulations 80.010, MU Health Care (MUHC) requests approval for the sole source purchase of Chargemaster Software Renewal from Craneware Inc., Atlanta, Georgia, for an estimated total of \$1,665,295 for a five-year term.

The chargemaster software was originally approved for purchase by the Board of Curators in April 2018 for a five-year term. Prior to the purchase of the Craneware software, other solutions for maintaining charges associated with hospital, supply, physician, and pharmacy services were provided by multiple vendors. Craneware manages these charges in an integrated platform and succinctly analyzes data to ensure charges are compliant and revenue is optimized, which reduces otherwise manual, labor-intensive processes.

The Craneware system continues to be the only solution which offers an integrated single platform that is unique and proprietary in providing revenue integrity and pricing, charging, and coding solutions across hospital, physicians, pharmacy, material management, and revenue cycle departments. Other systems do not provide integration with pharmacy charges. The Craneware software will continue to provide the following:

- Greater visibility to eliminate missing charge capture and lost revenue in pharmacy and supplies, reducing labor needed to address lost charges;
- Accelerate payment for pharmacy claims and minimize claim denials while managing government mandated reporting requirements;
- Single source of resources to ensure a standard data set and applications across both hospital and physician revenue cycles;
- Integration between chargemaster toolkit and patient accounting applications;
- Audit trail, workflow tracking and streamlined process of charge requests;
- Greater data solution integration with more accuracy and less manual work for charge description master maintenance;
- Assurance that pricing is on par with other like organizations;
- Ability to track historical changes of charges as well as identify revenue leakage;
- Assurance in correct coding of charges and real time electronic updates from CMS;
- Additional revenue capture by closing gaps in lost/missed charges;
- Improved accounting and reporting for supplies and pharmacy products.

Craneware has been implemented in over 1900 hospitals with proven experience in academic medical centers. It will continue to allow MUHC to utilize best practices in revenue integrity and ensure optimum and legitimate reimbursement for all hospital and professional services, reduce compliance risk, and support efficient revenue cycle operations.

The total estimated \$1,665,295 expenditure will be paid from the MU Health Care Revenue Management, MUHC Pharmacy, and University Physician operating funds.

April 20, 2023

No. G

Recommended Action - Sole Source – Chargemaster Software Renewal, MUHC

It was recommended and endorsed by President Choi, recommended by the Finance Committee, moved by Curator _____ and seconded by Curator _____, that the following action be approved:

that MUHC be authorized to purchase Chargemaster Software Renewal from Craneware Inc., Atlanta, Georgia, at a total estimated cost of \$1,665,295.

Funding is as follows:

MUHC Revenue Management Operating Fund	H2770-739300
MUHC Pharmacy Operating Fund	H0219-739300
University Physicians Operating Fund	DXU44-750000

Roll call vote Finance Committee	YES	NO
Curator Graves		
Curator Hoberock		
Curator Layman		
Curator Wenneker		

The motion _____.

Roll call vote Full Board:	YES	NO
Curator Brncic		
Curator Graves		
Curator Hoberock		
Curator Holloway		
Curator Layman		
Curator Wenneker		
Curator Williams		

The motion _____.

April 20, 2023

OPEN – CONSENT – G-2

Project Reapproval
Missouri Protoplex – Phase II
Missouri S&T

Missouri University of Science and Technology requests project reapproval to increase the project budget from \$79,527,586 to \$88,346,380 and modify the funding sources for the Missouri Protoplex – Phase II project. This additional \$8,818,794, funded from internal funds, will allow a geothermal system to be added to the project.

In September 2022, the Board approved the Missouri Protoplex – Phase II project with a total project cost of \$79,527,586 funded by \$33,277,586 in gifts and \$46,250,000 in State funds. A recent \$20,000,000 federal appropriation for construction of this facility will reduce the State and gift funds necessary for this project. The current project budget of \$88,346,380 will now be funded by \$19,811,677 from gifts, \$39,715,909 from a state appropriation, \$20,000,000 from a federal appropriation, and \$8,818,794 from internal funds.

Missouri S&T's geothermal plants have proven to be energy efficient and reliable for the past eight years. This geothermal plant will provide most of the cooling and heating required for the Missouri Protoplex facility. The geothermal system is estimated to reduce energy costs for the building by approximately \$150,000 to \$200,000 annually. The system is also expected to receive future tax credits in excess of the amount of the additional project cost required to construct the geothermal system.

The plant will be located in or adjacent to the Missouri Protoplex. Three heat recovery chillers, each with a capacity of approximately 350 tons of cooling and 6800 MBH of heating, will be connected to 225 geothermal wells. The wells will be located under parking lots, streets, sidewalks, and green space in the area primarily west and north of the Missouri Protoplex. Ninety percent of heating load and seventy percent of cooling load will be provided by the geothermal system. Two 3,000 MBH condensing boilers are available for peak shaving and redundancy. Two 500-ton chillers are available for peak shaving, redundancy, and substantial intermittent process loads. An additional approximately 3000 gross square feet will be constructed to accommodate the new geothermal plant.

The project completion is scheduled for August 2025 in lieu of June 2025 to accommodate this scope change. The project will still be delivered as a Construction Manager at Risk Project due to the size, complexity, and schedule requirements of this project.

April 20, 2023

OPEN – CONSENT – H-1

No. H

Recommended Action - Project Reapproval, Missouri Protoplex – Phase II, Missouri S&T

It was recommended by Chancellor Dehghani, endorsed President Choi, recommended by the Finance Committee, moved by Curator _____ and seconded by Curator _____, that the following action be approved:

the project reapproval for the Missouri Protoplex – Phase II, Missouri S&T

Funding of the project budget is from:

State Appropriation	\$39,715,909
Federal Appropriation	\$20,000,000
Internal Funds	\$8,818,794
Gifts	<u>\$19,811,677</u>
Total Funding	\$88,346,380

Roll call vote Finance Committee YES NO

Curator Hoberock

Curator Graves

Curator Layman

Curator Wenneker

The motion _____.

Roll call vote Full Board: YES NO

Curator Brncic

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion _____.

April 20, 2023

OPEN – CONSENT – H-2

CRR 340.050 Vacation

Executive Summary

A new leave design for staff was approved by the Board in September 2022, to be effective January 2024. As administration moves forward with implementing the new plan, adjustments to the wording of CRR 340.050 are necessary to operationalize how employees' current vacation accruals will be honored upon transition to the new plan.

The attached redline shows revisions to address how accrued vacation balances will be managed at transition, which includes a combination of a predetermined conversion to PTO, use, and payout of the remainder per a schedule to be set by policy.

No. I

Recommended Action - Amendments to CRR. 340.050 Vacation

It was recommended by Vice President and Chief Human Resources Officer Marsha Fischer, endorsed by President Choi, recommended by the Governance, Compensation and Human Resources Committee, moved by Curator _____, and seconded by Curator _____, that the following action be approved:

Collected Rules and Regulation 340.050 Vacation be amended as indicated in the attached documents:

Roll call vote of the Committee:	YES	NO
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Curator Brncic
Curator Holloway
Curator Wenneker

The motion _____.

Roll call vote of the Board:	YES	NO
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Curator Brncic
Curator Graves
Curator Hoberock
Curator Holloway
Curator Layman
Curator Wenneker
Curator Williams

The motion _____.

340.050 Vacation

Bd. Min. 7-16-58, p. 13,307, as amended 6-28-68, p. 33,907; Amended 9-7-79; Amended 7-30-82, effective 9-1-82; Bd. Min. 7-15-86; Amended 9-26-97; Amended Bd. Min. 7-17-98; Amended Bd. Min. 7-19-02; Amended Bd. Min 9-13-13; Amended Bd. Min. 9-26-19, effective 10-1-19; Amended 9-7-22; **Amended 4-20-23**

A. Eligibility

1. Eligible Employees – Benefit-eligible full-time administrative, service and support employees and certain non-regular academic employees as approved by the chancellor and president who have satisfied appropriate probationary periods shall be eligible for paid vacation time accrued from the date of employment.
2. Ineligible Employees -- Employees with primary titles that are administrative, service and support who are exempt from classification because their positions are primarily directing instructional or research activities are not subject to this policy.

B. Accruals

1. Hourly Paid, Nonexempt Employees – Eligible hourly paid, nonexempt employees accrue vacation time over each pay period at the following rate:
 - 0-5 years inclusive: 12 days
 - Over 5 years: 17 days
 - Over 15 years: 22 days
2. Monthly Paid, Exempt Employees – Eligible monthly paid, exempt employees accrue vacation time over each pay period at the following rate:
 - 0-5 years inclusive: 17 days
 - Over 5 years: 22 days

C. Credit for vacation accumulates during vacations, sick leave, excused absence with pay and any leave of absence without pay granted for an on-the-job injury compensable under Workers' Compensation. Vacation accruals will be available to the employee only after returning to work in regular status.

D. Conditions Governing Vacation Accruals

1. Vacation is available for use once it is accrued, subject to appropriate supervisory approval.
2. Extra pay shall not be made in lieu of vacation leave.
3. Employees working on a basis of 75 percent - 99 percent full-time equivalence or more will accrue vacation time on a pro-rata basis.

E. Maximum Accruals -- An employee shall be permitted to accumulate two times the allowed vacation earned each year.

F. Sunset -- ~~The provisions of Accrual of vacation under~~ this rule will be suspended as of the effective date of Collected Rule and Regulation 340.025 (PTO). Individuals employed at that time ~~may elect to transfer~~ shall have a portion of their unused vacation time transferred to Paid Time Off (CRR 340.025) in accordance with the policy and processes approved by the Vice President of Human Resources. Any remaining unused vacation will be available for use by employees prior to or after exhaustion of available PTO, subject to appropriate supervisory approval, and, if not used, will be paid lump-sum per the schedule in

such-the policy approved by the Vice President of Human Resources. After payout is completed pursuant to such policy, the provisions of this rule will be suspended.

340.050 Vacation

Bd. Min. 7-16-58, p. 13,307, as amended 6-28-68, p. 33,907; Amended 9-7-79; Amended 7-30-82, effective 9-1-82; Bd. Min. 7-15-86; Amended 9-26-97; Amended Bd. Min. 7-17-98; Amended Bd. Min. 7-19-02; Amended Bd. Min 9-13-13; Amended Bd. Min. 9-26-19, effective 10-1-19; Amended 9-7-22.

A. Eligibility

1. Eligible Employees – Benefit-eligible full-time administrative, service and support employees and certain non-regular academic employees as approved by the chancellor and president who have satisfied appropriate probationary periods shall be eligible for paid vacation time accrued from the date of employment.
2. Ineligible Employees -- Employees with primary titles that are administrative, service and support who are exempt from classification because their positions are primarily directing instructional or research activities are not subject to this policy.

B. Accruals

1. Hourly Paid, Nonexempt Employees – Eligible hourly paid, nonexempt employees accrue vacation time over each pay period at the following rate:
 - 0-5 years inclusive: 12 days
 - Over 5 years: 17 days
 - Over 15 years: 22 days
2. Monthly Paid, Exempt Employees – Eligible monthly paid, exempt employees accrue vacation time over each pay period at the following rate:
 - 0-5 years inclusive: 17 days
 - Over 5 years: 22 days

C. Credit for vacation accumulates during vacations, sick leave, excused absence with pay and any leave of absence without pay granted for an on-the-job injury compensable under Workers' Compensation. Vacation accruals will be available to the employee only after returning to work in regular status.

D. Conditions Governing Vacation Accruals

1. Vacation is available for use once it is accrued, subject to appropriate supervisory approval.
2. Extra pay shall not be made in lieu of vacation leave.
3. Employees working on a basis of 75 percent - 99 percent full-time equivalence or more will accrue vacation time on a pro-rata basis.

E. Maximum Accruals -- An employee shall be permitted to accumulate two times the allowed vacation earned each year.

F. Sunset -- Accrual of vacation under this rule will be suspended as of the effective date of Collected Rule and Regulation 340.025 (PTO). Individuals employed at that time shall have a portion of their unused vacation time transferred to Paid Time Off (CRR 340.025) in accordance with the policy and processes approved by the Vice President of Human Resources. Any remaining unused vacation will be available for use by employees prior to or after exhaustion of available PTO, subject to appropriate supervisory approval, and, if not used, will be paid lump-sum per the schedule in the policy approved by the Vice President of Human

Resources. After payout is completed pursuant to such policy, the provisions of this rule will be suspended.

FINANCE COMMITTEE

Todd P. Graves, Chair

Greg E. Hoberock

Jeff L. Layman

Robin R. Wenneker

The Finance Committee ("Committee") oversees the fiscal stability and long-term economic health of the University. The Committee will review and recommend policies to enhance quality and effectiveness of the finance functions of the University.

I. Scope

In carrying out its responsibilities, the Committee monitors the University's financial operations, fundraising performance, debt level, capital priorities and investment performance; requires the maintenance of accurate and complete financial records; and maintains open lines of communication with the Board about the University's financial condition.

II. Executive Liaison

The Vice President for Finance of the University or some other person(s) designated by the President of the University, with the concurrence of the Board Chair and the Committee Chair, shall be the executive liaison to the Committee and responsible for transmitting committee recommendations.

III. Responsibilities

In addition to the overall responsibilities of the Committee described above and in carrying out its responsibilities, the charge of the Committee shall include

- A. Reviewing and making recommendations to the Board on the following matters:
 - 1. University operating budget and financial plan;
 - 2. University capital budget and master facility plans;
 - 3. capital projects;
 - 4. tuition, fees and housing rates;
 - 5. state appropriation requests;
 - 6. pursuant to applicable Collected Rules and Regulations, contracts and reports;
 - 7. insurance brokers and self-insurance programs;
 - 8. pursuant to applicable Collected Rules and Regulations, real estate sales, purchases, leases, easements and right-of-way agreements;
 - 9. the issuance of debt;
 - 10. asset allocation guidelines and other policies related to the University's investment management function; and
 - 11. additional matters customarily addressed by the finance committee of a governing board for an institution of higher education.
- B. Providing governance oversight to:
 - 1. long-range financial planning strategies;
 - 2. fundraising and development strategies;
 - 3. total indebtedness and debt capacity of the University;
 - 4. the investment portfolio performance; and
 - 5. the financial condition of the pension fund.
- C. Reviewing periodic reports including:
 - 1. quarterly and year-end financial reports that measure the University's fiscal condition;

2. annual purchasing reports on bids and equipment leases;
3. quarterly debt-management reports;
4. quarterly and year-end investment performance reports;
5. semi-annual reports on development and fundraising activities; and
6. other financial reports as requested by the Committee.

Fiscal Year 2024 Budget Update
UM

At the April 2023 Board of Curator's meeting, Executive Vice President for Finance and Operations Ryan Rapp will provide an update on development of budgets for Fiscal Year (FY) 2024 and the University's efforts to improve operational efficiencies since 2015. The FY2024 operating budget will be presented for approval at the June meeting. For FY2024, each University and MU Healthcare will submit a budget in line with the financial plans approved by the Board at the February meeting.

Table 1: FY2024 Financial Plan Accountability Metrics by Unit

	UM	MU	UMKC	Missouri S&T	UMSL	MU Healthcare
Operating Margin	2.5%	1.8%	1.0%	1.5%	0.0%	4.6%
Spendable Cash to Operations	0.9	0.8	0.7	0.9	0.7	155 DCOH
Spendable Cash to Debt	2.2	2.0	1.9	1.9	1.5	1.1
Debt Service Coverage		2.4	2.4	3.5	2.2	3.7

Moody's Shifts Higher Education Industry Outlook to Negative

Moody's 2023 outlook was revised to negative from stable for the U.S. higher education sector as operating revenue growth is expected to significantly trail inflation in 2023. High inflation, a tight labor market, and a return to more normal operations will drive sector expenses materially higher through the second half of 2023. Prior years' strong investment returns will provide some cushion, though a growing share of universities will need to tap reserves to cover deficits. Key themes in the Moody's report include:

- Revenue growth is expected to be about 2% across the sector and lag inflation. Institutions heavily reliant on student charges with weak student demand will face the greatest challenges.
- Rising expenses will lead to operating deficits for a growing share of the sector, forcing more institutions to tap reserves. Restoration of spending cuts during the pandemic will lead to material expense growth in the industry.
- Prior cash and investment growth will provide some cushion, but downward pressure on investment returns and reserve balances remains.
- To move the outlook back to stable, Moody's would need to see revenue growth matching inflation, improved investment returns, and sound student demand with steady enrollment.

Revenue growth will lag inflation.

Moody's expects universities to struggle to increase net tuition revenue in a high inflation environment. While performance will weaken sector wide, the wealthiest institutions with the

April 20, 2023

strongest student demand profiles will continue to fair well financially. In contrast, smaller, regional universities with weak student demand will face increasing budget stress. These institutions will be faced with difficult cost reduction decisions that could further erode competitive position. Large universities with diverse revenue streams, including academic medical centers, are expected to continue to post the strongest financial performance even as hospitals grapple with financial challenges.

Declining enrollment, growing tuition discounts, and limits on pricing power will continue to mute the ability to increase tuition revenue, especially for regional institutions. The pandemic-induced enrollment decline remains a challenge for universities as a single cohort spans four to six years.

Revenue sources outside of tuition are expected to have more strength, explaining the difference in performance between flagship and regional institutions. Nationally, federal grants and contract funding is anticipated to remain strong. However, this revenue stream typically is not accretive to university financial performance as most grants and contracts are only a reimbursement of cost. State revenues are expected to grow with strong income and sales tax performance as well as federal pandemic aid. Strong state finances generally result in increased funding for higher education institutions, especially in the area of capital projects. However, if there is an economic slowdown higher education funding is historically the first area cut to meet budget constraints. While capital funding is helpful to defray necessary investment costs, it does not help ongoing operating budgets.

The shifting landscape for academic medical centers will result in thinner but still positive operating margins. Patient service volumes have recovered from the pandemic, although growth across service lines remains uneven with continued lower reimbursement rates.

Rising Expenses expected to force universities to tap reserves

Moody's expects over half of the universities to post an operating deficit in FY2023 and that this trend will continue into FY2024. Cost cutting measures implemented by many universities during the pandemic will prove unsustainable and labor costs will be compounded by high inflation. Institutions that still have not lifted hiring freezes will face pressure as faculty and staff headcounts grow back. Universities that delayed salary increases will continue to face pressure from the strong employment market, especially in IT, finance, and facility operations. Inflationary pressures will likely continue for utilities, insurance, and food costs until inflation reaches lower levels. Those universities that do undertake cost containment initiatives should be able to attain breakeven or slightly better margins.

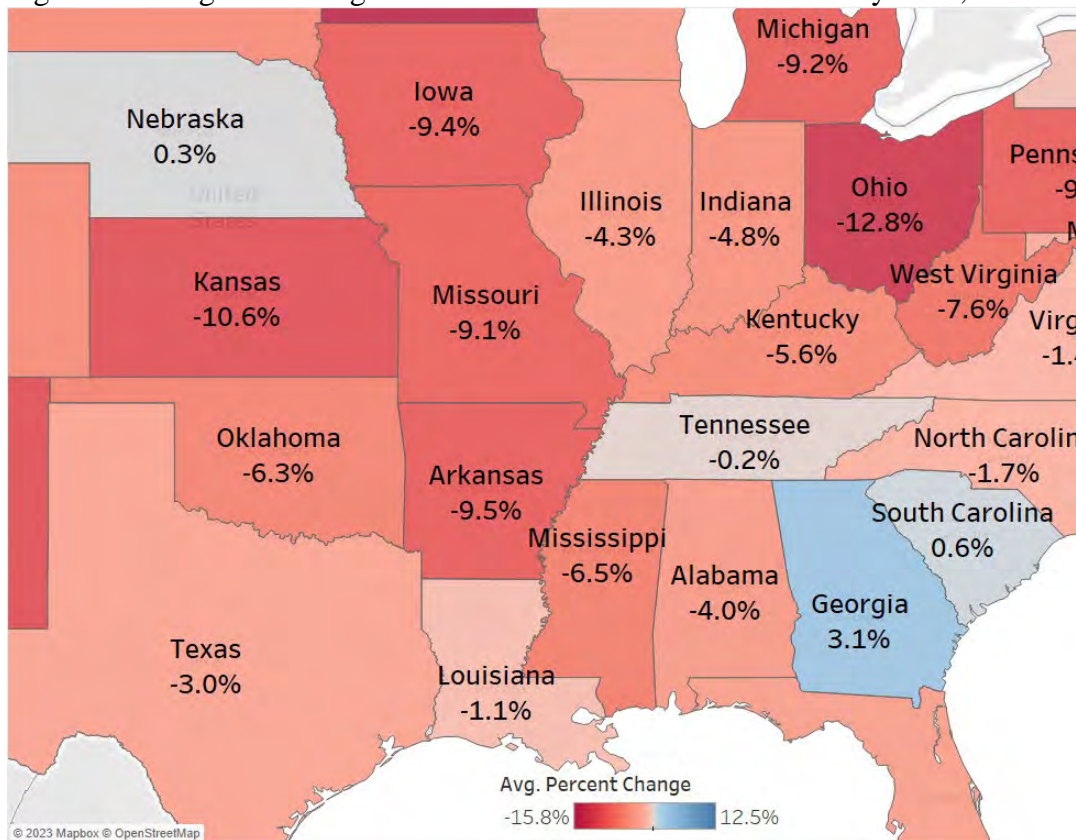
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FY2024 Budget Outlook for University of Missouri

The University of Missouri is not immune to enrollment and revenue challenges facing the industry and Missouri's public higher education institutions, but containing some of the best performing universities in the state the University of Missouri does have the benefit of diverse revenue streams and a relatively strong market position. Tuition and state support serve as the cornerstone to sustain quality research universities, and the outlook for FY2024 for both sources remain stable.

The state of Missouri continues to see downward trends in four-year public higher education enrollment, on the higher end of the trends in surrounding states.

Figure 1: Change in Undergraduate Enrollment Fall 2019 to 2022 by State, Public four-year



Source: National Student Clearinghouse Research Center

Figure 1 presents the undergraduate enrollment change by state from Fall 2019 to 2022. Over this period, the undergraduate population at Missouri four-year public universities experienced a 9.1% decline. The impact of the decline has not been uniform, as noted by Moody's, with institutions with stronger brands faring better on enrollment changes. This timeframe includes both demographic and pandemic driven enrollment declines, and the durability of the decline should become clearer over the coming years.

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Figure 2: Change FTE Enrollment Fall 2019 to 2022 for Missouri Public four-year Institutions

Institution	Fall 2019	Fall 2022	Student Change	Percent Change
MU	25,344	26,783	1,439	5.7%
UMKC	11,335	10,716	(619)	-5.5%
UMSL	9,199	8,242	(957)	-10.4%
Missouri S&T	6,724	5,883	(841)	-12.5%
Total UM	52,602	51,624	(978)	-1.9%
Northwest Missouri State	5,740	6,110	370	6.4%
UCM	8,437	8,041	(396)	-4.7%
SEMO	8,350	7,748	(602)	-7.2%
Missouri State	17,464	15,498	(1,966)	-11.3%
Lincoln	1,848	1,388	(460)	-24.9%
Missouri Western State	3,955	2,825	(1,130)	-28.6%
Missouri Southern State	4,295	3,020	(1,275)	-29.7%
Truman	4,507	3,142	(1,365)	-30.3%
Harris Stowe	1,453	981	(472)	-32.5%
Total Other 4 Years	56,049	48,753	(7,296)	-13.0%

Source: Missouri Coordinating Board for Higher Education

Figure 2 presents the total enrollment change over the same period for Missouri four-year public institutions. Over the three-year period, only MU and Northwest Missouri State grew enrollment. Enrollment declined at the remaining 11 institutions, with the majority experiencing a double-digit decrease. UM System institutions remain above the average decline for four-year regional institutions, demonstrating relative brand strength.

Declining enrollments continue to lead to increased competition, especially across states for institutions with brands that cross state borders. Public universities continue efforts to attract students by increasing tuition discounts to gain market share. These discounts continue to erode the historical value of the net differential between resident and non-resident students, though net revenues from non-residents remains significantly higher than residents. Large states with growing populations, like Texas and Florida, tend to have extremely strong public institutions of their own, only further increasing competition for students. These trends place significant headwinds on tuition revenue growing above inflationary and available market levels.

Table 2: First-time Freshman Cohort Trends (FTC) by University

	MU	UMKC	S&T	UMSL
FTC Change from PY in				
Applications	6.5%	9.7%	30.9%	17.5%
Admits	4.3%	19.6%	15.0%	37.1%
Deposits	13.2%	6.2%	-2.0%	31.5%
FTC Accepts Fall 2023	5,274	771	929	309

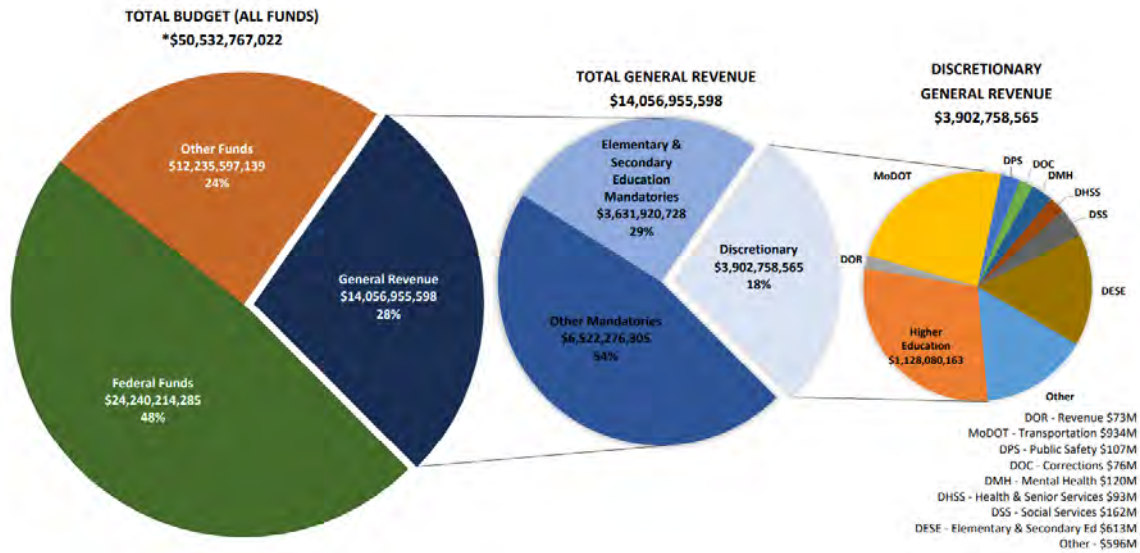
As of March 2023, application, admission, and deposit trends remain positive for first time college students across the four universities. Current students admitted with paid deposits is up about 10% over the prior year, with solid growth at MU, UMKC, and UMSL. If these positive trends continue through the spring, overall enrollment across the System could remain flat as the size of the incoming freshman class should be large enough to account for a larger graduating senior class. As each University continues accepting FTC students through the spring semester, enrollment projections will be updated and adjusted as a part of the FY2024 budget process.

In addition to the enrollment projection, each University will be implementing a new tuition model for the Fall of 2024. A special Board Meeting will be held in May to present the FY2024 tuition and fee rates and change to a new structure for approval. Undergraduate tuition increases will be moderate and will be in line with inflation

The University continues to see strength in operating appropriations, as the Governor's budget includes a 7% increase in recurring core appropriations. After several decades of a flat trend, state operating appropriations continue an upward trend that has moved together with inflation.

Figure 3: Governor's Operating Budget by Funding Restrictions

FISCAL YEAR 2024 GOVERNOR'S RECOMMENDED OPERATING BUDGET



Higher education accounts for 30% of discretionary spending for the State. If the state faces any economic headwinds and declining revenues, the University will likely be one of the first state expenditures impacted.

The State has also made investments in the University’s infrastructure during this period with the significant one-time funding available in the state budget. Over the past three budget cycles, the state has made the following investments in capital projects at the University of Missouri:

	FY2022	FY2023	FY2024
MU Veterinary Laboratory	\$15 M		
MU Fisher Delta Research Center	\$1 M	\$1 M	
S&T Advance Manufacturing Building	\$5 M		
UMKC St. Joseph Medical Center		\$1.5 M	
MU Thompson Center		\$31.5 M	
MU NextGen Research Projects		\$104.5 M	\$52.3 M
S&T Missouri Protoplex		\$41.3 M	
UMKC Health Sciences District		\$40 M	\$20 M
UMSL Campus of the Future		\$40 M	\$20 M
MU Missouri Foundation Seed Program		\$3.2 M	
S&T Advance Missouri’s STEM Education and Workforce Development			\$25 M
Total	\$21 M	\$263 M	\$117.3

The capital plans are included as a separate action item for the Board.

The University expects continued growth in grants and contracts given trends in research proposals and awards, and stable operating revenues from auxiliary operations and patient services. With stable enrollments, auxiliary revenues are expected to remain stable with the continued ability to service-related debt and operations. The University continues to see positive trends in grants and contracts and the outlook for federal funding remains strong into FY2024 as federal agencies deploy funding from the two previous federal budgets.

Even with a comparatively solid revenue base outlook for FY2024, the University will still have to set priorities and find efficiencies. While revenue growth is likely across categories, the FY24 budget will not see revenue growth keeping pace with the 6.5% inflation experienced through calendar year 2022. While future inflation rates remain in question, it is unlikely the University will be able to generate revenue growth that keeps pace with inflation. Through the FY2024 budget process, each university and the hospital will continue to utilize the budget process to focus on managing costs within available revenues and finding efficiencies to deliver on mission. Budgets for FY2024 will include performance-based wage increases that address both market and merit. FY2024 budgets will reflect the necessary actions to keep inflationary cost pressures in check and deliver on the financial performance expectations set during the financial planning process presented to the Board in February.

University of Missouri Efficiency and Effectiveness

Over the past decade, the University maintained academic quality through multiple state budget cuts, an enrollment crisis, a global pandemic, and tuition price caps. The results achieved by

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the University followed a framework focused on efficiency, consistently demonstrating an ability to manage expenditures within available revenues. Moody's recognizes the University's history of solid results in its rating report:

“Consistent operating surpluses and sound liquidity reflect prudent financial management and oversight. Closely integrated enrollment, financial and capital planning contribute to excellent financial policy and strategy.”

Shift in labor force demonstrates cost actions.

As service organizations, most spend at the University relates to compensation. Therefore, compensation adjustments are the primary driver of any efficiency initiatives. The University's leadership team has implemented multiple staff restructuring and reshaping efforts to respond to historical revenue pressures. The University reduced the labor force by 776 positions from Fall 2015 to Fall 2022. These employment figures exclude faculty which were also reduced over the same period.

Table 3: 2015 to 2022 Changes in Full-time Staff Positions

Occupational Grouping	Fall 2022	Change in	Percent
Office & Admin Support	1,432	(1,004)	-41%
Maintenance, Construction, Transportation	479	(217)	-31%
Service	746	(160)	-18%
Instructional Support	304	(31)	-9%
Other	148	(24)	-14%
Community Service & Arts	1,311	13	1%
Business Ops & Management	2,377	139	6%
Healthcare Practitioners	1,066	172	19%
IT/Engineering/Science	1,882	336	22%
Total	9,745	(776)	-7%

Source: Institutional research Table 3.10

Over the same period, the University also reduced the number of tenured and tenure track faculty in response to declines in both enrollment and state support.

Table 4: 2015 to 2022 Change in Tenure/Tenure-Track Positions

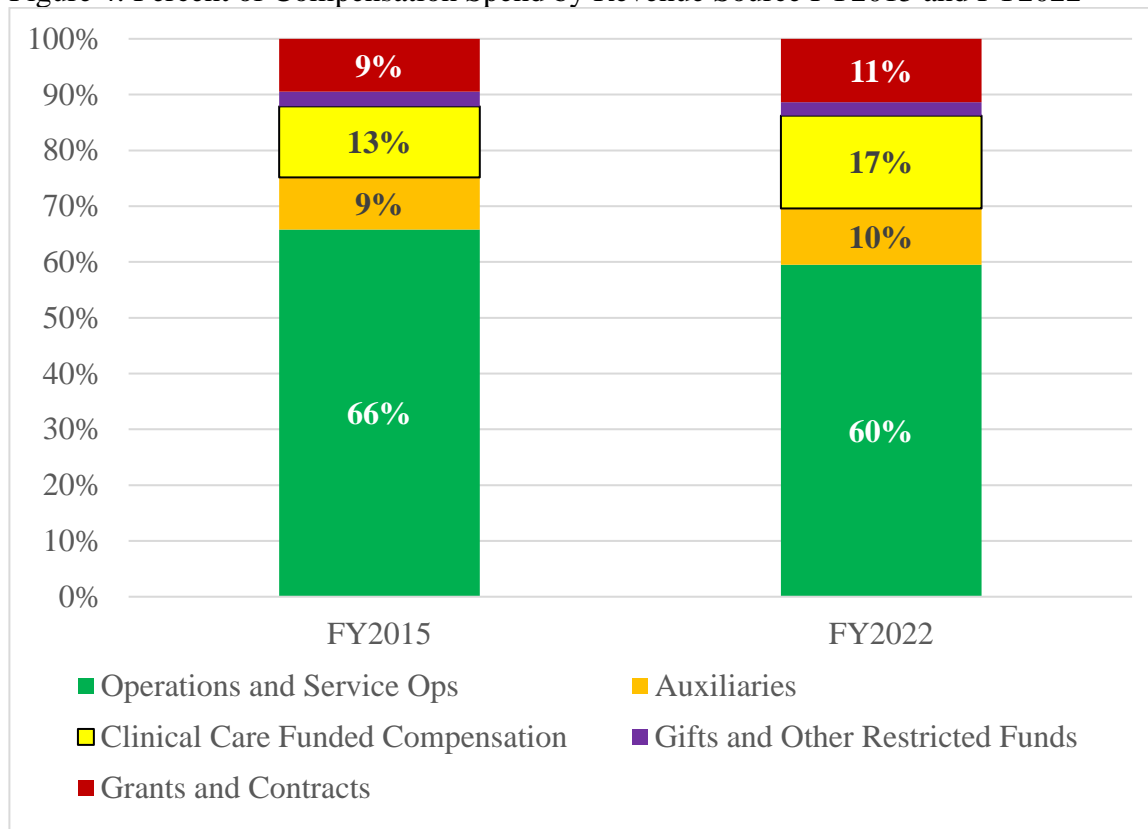
Tenure/Tenure Track Faculty	Fall 2022	Change in	Percent
Full Professor	750	(47)	-6%
Associate Professor	595	(143)	-19%
Assistant Professor	402	(26)	-6%
Total	1,747	(216)	-11%

Source: Institutional research Table 3.10

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The reductions in faculty and staff correlate with the drops in both degrees (14% decline) and full-time equivalent enrollment (14% decline). During the same time period, research and patient service revenues grew allowing for growth in research and healthcare faculty and staff. These revenue changes lead to a shift in workforce funding.

Figure 4: Percent of Compensation Spend by Revenue Source FY2015 and FY2022



Source: Internal Financial Records

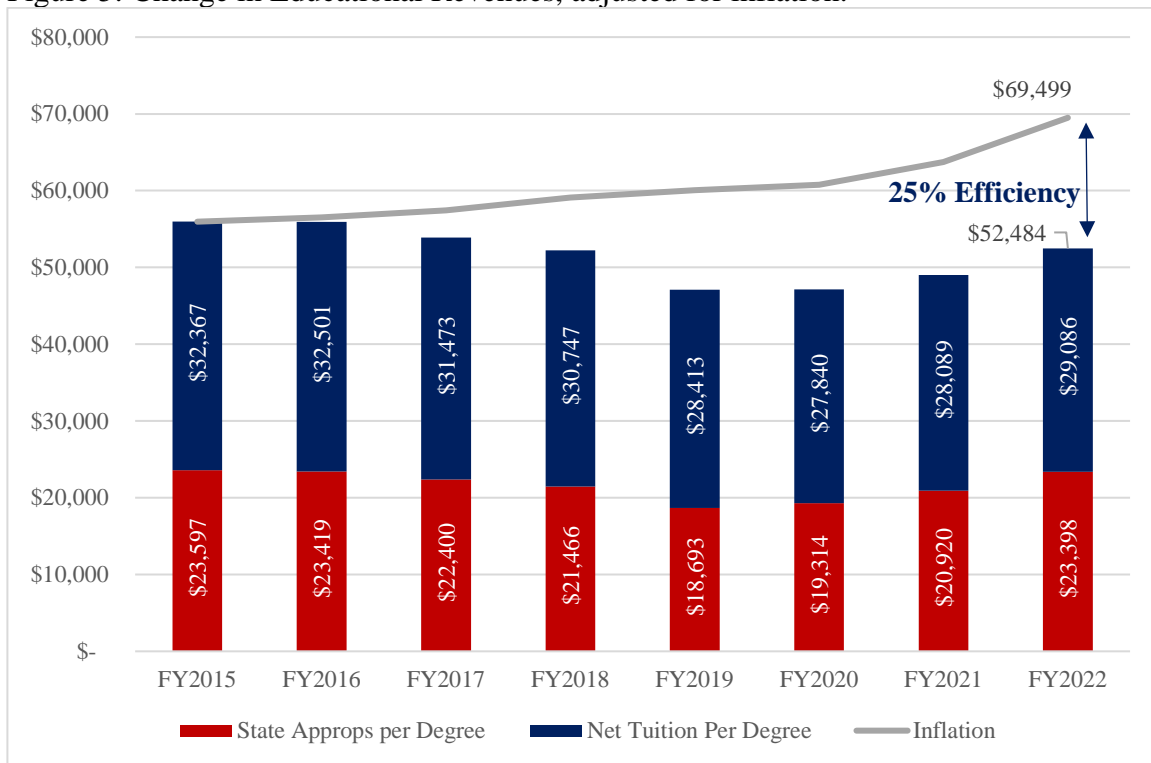
Figure 4 reflects the percentage of total compensation spent by revenue source for FY2015 and FY2022. The labor force funding from state and tuition funded (green) continues to shrink as a percentage of the total budget. The areas of growth in staffing largely support growth in grants and contracts and growth in clinical care revenues from physician services.

State Appropriations and Net Tuition per Degree show efficiency in revenues per unit of output.

Comparing the relative value of tuition and state support per degree granted provides a reasonable proxy of the University's productivity for its educational mission. If this measure is growing at a faster rate than inflation, the University is consuming more resources to generate a degree. If less than inflation, the University is consuming less resources to generate a single degree.

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Figure 5: Change in Educational Revenues, adjusted for inflation.



Source: Internal Financial Records and IR Table 2.10

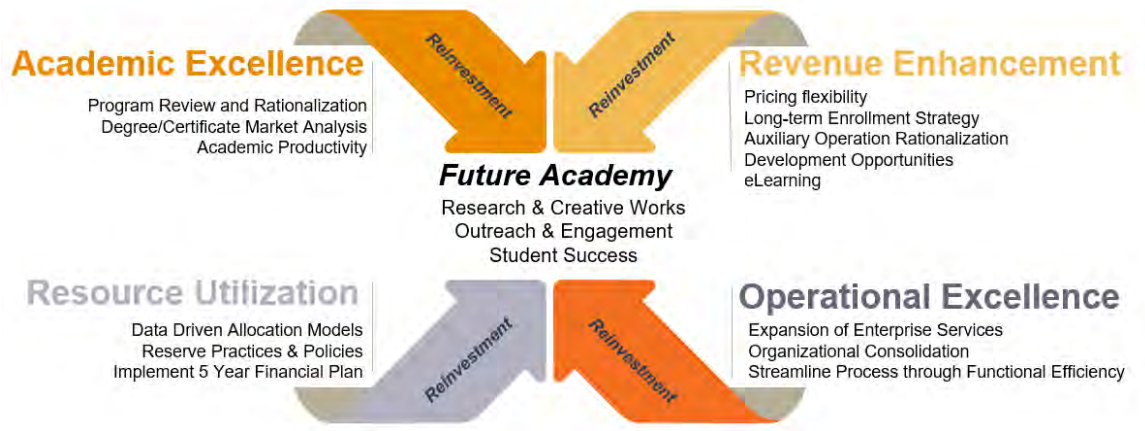
Over the past seven years, the University has been able to reduce net tuition and state support per degree by 25% when compared to inflationary growth. This timeframe includes:

- a 33% decline in the incoming freshman class at the flagship institution
- onset of a global pandemic and shuttering of in-person operations
- re-emergence of inflation at levels not seen in decades

Through this environment, the University's leadership team remained focused on setting priorities, managing costs, and improving outcomes for students in the face of significant challenges, both environmental and institution driven.

Cost reduction and resource efficiency delivered by a consistent focus and execution on a broad array of initiatives.

The University has improved performance through a consistent focus on key levers of efficiency within the enterprise. It was not a single lever, but rather a multitude of actions that delivered significant results across a \$3.8 billion enterprise.



The four pillars of the Universities efficiency improvements are:

- Academic Excellence – encompasses productivity and service delivery of the academy.
- Revenue Enhancement – ensuring revenues match market conditions, and the university maximizes value for the students it educates. Improve retention, graduation, and time to degree for students to deliver more value.
- Resource Utilization – ensures all key resources are leveraged for improved productivity. Includes improving planning and key processes to ensure maximization of public benefit.
- Operational Excellence – the University has and continues to look for initiatives to cut administrative operating costs.

The following section will highlight key actions across these four pillars over the last decade. Many of these initiatives continue in the current year and will be the levers utilized to deliver upon a balanced budget.

Academic Excellence

The University's core enterprise remains the academy and its ability to produce academic outcomes. As the University experienced resource constraints over the past decade, the academy responded by implementing more frequent and comprehensive reviews and improving productivity.

Academic Program Review

Every five years, each university completes an assessment of every academic program to improve teaching and learning, research and creative activity, and service of individual units. The process is structured to evaluate the program effectiveness of academic programs relative to efficiency, capacity, cost effectiveness, and impact. The Academic Program Review creates a culture of continuous quality improvement and enables intervention when academic programs are not performing in an effective or efficient manner in alignment with the University's priorities of student success. From 2015 to 2022, the University has discontinued 59 programs as a result of this process.

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Academic Administration Consolidation

Over the past decade, two universities have consolidated colleges and eliminated academic administrative structures. UMKC's Academic Realignment led to elimination of three dean positions, six department chair positions, and closure of fifteen academic programs. Organizational changes were designed to (1) increase student retention, graduation rates, and career outcomes; (2) grow research through reinvestment in faculty and research support. Changes produced savings of approximately \$2.22 million that could be reinvested into other strategic priorities to support the above goals. MU eliminated the administrative structure of the College of Human Environmental Sciences and consolidated the faculty into existing departments within three existing colleges. These changes eliminated a dean, two associate deans, and various staff support structures necessary to run a college.

Intercampus Course Sharing

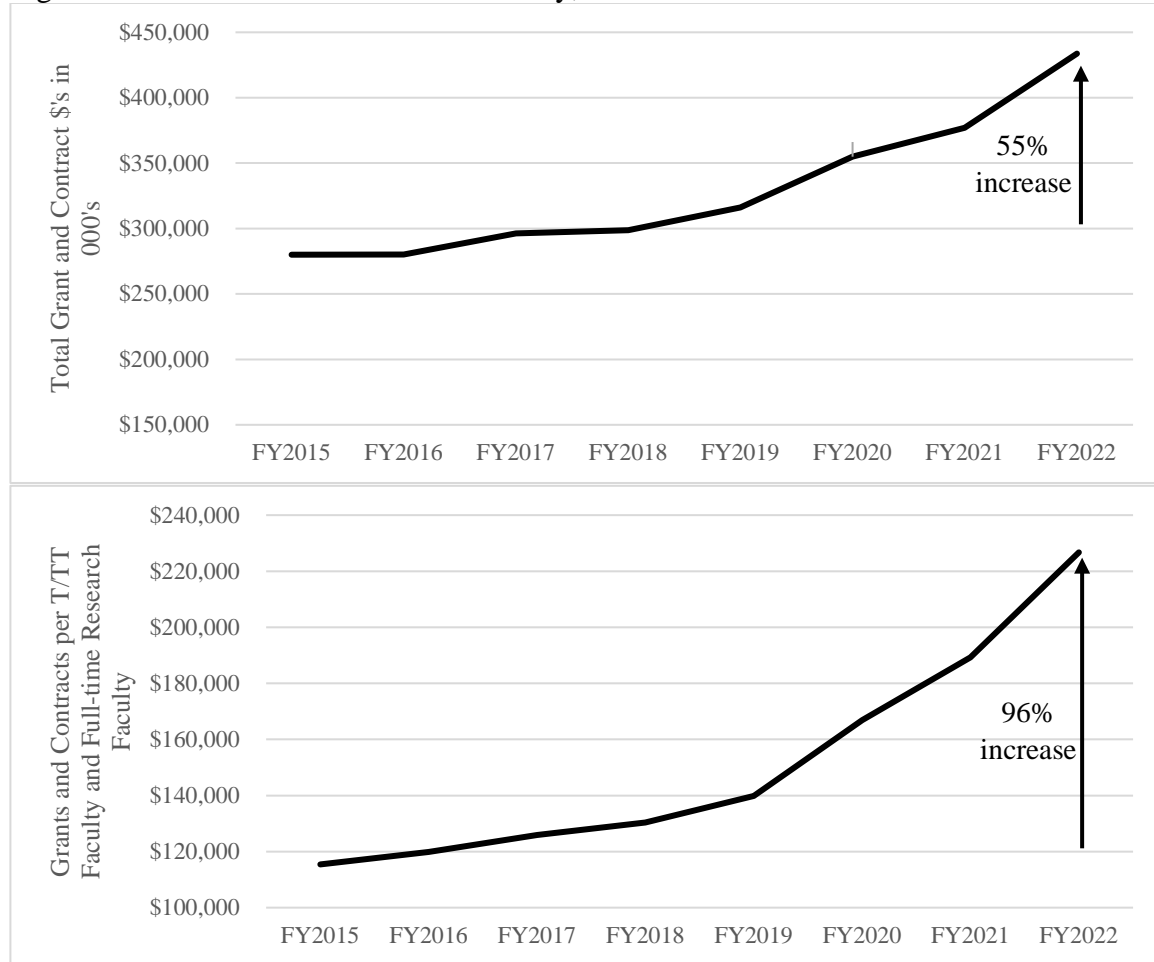
The University provides infrastructure for faculty members to share their expertise with other universities within the System. This initiative was designed to encourage sharing of courses among the universities to increase options for students and provide opportunities for faculty development and collaboration across the system.

The goal is not to reduce the number of faculty but rather to make better use of the expertise of the faculty at various universities that may not be available at other universities. It is estimated the program provides cost savings by reducing the number of duplicative faculty while increasing specialized course options for students. From Spring 2015 to Spring 2023, there have been 646 courses shared and 3,326 enrollments in courses not hosted by their home campus.

Faculty Research Productivity

Over the past five years, the University grew grants and contracts revenues by improving research productivity of current faculty.

Figure 7: Grants and Contracts Productivity, Growth from FY2015



Source: Internal Financial Records and IR Table 3.10

Since FY 2015, grants and contracts revenue per faculty has grown by 96%, driving an overall growth in grants and contracts revenue of 55% as the number of tenured and tenure track faculty have declined.

Revenue Enhancement: Focus on Student Success

The prior sections focused on fiscal actions taken by the University to respond to budget constraints. The following information highlights areas in which the University has improved academic quality and student success.

Improvements in Student Retention & Graduation

Each university has several initiatives in place to improve student success through enhancements in classroom experiences and student learning and investments made to increase advising staff support for student development and success. Table 4 reflects the improvements in student success from FY2015 to FY2022.

Table 4 Student Success Metrics:

	MU		UMKC		S&T		UMSL	
	2015	2022	2015	2022	2015	2022	2015	2022
4-yr Graduation Rate	46%	51%	24%	30%	24%	22%	21%	37%
6-yr Graduation Rate	69%	73%	52%	57%	63%	63%	42%	58%
Retention Rates	87%	88%	74%	76%	87%	86%	74%	70%

The following includes highlights from each institution.

MU implemented new processes and technology to increase instructor and staff communication with students at risk for missing academic progress milestones. The program seeks to provide students with early interventions to prevent poor outcomes. Since adoption of the new process and technology, MU has seen an increase in faculty, staff and student engagement through the tool, along with a large increase in early intervention measures. The tool has a direct impact on ensuring at-risk students receive interventions at the right time and continue their education through to completion.

The Mizzou Finish Line initiative seeks to re-engage students who have left MU without attaining their degree. There have been two campaigns so far to reach out to students who have left MU in the last three-five years with 100+ credit hours. There were 300 students who engaged with inquires and questions, with more than 100 students returning to complete their degree at MU.

The UMKC Professional Career Escalators (PCE) program offers unique and engaging career exploration opportunities that blend career opportunities with academics and help set students up for postsecondary success. The PCE program provides intentional support services and flexible pathways allows students to explore careers that combine their major with their professional interests. The PCE program provides two renewable scholarship options: a \$2,500/year on-campus housing scholarship or a \$1,500/year tuition scholarship upon successful completion of the two-day orientation prior to the start of the fall semester. Statistics from this program include:

- 80% of PCE program participants had a GPA of 3.0 or higher compared to 67% of first-time and transfer students.
- 93% of PCE program participants enrolled in Spring 2023 compared to 90% of first-time and transfer students.

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- 88% of PCE program participants engaged in all four of the main PCE core areas – career development, experiential learning, mentoring, and leadership development – during their first semester.

Missouri S&T implemented a technology platform that combines AI texting capabilities with evidence-based retention conversations strategically timed throughout the semester to check in with students about factors known to impact holistic success. This innovative strategy helps create a predictive model that acknowledges interconnectedness of four primary risk factors impacting student success and persistence. Risk factors include a sense of belonging, academic perceptions, well-being, and financial distress. Sense of belonging and academic engagement have long been evidenced as barriers to student persistence. In more recent years, well-being and financial distress have accelerated the conversation on student retention. The tool enables S&T to identify struggling students and connect them to immediate information and support with no additional human lift, enabling staff to be more strategic in facilitating individualized interventions with students. Statistics surrounding utilization of this tool include:

- 95% of students have opted into to service
- 72% of students are actively engaged
- 3,071 personalized staff interventions with students (2021-22)
- Of students flagged in Fall 2021 and receiving individualized support, 92% returned the following year
- Of students flagged in Fall 2022 and receiving individualized support, 98% returned in spring 2023

UMSL implemented the Supplemental Instruction Program to support students in large, challenging, and/or required courses. The program embeds experienced students (“SI Leaders”) into targeted courses that are key to students’ future success. SI Leaders have taken the targeted courses in a previous semester and done well (B+ or higher). SI Leaders attend class, assist with in-class activities, lead three hours of free and voluntary instructional sessions outside of class serving as role models for the students in the courses. These additional SI sessions provide opportunities for students to learn from one another in a smaller group setting, apply what they’re learning, ask questions, and connect with their peers. SI Leaders receive intensive training through the Center for Teaching and Learning (CTL), which includes bi-weekly workshops, observations, and feedback on their sessions. Number of courses with imbedded SI leaders grew to 168 in 2022 from 28 in 2017.

Reducing Textbook Costs for Students

In 2017, the Affordable & Open Educational Resources (AOER) initiative was created by university leadership in collaboration with University of Missouri Stores, University Libraries, and faculty to reduce cost of course materials. Since the University of Missouri Stores operate on all four university bookstores within the system, implementation and scale of this initiative occurred quickly. By approaching vendors/publishers as a System the University was able to leverage its collective size and purchasing power to negotiate significant discounts on course materials that were passed along to students. This initiative has reduced the average cost of

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materials per class by 22%, creating over \$2.3 million in savings annually for students system-wide since the initiative launched in 2017.

Resource Utilization

The resource utilization category represents a focus on leveraging longer term resources like buildings and space more efficiently. The University has effectuated changes in this space with longer term planning horizons and making changes that set the institution up for success in the future.

Space Reduction & Efficiency

MU's Strategic Space Reduction and Relocation initiative began in 2016 and is on-going. The goal of this initiative is to reduce deficient facility square footage to reallocate savings to buildings that improve and support student success, outreach, and research. MU has demolished or divested 399,000 gsf of space, eliminated \$92 million in building needs (deferred maintenance and capital renewal needs) and reduced annual operating costs by \$2.8 million. In the next year, MU will demolish an additional 236,000 gsf of space, eliminate an additional \$53 million in building needs and reduce annual operating costs by another \$1.9 million. Total reductions for completed and in progress projects: 635,000 gsf, \$145 million building needs and \$4.7 million annual operating costs.

UMSL's 2021 Campus Master Plan established a vision for the physical transformation of the campus. Implementation of this plan is an initiative that will achieve improvements in student success, reduction in administrative operation cost, and improve academic quality. The campus transformation plan positions UMSL to take advantage of development opportunities, create connected mobility network, improve the natural landscape, and open spaces to enliven the campus and improve the student experience. Overall reduction of square footage to manage and replacement of mechanical systems will reduce administrative operating cost. With the goal to reduce overall utility cost by 20%.

Physical Plant Efficiency

Missouri S&T completed one of the largest geothermal projects in the country, replacing a previously coal-fired energy plant for the core campus. The project created three new geothermal plants to serve heating and cooling needs of 16 buildings. The project generated \$1.2 million in annual operational savings due to a reduction in BTU usage of 60% plus a reduction in deferred maintenance of \$60 million. Results from the project include elimination of deferred maintenance of a 40-year-old coal and wood chip fired steam boiler and power plant; expansion to a two-pipe chilled water system; as well as decreasing the campus' carbon footprint by up to 57%.

Creation of Missouri Online

The University consolidated previously disparate online learning operations into a single unit to drive further economies of scale and enable better technology delivery across the four universities. The consolidated online enterprise enabled a quick and systematic response in the face of the global pandemic. By contracting with a single group leveraging the collective buying power of all university courses, the online learning function enables the university to

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obtain better technology at an otherwise lower cost. The technology platform for instructional delivery is a key capability necessary for future success, as students demand a better user experience with learning technology even for in-person courses. Increased demand for online and hybrid courses mixed with in-seat courses is what enables the University to eliminate portions of its space footprint over the longer run. Creation of a consistent approach to online learning also improved the student experience through consistent course design with the help of online course designers to assist faculty in deploying technology in their courses better.

Systemwide Collaboration in Auxiliary and Support Operations

The university system structure enables collaboration and cost sharing in ways are not possible with separate institutions. Examples of organic collaborations between the universities in the system include MU running bookstore operations for all four universities and collaboration of the four university libraries. The Libraries maintain a program called MOBIUS which leverages collections at each individual institution, reducing the need for multiple specialized subscriptions across the system.

Operational Excellence Initiatives

The University has achieved numerous cost reductions in central and administrative functions. These cost reduction initiatives have ranged from changes in benefit programs to implementation of shared services that enabled significant reduction in office and administrative support staff.

Benefit Program Reductions

In 2015, the University began a phase out of its retiree medical insurance program. In addition to the retiree medical reduction, the University closed its defined benefit plan to new employees in 2019. To date, the medical insurance program plan closure has reduced the University's OPEB liability by nearly \$450 million down to \$200 million. The University is now in the 5% of public university employers that only offers a defined contribution plan, part of only 2% of public pension plans that have closed defined benefit plans to new participants without creating a new defined benefit plan.

In addition to changes in retirement programs, the University also worked with the Health System to create the Custom Network Plan. This narrow network plan provides university employees a lower cost medical plan if they are willing to limit their provider network to University providers. The program also allows the University and health system to explore risk sharing and other arrangements to drive down otherwise high healthcare inflation costs.

Implementation of Shared Services

Over the past decade, the University has methodically built a shared services function to perform key transactional processes for finance and human resources. Over time, this shared service has grown to encompass work across all four universities and moved up stream to encompass administrative work that used to be completed within colleges. Today, the shared services function processes numerous types of transactions including payroll, accounts payable, expense reimbursements, and journal entries. Creation of the shared services function has enabled a large decrease in the number of office and administrative staff.

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Consolidation of President and Chancellor Roles

The University has not just focused on consolidating lower-level functions with shared services; the University also completed a major restructuring of the leadership team with the creation of the Council of Chancellors and the combination of the President and Chancellor roles at MU and UM System. This combination allowed the University to combine previously separate leadership teams and eliminate high-level positions. With the combination of roles and the changes made to UM System Administration, the University was able to eliminate three Vice President/Associate Vice President roles at UM System (VP Communications, VP Research & Economic Development, AVP Academic Affairs). Through the combination and restructuring during the pandemic, the University was able to save \$9.6 million in recurring costs.

Next Steps

Between the April and June Board meetings, the University's leadership team will take any feedback from the Board and incorporate it into the current budget planning process underway. As a reminder, the Budget is the next step in the financial performance process:



At the June Board meeting, each university and MU Healthcare will submit their FY 2024 budget to the Board for approval. Budgets are expected to remain within an acceptable range of the targets defined in the financial planning process.

FY 2024 System Budget Update



FY 2024 Outlook

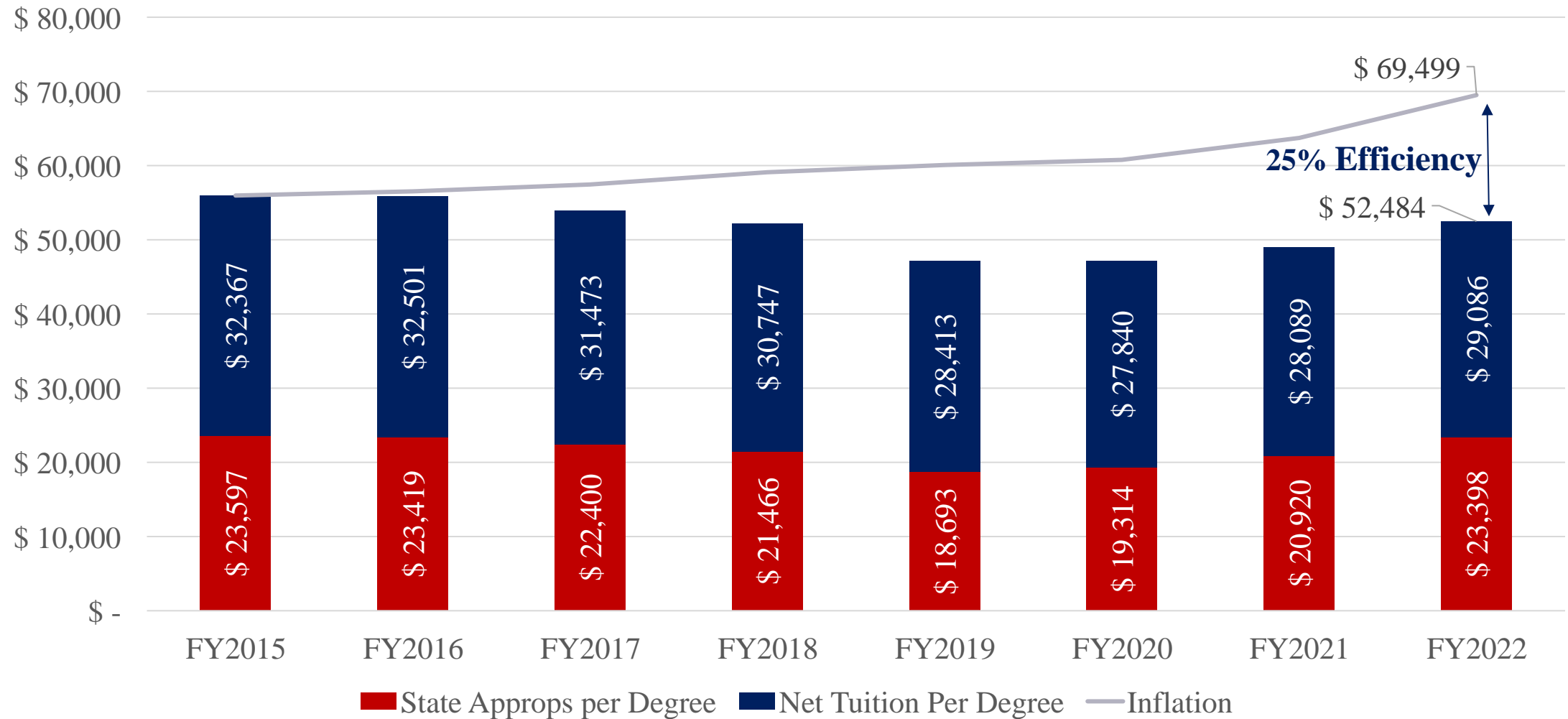
Moody's Higher Education Industry Outlook

- Industry revenue growth expected to lag inflation
- Industry will experience significant expense pressure as pandemic spending cuts lift
- Institutions facing weak student demand face greatest pressures

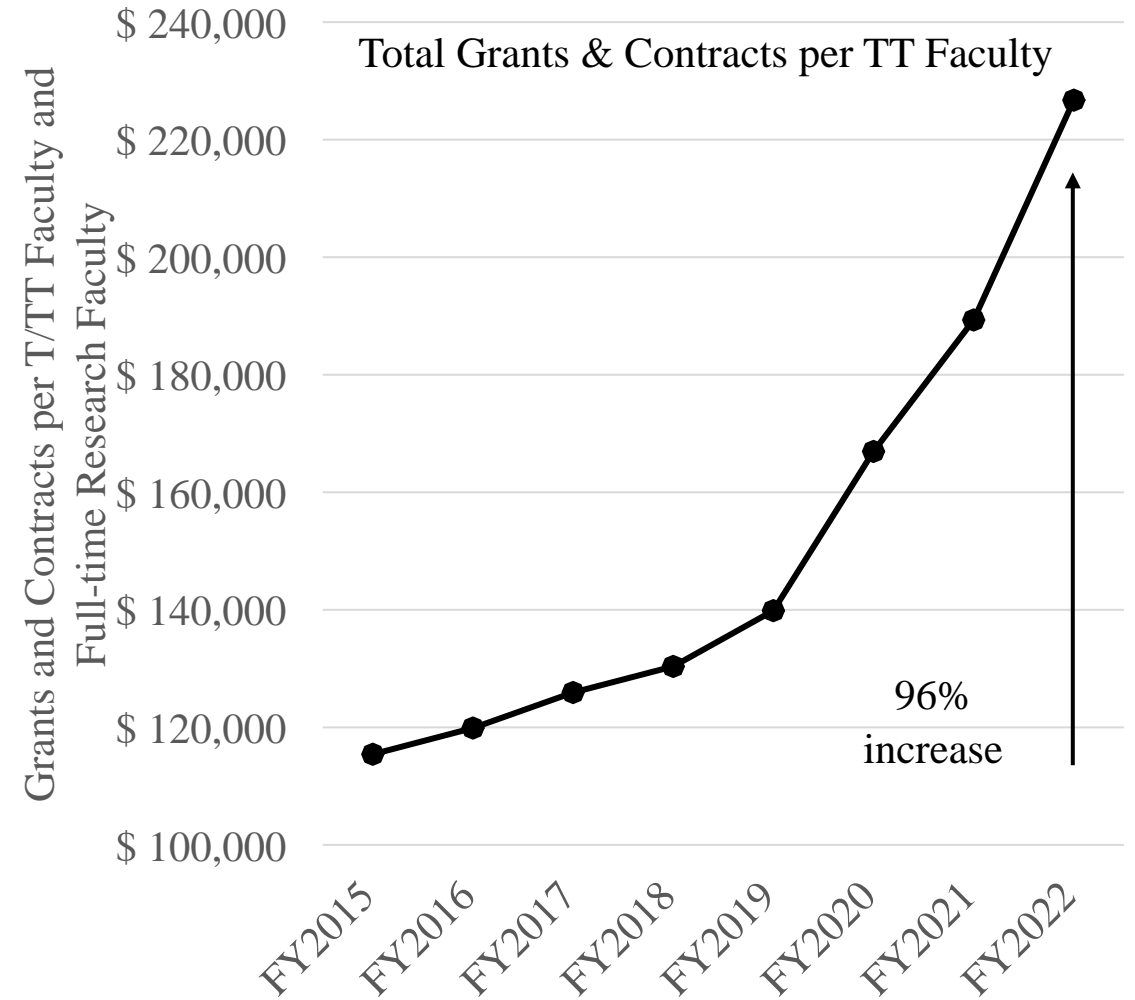
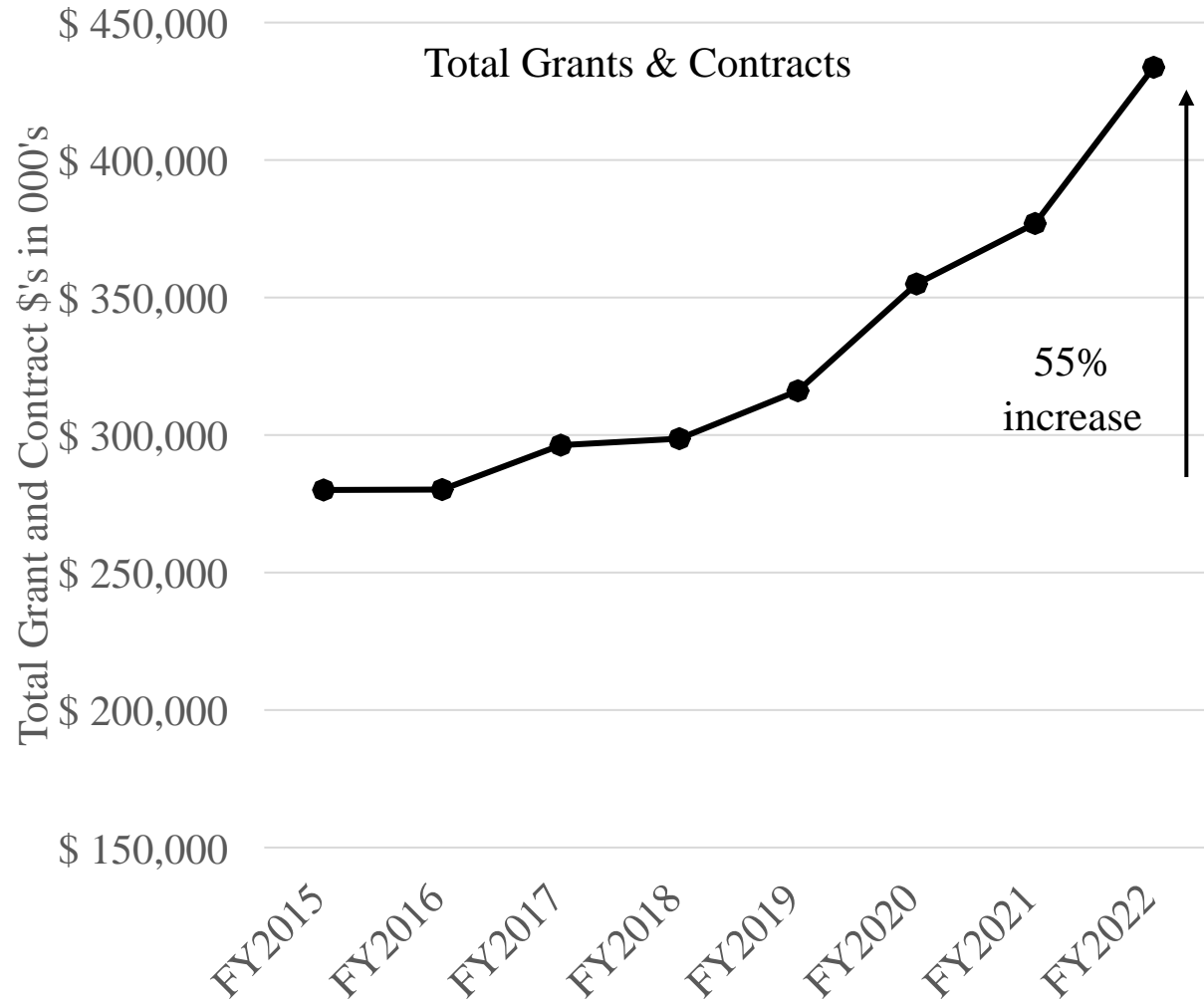
University of Missouri

- High inflation continues to pressure expenses and revenues
- Enrollment trends stable through spring, will continue to monitor
- Continued focus on efficiency of resource use

Tuition & State Support per Degree down 25% Since 2015



Research Productivity Up



Focus on Student Success

- Improved Retention, Improved Graduation.
- The key outcome is getting the degree, graduating on time.

Key Initiatives:

- Leveraged technology for early interventions
- Improved experiential learning towards careers
- Increased student engagement, leveraging student leaders to help other students
- Early implementation of open educational resources, saving students \$ millions

Cost Reduction Efforts

- Consolidation of colleges at MU and UMKC
- Over 90 degree programs discontinued over last decade.
- Significant space reductions at MU and UMSL
- Leverage scale of system for bookstores, libraries, and HR/Finance/IT infrastructure
- Implementation of shared services for Finance and HR transactions
- Significant benefit changes including retiree medical elimination, pension closure, and leave changes
- Consolidation of President and Chancellor roles, combination of MU and UM System leadership

Central Bank & Debt/Credit Update UM

At the April 20, 2023 Board of Curators meeting, Kevin Hogg, Assistant Vice President for Treasury & Real Estate and Mary Jane Darby, Managing Director, Head of Higher Education and Not-For-Profit Advisory Group with Janney and financial advisor to the University, will present an overview of the University's central bank framework and provide an update on the University's debt portfolio and credit profile.

As of June 30, 2022, the University's outstanding debt totaled approximately \$1.8 billion. The University is rated Aa1 and AA+ by Moody's and Standard & Poor's, respectively, and is amongst the highest of rated public higher education institutions.

The central bank coordinates external borrowing and internal lending practices of the institution to create a sustainable financing mechanism for the university. The external debt portfolio is actively managed to achieve the most favorable cost of capital within acceptable risk parameters while providing internal borrowers with access to funds at stable and predictable interest rates.

APRIL 20, 2023



DEBT PORTFOLIO & CREDIT PROFILE UPDATE

UNIVERSITY OF MISSOURI SYSTEM

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April 20, 2023
University of Missouri System
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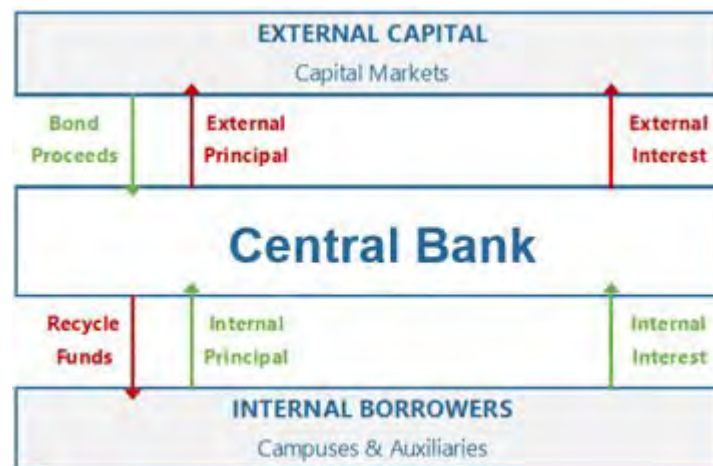
Central Bank Framework

Objectives

- Create a sustainable financing mechanism for the university
- Achieve the most favorable cost of capital within acceptable risk parameters while providing internal borrowers with access to funds at stable and predictable interest rates.

Mechanics

- External debt funds internal loans but managed on a portfolio basis rather than project-by-project.
- The structure of internal loans (amortizing) and external debt (deferred) are separated.
- The interest rate charged on internal loans is higher than the university's cost of capital.



Key Principles

- The interest rate charged to internal borrowers reflects the University's weighted average cost of capital plus operating costs plus a spread.
- The interest rate is managed to provide borrowers a stable and predictable cost of capital.
- The spread generated on internal loans is recycled into additional lending capacity (over time).

DEBT PORTFOLIO UPDATE

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Executive Summary

FY22 Debt & Credit Update

- There were no significant changes made to the debt portfolio and the System's ratings during FY22
 - Total Debt Outstanding: \$1.66 billion⁽¹⁾ with WACC of 3.40% at FYE22
 - Portfolio Debt Mix: 95% fixed rate debt / 5% variable rate debt (excluding interest rate swaps)
 - Credit Ratings: Aa1/stable (Moody's) and AA+/stable (S&P); amongst the highest of rated public institutions
 - S&P revised outlook from negative to stable in February 2022

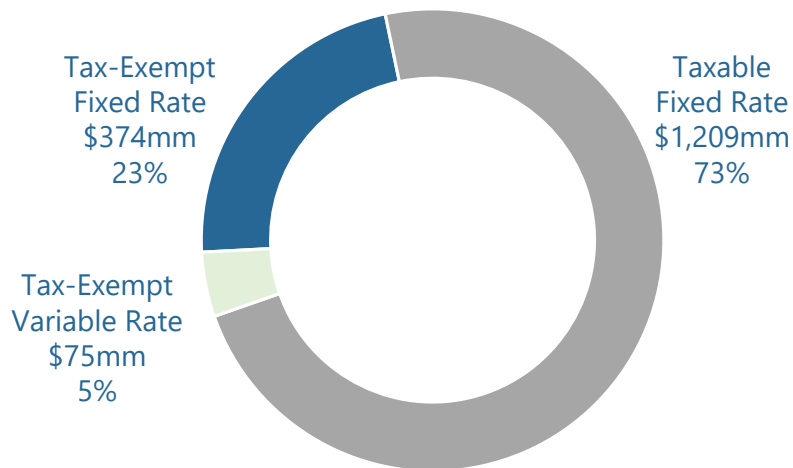
Outlook for Future Portfolio Management

- Future activity will be driven by projected capital plans and available funding sources
- Based on the current outlook, there are no significant changes expected in FY23
 - New Capital: Ample capacity under commercial paper program can provide short-term funding as needed
 - Refinancing/Restructuring: Continue to monitor the portfolio for opportunities
- It is possible that elements of the portfolio could converge in FY24 for a potential bond issue

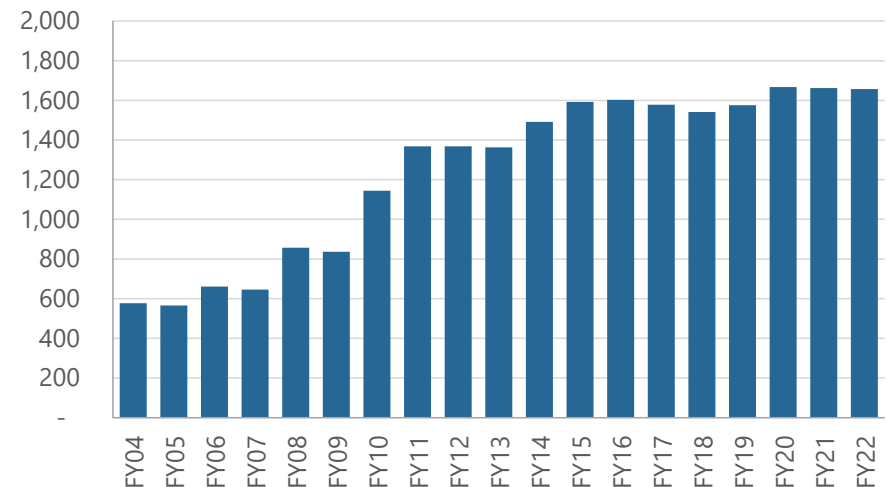
Debt Portfolio Overview

- The charts below reflect the University's debt portfolio (System Facilities Revenue Bonds and commercial paper).
- Note that as of June 30, 2022, there is no commercial paper outstanding.

Debt Portfolio Breakdown



Total Debt Outstanding (\$mm)



Summary of Types of Debt

System Facilities Revenue Bonds (Aa1/AA+ ratings by Moody's and S&P)

- Provides long-term financing for the acquisition, construction, renovation or expansion of various facilities.
- The bonds are secured by \$1.72 billion (FY22) of pledged revenues.

Commercial Paper Program (P-1/A-1+ ratings by Moody's and S&P)

- Authorized up to \$375 million; provides a flexible tool for interim financing of capital projects and working capital.
- Secured by certain general revenue sources and supported by self-liquidity provided by the General Pool.

Other Obligations

- Notes Payable: Loans from the State Department of Natural Resources Energy Efficiency Leveraged Loan Program.
- Lease Obligations: The University finances various facilities and equipment under agreements recorded as Financed Purchased Obligations or Right of Use (ROU) Lease Obligations.

Debt & Derivatives Portfolio Summary (as of 06/30/22)

SYSTEM FACILITIES REVENUE BONDS

Series	Tax Status	Coupon	Next Call Date	Final Maturity	Outstanding Par
Series 2007B	Tax-Exempt	Variable	Any Date	11/01/2031	74,820,000
Series 2009A	Taxable (BABs)	Fixed	Make-Whole	11/01/2039	256,300,000
Series 2010A	Taxable (BABs)	Fixed	Make-Whole	2041	252,285,000
Series 2013A	Tax-Exempt	Fixed	Non-Callable	2023	3,105,000
Series 2013B	Taxable	Fixed	Make-Whole	2043	150,000,000
Series 2014A	Tax-Exempt	Fixed	11/01/2024	2035	180,350,000
Series 2014B	Taxable	Fixed	Make-Whole	2054	150,000,000
Series 2020A	Taxable	Fixed	Make-Whole	2050	400,000,000
Series 2020B	Tax-Exempt	Fixed	Non-Callable	2030	190,200,000
Commercial Paper	Tax-Exempt/Taxable	Variable	N/A	N/A	0
Sub-Total					1,657,060,000

NOTES, LEASES, & OTHER OBLIGATIONS

Type of Obligation	Tax Status	Coupon	Next Call Date	Final Maturity	Outstanding Par
Notes Payable	Taxable	Fixed	N/A	2030	2,039,000
Financed Purchase Obligations	Taxable	Fixed	N/A	2029	49,776,000
ROU Lease Obligations	Taxable	Fixed	N/A	2047	48,189,000
Sub-Total					100,004,000

Total Debt & Other Obligations

1,757,064,000

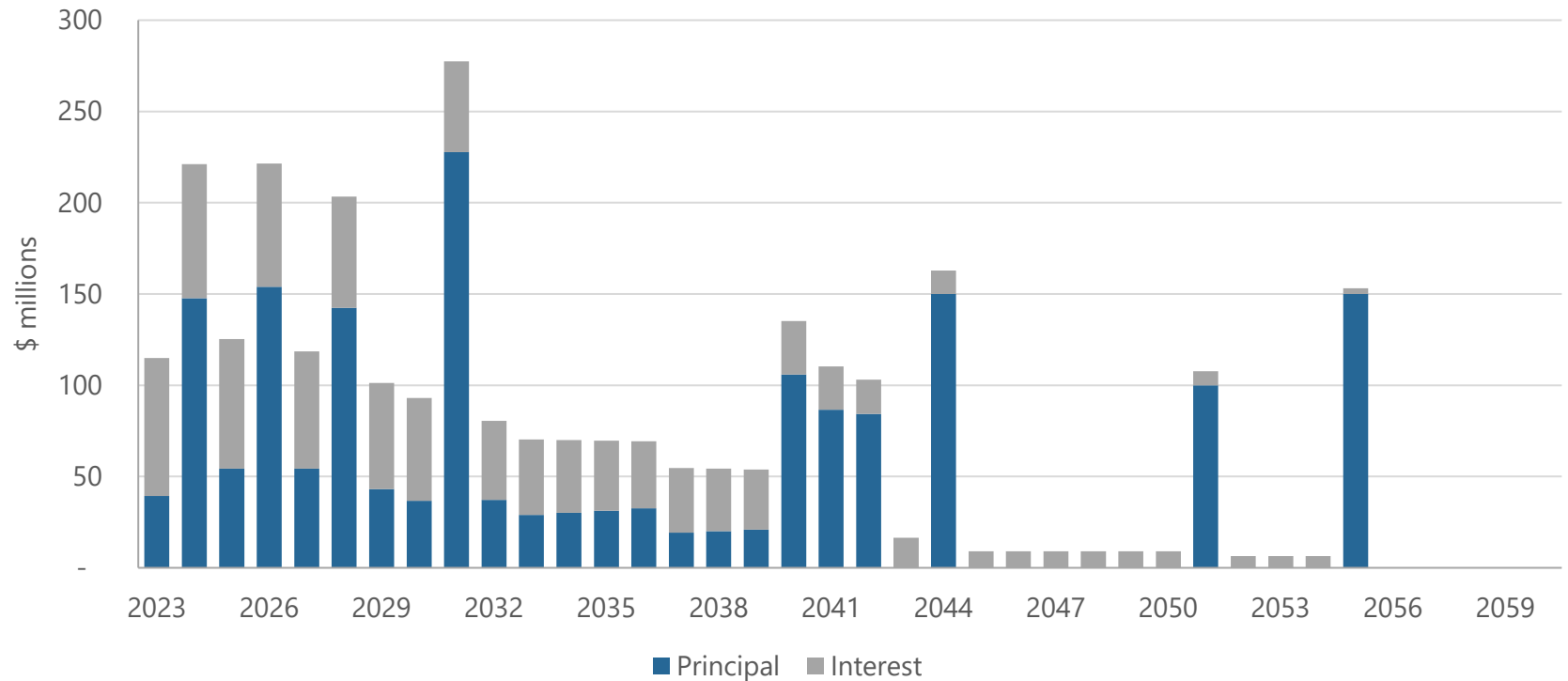
SUMMARY OF DERIVATIVES PORTFOLIO

Counterparty/Related Debt	Effective Date	Termination Date	University Pays	University Receives	Outstanding Notional
JPMorgan (2007B)	07/26/2007	11/01/2031	3.798%	68% 1M LIBOR (1)	74,820,000
JPMorgan (N/A)	07/18/2002	11/01/2032	3.950%	SIFMA	40,000,000
Bank of America (N/A)	12/14/2006	08/01/2026	3.902%	SIFMA	42,690,000
Total					157,510,000

- (1) The University plans to convert from LIBOR to the Secured Overnight Financing Rate (SOFR) published by the Federal Reserve prior to the discontinuation of LIBOR on June 30, 2023.

Debt Service Profile

- There were no material changes to the University's debt service profile in FY22.



Portfolio Milestones

- The table below outlines future portfolio milestones, some of which may require advance planning.
 - Excludes initial funding plan for the Women's and Children's Hospital
 - The Series 2014A bonds could be refunded in advance of the call date depending on market conditions.

FY	Date	Portfolio Milestone	Amount Remaining
2023			
2024	▪ November 1, 2023	▪ Series 2020A bullet maturity	▪ \$100 million
2025	▪ November 1, 2024	▪ Call date on Series 2014A	▪ \$180 million
2026	▪ November 1, 2025	▪ Series 2020A bullet maturity	▪ \$100 million
2027	▪ August 1, 2026	▪ Expiration of Bank of America swap	▪ \$36 million
2028	▪ November 1, 2027	▪ Series 2020A bullet maturity	▪ \$100 million
2029			
2030			
2031	▪ November 1, 2030	▪ Series 2020B bullet maturity	▪ \$190 million

Planning for Next Debt Issue

- It is possible that elements of the portfolio could converge in FY24 for a potential bond issue.
 - Permanent financing of Women's & Children's Hospital (the project is initially being funded with central bank balances and commercial paper).
 - Refunding of Series 2014A bonds which have a call date of November 1, 2024 (the bonds could potentially be refunded in advance of the call date depending on market conditions).
 - Refinancing or repayment of \$100 million Series 2020A bullet maturity due on November 1, 2023.
- However, it will be important to analyze each element separately and determine the appropriate timing.

CREDIT PROFILE UPDATE

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Credit Profile

(Moody's: Aa1/Stable; S&P: AA+/Stable)



S&P revised the outlook from negative to stable in February 2022 citing the ability to stabilize enrollment, improve operations, and grow available resources

Credit Strengths

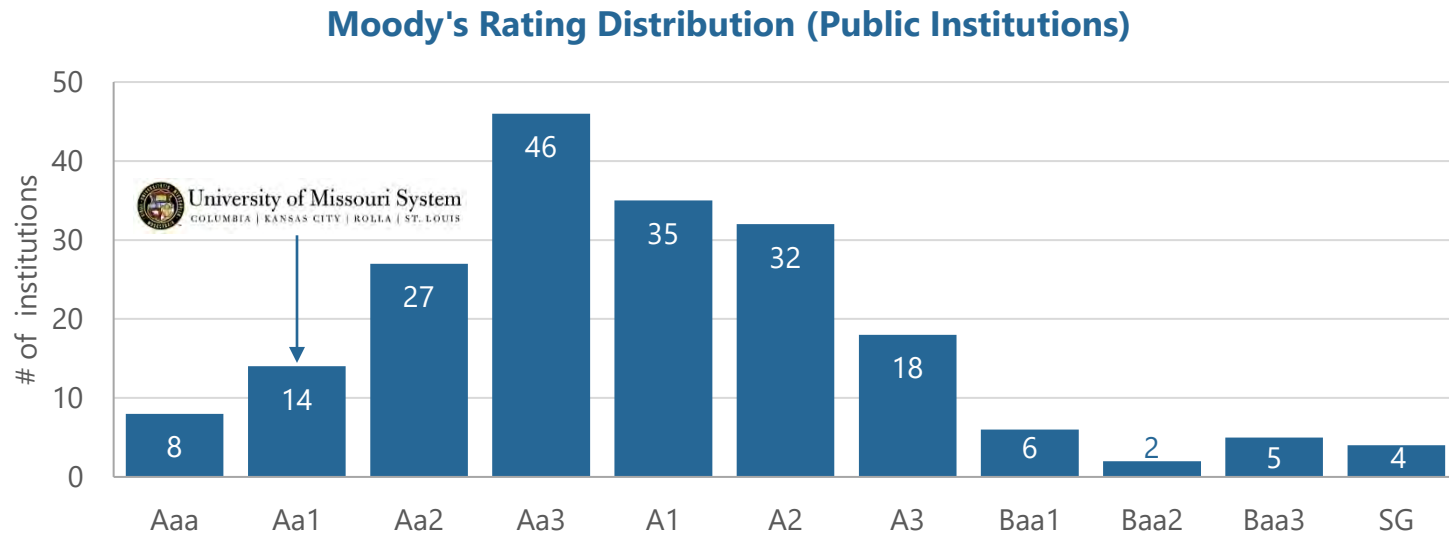
- Large revenue base continues to grow and provides for significant economies of scale
- Ample wealth and liquidity will continue to provide significant credit strength and financial flexibility
- Consistent operating surpluses and sound liquidity reflect prudent financial management and oversight

Credit Challenges

- Student demand challenges driven by weaker regional demographics and competitive conditions
- Research profile remains below peer levels, with sizable investment underway driving growth
- Manageable financial leverage, but a considerable pension liability

Strategic Use of Debt

- The System maintains strong credit ratings (see chart below) based on its essential role as a key provider of public higher education and healthcare in the Aaa-rated State of Missouri.
- Debt capacity is a limited resource and the System seeks to make capital investments that align with the mission of the institution.
- The consolidated credit of the System provides low-cost capital for all campuses and constituents.



Approach to Debt Capacity & Affordability Assessment

Overview

- The assessment focuses on the impact of additional borrowing on an institution's credit rating.
 - Debt Capacity: The amount of debt an institution can manage given the size of its balance sheet.
 - Debt Affordability: The ability of an institution to pay the ongoing cost of additional debt from operations.
- Similar to a rating agency's approach, the analysis will incorporate quantitative and qualitative factors.

Analytical Framework

Framework	Description
Step 1 Quantitative Analysis	Debt capacity and affordability can be measured by comparing medians for key metrics for a given rating category
Step 2 Rating Commentary	The rating agencies typically provide commentary on factors that could lead to a downgrade which can be used to identify rating sensitivities.
Step 3 Qualitative Factors	Consideration is given to the University's capital investment strategy, state support, management and governance, and future repayment of principal
Step 4 Determine Outcome	We present the outcome as a range, reflecting the analytical and subjective nature of the analysis.

Step 1 - Quantitative Analysis

- Debt capacity and affordability can be measured by comparing key metrics medians for a given rating category.
- The rating agencies will evaluate a broad set of metrics; we focus on two key debt-related metrics that Moody's utilizes in their analysis of higher education credits.
- We use the Moody's methodology as it grounds the analysis in how a rating agency would evaluate the University.
- It is also important to recognize that this is a "point in time" analysis.

Moody's Metric	Measures	Definition
Spendable Cash & Investments to Debt⁽¹⁾ <i>Higher is Better</i>	Balance Sheet Capacity	$\frac{\text{Total Cash \& Investments} - \text{less Permanently Restricted Cash \& Investments}}{\text{Total Debt}}$
Total Debt to Operating Cash Flow <i>Lower is Better</i>	Debt Affordability	$\frac{\text{Total Debt}}{\text{Operating Cash Flow}^{(2)}}$

Source: Moody's Investors Service

(1) Moody's recently introduced a revised rating methodology where they measure leverage by comparing total cash and investments to total adjusted debt (including adjusted net pension liability). For purposes of this analysis, we have excluded restricted assets and the pension liability as we do not necessarily believe they impact the University's debt capacity based on Moody's current views.

(2) Moody's makes certain adjustments to total operating revenue including normalization of annual endowment distributions.

Spendable Cash & Investments to Debt (FY22)

(Balance Sheet Capacity)

Observations on Balance Sheet Capacity

- UM's FY22 spendable cash and investments (\$4.2 billion) are in line with the Aa1 median (\$4.3 billion).
- UM's FY22 total debt (\$1.8 billion) is higher than the Aa1 median (\$1.5 billion).
- This puts UM's FY22 ratio of spendable cash and investments to debt at the weaker end of the Aa1 range.
 - Note that for this metric, a lower score is weaker
- When comparing UM's FY22 metric (2.32) with the assumed floor of 25% weaker than the median ratio, Janney estimates additional capacity of approximately \$270 million⁽¹⁾ based on this metric in isolation.

Spendable Cash & Investments to Total Debt	
University of Pittsburgh	3.92
University System of Maryland	3.29
University of Iowa	3.17
University of Colorado	2.75
University of Minnesota	2.73
North Carolina State University	2.69
Texas Tech University System	2.69
Pennsylvania State University	2.33
University of Missouri System	2.32
Virginia Tech University	2.31
University of Utah	2.19
Ohio State University	2.17
University of Nebraska	1.86
Aa1 Public University Median:	2.69
Guideline (25% Weaker than Median):	2.02
UM FY22 Metric:	2.32
Additional Capacity @ Guideline Level:	\$270M

Total Debt to Operating Cash Flow (FY18-22 Avg) (Debt Affordability)

Observations on Debt Affordability

- UM's five-year average total debt (\$1.7 billion) is higher than the Aa1 median (\$1.3 billion).
- UM's five-year average operating cash flow (\$540 million) is slightly stronger than the Aa1 median (\$529 million).
- This puts UM's five-year average ratio of total debt to operating cash flow slightly weaker than the median for the Aa1 category.
 - Note that for this metric, a higher score is weaker
- When comparing UM's five-year average metric (3.34) with the assumed floor of 25% above the five-year average median ratio, Janney estimates additional capacity of approximately \$310 million⁽¹⁾ based on this metric in isolation.

Total Debt to Operating Cash Flow	
University of Utah	1.87
University System of Maryland	2.28
University of Iowa	2.37
Pennsylvania State University	2.39
North Carolina State University	3.11
Ohio State University	3.12
Texas Tech University System	3.13
University of Colorado	3.23
University of Missouri System	3.34
Virginia Tech University	3.39
University of Pittsburgh	3.56
University of Nebraska	4.43
University of Minnesota	4.50
Aa1 Public University Median:	3.13
Guideline (25% Weaker than Median):	3.91
UM Five-Year Average Metric:	3.34
Additional Capacity @ Guideline Level:	\$310M

Step 2 - Rating Agency Commentary

In each rating report, Moody's and S&P will include factors that could lead to a downgrade. Over the last two reports, the themes have been consistent and focused on operating performance with little mention of balance sheet leverage.

Moody's	S&P
2021 Report	2021 Report
<ul style="list-style-type: none">▪ Realization of more material downside risks associated with the pandemic, driving both heightened revenue pressures and a weakened balance sheet position▪ Sustained weakening of operating performance within either the academic or health enterprises	<ul style="list-style-type: none">▪ Further declines to the university's enrollment, sustained weakening of financial performance, declines in available resource ratios, or significant additional debt that puts pressure on the financial profile
2022 Report	2022 Report
<ul style="list-style-type: none">▪ Did not include specific factors in this report	<ul style="list-style-type: none">▪ If enrollment were to decline substantially, the university established a trend of full-accrual deficits, or available resource ratios deteriorated substantially from current levels

Step 3 – Qualitative Factors & Other Considerations

Rating Agency Commentary on UM Qualitative Factors

- Position as Missouri's flagship and land-grant institution; close alignment with the Aaa-rated State of Missouri
- State financial support is solid relative to peer competitors
- Good diversity across enrollment and healthcare operations supports substantial scale and helps mitigate the challenges associated with weak regional demographics and heightened competition
- Closely integrated enrollment, financial and capital planning contribute to excellent financial policy and strategy

Other Considerations

- The University will pay down approximately \$250 million of debt⁽¹⁾ over the next five years
- Depending on its strategy with upcoming bullet maturities, that could increase to \$450 million⁽¹⁾

Principal Type	FY23	FY24	FY25	FY26	FY27	Total
Regular Paydown:	39,369,877	47,669,159	54,399,974	53,880,351	54,361,940	249,681,301
Bullet Maturities:	-	100,000,000	-	100,000,000	-	200,000,000
Total:	39,369,877	147,669,159	54,399,974	153,880,351	54,361,940	449,681,301

(1) Includes System Facilities Revenue Bonds, commercial paper, notes payable, and lease obligations.

Step 4 – Determine Outcome

Framework Conclusions⁽¹⁾

Framework	Conclusions
Step 1 Quantitative Analysis	<u>Debt Capacity Metric</u> : Indicates \$270 million of additional capacity <u>Affordability Metric</u> : Indicates \$310 million of additional capacity
Step 2 Rating Commentary	Neutral impact ; over the last two reports, the themes have been consistent and focused on operating performance with little mention of balance sheet leverage
Step 3 Qualitative Factors	Positive impact ; strategic importance to the State of Missouri, and paydown of debt support future capacity; also reflects recent change in outlook by S&P from negative to stable
Step 4 Determine Outcome	Our estimate of UM's debt capacity at its current rating level is \$200 to \$300 million⁽²⁾ <i>(Assumes debt is issued incrementally over time)</i>

Additional Considerations

- Strategic Use of Debt: The rating impact of new debt will also depend on the strategic nature of projects being financed.
- Future Performance: This analysis is based on a point in time using historical metrics as the benchmark; the ability to afford additional debt will also depend on UM's future financial performance relative to credit peers.

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Voluntary Vested Termination Defined Benefit Buyout UM

Executive Vice President for Finance & Operations Ryan Rapp will present and seek approval for recommended amendments to CRR 530.010, Retirement, Disability and Death Benefit Plan at the April 2023 Board of Curators meeting.

The proposed amendment includes a provision to allow the University to conduct an *optional* Terminated Vested Buyout Program. This optional, one-time enhanced lump sum will be offered to former employees vested in the pension plan (terminated vested members) who have not begun drawing their benefit. Because terminated vested members can elect to receive lump-sum payment at any time after termination, the enhancement will provide consideration in exchange for taking the lump sum payment and foregoing future earnings in the plan.

Those eligible for the program will receive an offer letter with an election window of 45 days in late 2023. To help members decide what is best for them, the University will provide a personalized statement in September 2023 that compares the lump sum benefit during the window versus the standard benefit without the enhancement. Former employees who are eligible will only need to respond if they want to receive the enhanced benefit after the offer. Members who elect the enhanced benefit will gain the freedom to invest the funds as they wish. Members who do not act upon the offer will remain in the plan with the same benefit.

These optional programs are a common practice for defined benefits plans and will marginally reduce the plan's liability. The University gains the benefit of reducing the number of plan members to track thereby reducing plan administration load. The Pension Plan remains strong and well-funded, and this program will slightly reduce the Plan's unfunded liability.

The recommended amendment also includes language updates to update automatic distribution limit values to the IRS limits as of December 31, 2023. The language aligns the plan with IRS maximum limits.

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No. 1

Recommended Action - Voluntary Vested Termination Defined Benefit Buyout, MU

It was recommended by Executive Vice President Ryan Rapp, endorsed by University of Missouri President Mun Y. Choi, recommended by the Finance Committee, moved by Curator _____ and seconded by Curator _____, that the:

Vested Termination Buyout Program and other proposed amendments in the existing Collected Rules and Regulations, Section 530.010, *Retirement, and Disability Benefit plan*, as noted in the attached documents, be approved.

Roll call vote of the Committee:	YES	NO
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Curator Graves

Curator Hoberock

Curator Layman

Curator Wenneker

The motion _____.

Roll call vote of Board of Curators:	YES	NO
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Curator Brncic

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion _____.

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Retirement, Disability and Death Benefit Plan: Defined Benefit Pension Plan

Optional Terminated Vested Buyout Program

Program Summary

The University of Missouri is proposing optional, one-time enhanced lump sum distribution to former employees vested in the pension plan who have not begun drawing upon their benefit. During this one-time offer, an increase will be applied to the lump sum benefit.

This optional program is a common practice for defined benefit plans and will marginally reduce the Plan's liability. The University also will benefit by having fewer members to track over time. Eligible members who take the enhanced lump sum distribution will gain control of their own benefit and investment decisions. Many of the people receiving these offers have small balances that will not contribute significantly to their retirement and may wish to receive the lump sum distribution or consolidate it with their current plan.

To help members decide what's best for them, the University will provide a personalized statement in September 2023 comparing the enhanced lump sum benefit during the window versus the standard benefit without the enhancement. The election window is scheduled for October 17, 2023 – December 1, 2023. Former employees who elect the enhanced program will receive the funding in spring 2024. Former employees who are eligible only need to respond if they want to receive the enhanced benefit and accept the offer.

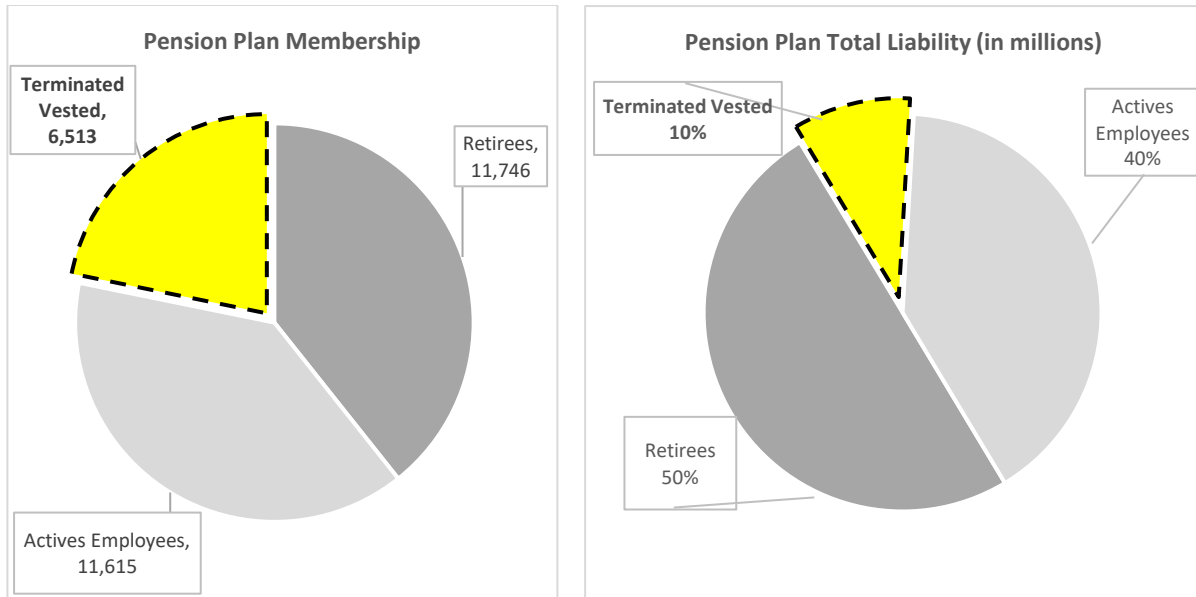
Plan Overview

A comprehensive update on the plan funding status, including the independent actuary's report, is included in the Annual Benefits Report. The plan remains well funded and members can count on receiving the benefits they have earned. The University continues to make the actuarially determined contributions into the plan, including an amortization payment towards the current plan underfunding. The priority for continued sound management of the plan remains achieving a fully funded plan at a market driven level of risk. Any plan gains will be applied towards reducing the level of investment risk, thereby further securing the benefit.

The Optional Vested Termination Buyout Program is the next step in this de-risking process and allows members to take control of their assets, if they wish. This optional program is a common practice for defined benefit plans and will marginally reduce the Plan's total liability and unfunded liability. The University will also benefit by having fewer members to track and administer over time.

Terminated vested members represent a relatively small proportion of the total plan membership and liability. The liability is a measure of the current value of commitments to all plan members. Terminated vested members are approximately 22% of plan members but only 10% of the plan liability. Even with a 50% acceptance rate, the University will not realize a significant change in the plan liability, but membership reduction will be more significant.

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Offer Eligibility

There are specific requirements to be eligible to receive the enhanced lump-sum offer. The requirements include members who:

- were vested under the Plan as of their termination date
- terminated employment on or before April 1, 2023 (and are no longer working for the University)
- have not started monthly payments or taken a distribution from the Plan

Plan members who are not included in the offer are:

- members who are currently receiving a monthly payment, and
- deferred retirees who terminated after reaching eligibility for early retirement but did not commence benefits
- active employees currently working for the University (including those in a part time or limited capacity)
- vested members who terminated employment between September 1, 1986 and September 30, 1997 who elected an Optional Derivative Benefit and did not revoke that election prior to March 31, 1998

Timeline

Key dates for the implementation of the program and member engagement include:

- April 2023: Board approval of Plan amendment allowing the one-time enhanced offer
- May 2023: General announcement of the program to eligible participants
- May – September 2023: Administration data cleanup and calculation certifications
- September 2023: Eligible participants provided personalized statements
- October 2023: Election forms & decision guides provided to eligible participants
- October – December 2023: Election window is open & informational webinars available
- January – February 2024: Administration preparation of distributions
- February – March 2024: Pension Trust distributes payout to those who opted for the offer

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The Vested Term Buyout Program will benefit the plan by reducing liability and moderately reducing plan underfunding. The University prioritizes the Plan stability through prudent management and a long-term strategy for maintaining the closed Plan's health to deliver the required benefit to all members. The Plan is in good health and members can count on receiving benefit's they have earned.

Amendment to the Retirement, Disability and Death Benefit Plan	
Section 530.010.H.5	
Current with Changes	Proposed
<p>5. Eligibility for Optional Benefits Under the Commencement of Benefits -- A Qualified Member who terminates employment with the University on or after September 1, 1986 and is entitled to Benefits under Section 530.010.H. and who has not elected Derivative Benefits in Section 530.010. J.7. may elect upon commencement of Benefits on or after October 1, 1997 to receive Optional Benefits in accordance with Section 530.010.J.9. (without regard to any provision thereof providing for automatic increases in benefit payments); 530.010. J.10. (without regard to subsection 530.010.J.10.c); and 530.010.J.11. (without regard to subsection 530.010.J.11.b).</p>	<p>5. Eligibility for Optional Benefits Under the Commencement of Benefits -- A Qualified Member who terminates employment with the University on or after September 1, 1986 and is entitled to Benefits under Section 530.010.H. and who has not elected Derivative Benefits in Section 530.010. J.7. may elect upon commencement of Benefits on or after October 1, 1997 to receive Optional Benefits in accordance with Section 530.010.J.9 (without regard to any provision thereof providing for automatic increases in benefit payments); 530.010. J.10. (without regard to subsection 530.010.J.10.c); and 530.010.J.11. (without regard to subsection 530.010.J.11.b).</p>

Amendment to the Retirement, Disability and Death Benefit Plan	
Section 530.010.K.1	
Current with Changes	Proposed
<p>1. Application for Retirement Benefits -- A Qualified Member who is eligible to retire and to commence receipt of Retirement Benefits, in</p>	<p>1. Application for Retirement Benefits -- A Qualified Member who is eligible to retire and to commence receipt of Retirement Benefits, in</p>

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<p>accordance with Sections 530.010.H. 530.010.E.1 and 530.010.E.2, shall give written notice to the Plan Administrator, when such Member elects to retire and complete an application for Retirement Benefits, not less than sixty (60) days three (3) months prior to the effective date of such retirement. A Qualified Member who is eligible for Disability Retirement Benefits shall make application therefor in accordance with Section 530.010.I.1.</p>	<p>accordance with Sections 530.010.E.1 and 530.010.E.2, shall give written notice to the Plan Administrator, when such Member elects to retire and complete an application for Retirement Benefits, not less than sixty (60) days prior to the effective date of such retirement. A Qualified Member who is eligible for Disability Retirement Benefits shall make application therefor in accordance with Section 530.010.I.1.</p>
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Amendment to the Retirement, Disability and Death Benefit Plan	
Section 530.010.K.13.a.	
Current with Changes	Proposed
<p>a. Except as otherwise provided in Section 530.010.K.13.b, No Retirement Benefit shall be payable on a lump-sum basis, except that if the Retirement Benefit or Vested Retirement Benefit payable, pursuant to Section 530.010.F., 530.010.G., or 530.010.H., to a Qualified Member who terminates employment with the University, shall have an actuarial value of less than one five thousand dollars (\$51,000) (or seven</p>	<p>a. Except as otherwise provided in Section 530.010.K.13.b, no Retirement Benefit shall be payable on a lump-sum basis, except that if the Retirement Benefit or Vested Retirement Benefit payable, pursuant to Section 530.010.F., 530.010.G., or 530.010.H., to a Qualified Member who terminates employment with the University, shall have an actuarial value of less than five thousand dollars (\$5,000) (or seven</p>

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<p>thousand dollars (\$7,000) for distributions occurring after December 31, 2023), the Plan Administrator, for plan years beginning after August 5, 1997, may direct that a policy be adopted wherein one-hundred percent (100%) of the actuarial value of such Retirement Benefit or Vested Retirement Benefit be paid to such Qualified Member in a lump sum in final satisfaction of said Retirement Benefit.</p> <p>Furthermore, if the Vested Retirement Benefit payable to a Qualified Member under this Plan in accordance with Section 530.010.H, shall have an actuarial value greater than one thousand dollars (\$1,000) but not in excess of twenty thousand dollars (\$20,000), such Qualified Member shall be entitled to elect that one hundred percent (100%) of the actuarial value of such Vested Retirement Benefit be paid to such Member in a lump sum in final satisfaction of said Retirement Benefit. In no event shall a</p>	<p>thousand dollars (\$7,000) for distributions occurring after December 31, 2023), the Plan Administrator may direct that a policy be adopted wherein one-hundred percent (100%) of the actuarial value of such Retirement Benefit or Vested Retirement Benefit be paid to such Qualified Member in a lump sum in final satisfaction of said Retirement Benefit.</p> <p>In no event shall the actuarial value of a Qualified Member's Retirement Benefit be less than the actuarial value of the benefit as accrued through August 31, 1990.</p> <p>For purposes of determining the actuarial value of a Retirement Benefit under the provisions of this Subsection, such value shall be determined without regard to a Member's gender, on the basis of the assumptions set forth below:</p> <p>3) For purposes of determining the actuarial value of a Retirement Benefit as</p>
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<p>Qualified Member who is entitled to a Retirement Benefit payable pursuant to Section 530.010.F. or 530.010.G. be entitled to elect that the actuarial value of such Retirement Benefit be payable to such Member in accordance with the preceding sentence.</p> <p>In no event shall the actuarial value of a Qualified Member's Retirement Benefit be less than the actuarial value of the benefit as accrued through August 31, 1990.</p> <p>For purposes of determining the actuarial value of a Retirement Benefit under the provisions of this Subsection, such value shall be determined without regard to a Member's gender, on the basis of the assumptions set forth below:</p> <p>1) For purposes of determining the actuarial value of a Retirement Benefit as accrued through August 31, 1990, the 1983 UNISEX Group Annuity</p>	<p>accrued through August 31, 1990, the 1983 UNISEX Group Annuity Mortality Table with interest at six percent (6%) per annum shall be used.</p> <p>4) For purposes of determining the actuarial value of a Retirement Benefit as accrued through the Qualified Member's termination of employment subsequent to August 31, 1990, the 1983 UNISEX Group Annuity Mortality Table with interest at seven and one-half percent (7 1/2%) per annum shall be used.</p>
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	<p>Mortality Table with interest at six percent (6%) per annum shall be used.</p> <p>2) For purposes of determining the actuarial value of a Retirement Benefit as accrued through the Qualified Member's termination of employment subsequent to August 31, 1990, the 1983 UNISEX Group Annuity Mortality Table with interest at seven and one-half percent (7 1/2%) per annum shall be used.</p>	
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Amendment to the Retirement, Disability and Death Benefit Plan	
Section 530.010.K.21	
Current with Changes	Proposed
<p>21. In-Service Distributions – Notwithstanding any provision of the Plan to the contrary with respect to the payment of Retirement Benefits, a Qualified Member who has attained the age of 62fifty-nine and one-half (59½) may elect to commence payment of</p>	<p>21. In-Service Distributions – Notwithstanding any provision of the Plan to the contrary with respect to the payment of Retirement Benefits, a Qualified Member who has attained the age of fifty-nine and one-half (59½) may elect to commence payment of</p>

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<p>Retirement Benefits while employed with the University, if all of the following are satisfied ("Phased Retirement"):</p> <ol style="list-style-type: none"> The Qualified Member has completed and filed with the Plan Administrator an in-service distribution application the Phased Retirement application and agreement, and such agreement is not revoked prior to commencement of Retirement Benefits; The Qualified Member has received all vacation pay, if applicable; and The Qualified Member is not entitled to accumulate any additional Service Credit or Summer Appointment Service Credit under Section 530.010.C. classified as less than 75% FTE, aggregating all Academic/Non-Academic Appointments with the University for this purpose. <p>Retirement Benefits under this Section 530.010.K.21. shall be determined as if the Qualified Member had retired on the date specified in the in-service distribution Phased Retirement application and agreement. Furthermore, a Qualified Member receiving in-service distributions under this Section 530.010.K.21. is not eligible to earn Service Credit and accrue additional Retirement Benefits under the Plan while receiving such in-service distributions.</p> <p>After Retirement Benefits</p>	<p>Retirement Benefits while employed with the University, if all of the following are satisfied:</p> <ol style="list-style-type: none"> The Qualified Member has completed and filed with the Plan Administrator an in-service distribution application agreement, and such agreement is not revoked prior to commencement of Retirement Benefits; and The Qualified Member is not entitled to accumulate any additional Service Credit or Summer Appointment Service Credit under Section 530.010.C. <p>Retirement Benefits under this Section 530.010.K.21. shall be determined as if the Qualified Member had retired on the date specified in the in-service distribution application and agreement. After Retirement Benefits commence under this Section 530.010.K.21., Retirement Benefits shall not cease, except as otherwise provided in this Plan.</p>
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commence under this Section 530.010.K.21., Retirement Benefits shall not cease, except as otherwise provided in this Plan.	
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Amendment to the Retirement, Disability and Death Benefit Plan	
Section 530.010.K.23	
Current with Changes	Proposed
N/A	<p>23. Lump Sum Window for Vested Retirement Benefits– Notwithstanding any provision of the Plan to the contrary with respect to the payment of Vested Retirement Benefits, during the “Window Period” defined below, an “Eligible Qualified Member”, as defined below, may elect the immediate payment of the Eligible Qualified Member’s entire benefit under the Plan in a lump sum, calculated as provided below, to be paid on or as soon as administratively practicable following the “Lump Sum Payment Date” as defined below. Instead of a lump sum calculated as provided below, an Eligible Qualified Member who is eligible to commence payment of his or her Plan benefit in accordance with Section 530.010.H.3 may elect the immediate payment of the Eligible Qualified Member’s benefit in any of the forms payment available to the</p>

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	<p>Eligible Qualified Member under Section 530.010.H.5.</p> <p>a. For purposes of this Section 530.010.K.23, an “Eligible Qualified Member” is:</p> <p>1) A Qualified Member with a Vested Retirement Benefit payable under this Plan in accordance with Section 530.010.H who (i) terminated employment with the University on or before the Lump Sum Determination Date; (ii) as of the Lump Sum Determination Date has had his or her benefits fully restored in accordance with Section 530.010.J.7.a or timely revoked any election with respect to Optional Derivative Benefits in accordance with Section 530.010.J.7.b., if applicable; (iii) who is not employed by the University as of the Lump Sum Payment Date; (iv) has not previously made an election prior to the start of the Window Period</p>
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	<p>to receive benefits under this Plan; and (v) will not attain age 65 before the Lump Sum Payment Date.</p> <p>Notwithstanding the preceding, the term “Eligible Qualified Member” shall not include a Qualified Member who is a party to a final judgment, decree, order or approval of a property settlement which divides pension benefits pursuant to a dissolution of marriage action under state law that the Plan has not recognized as a valid Division of Benefits Order, in accordance with Section 530.010.K.22, as of the final day of the Window Period, including any grace period. The term “Eligible Qualified Member” also shall not include any individual who, for any reason, does not properly and timely elect to participate in this Lump Sum Window for Vested Retirement Benefits in accordance with the procedures established by the Plan Administrator (including, but not limited to, because the Plan Administrator has incorrect or no current address information for the individual, due to a failure or delay in the mail delivery process, due to a delay in the individual’s receipt of the Lump Sum Window for Vested Retirement Benefits election paperwork, or the like).</p>
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- b. Solely for purposes of calculating the amount of the lump sum payable under this Section 530.010.K.23 on the Lump Sum Payment Date to an Eligible Qualified Member, the lump sum payment to which the Eligible Qualified Member would be entitled under Section 530.010.K.13.b.1 as of the Lump Sum Payment Date will be multiplied by the factor from the table below that corresponds with the age of the Qualified Member's whose Vested Retirement Benefit is being distributed as of the Lump Sum Payment Date and that Qualified Member's status as a Level One Member or Level Two Member at the time of the Qualified Member's termination from employment.

Age	Level One Member	Level Two Member
20	1.300	1.455
21	1.300	1.455
22	1.300	1.455
23	1.290	1.440
24	1.280	1.440
25	1.270	1.440
26	1.260	1.430
27	1.250	1.420
28	1.248	1.416
29	1.246	1.412
30	1.244	1.408
31	1.242	1.404
32	1.240	1.400
33	1.236	1.392
34	1.232	1.384
35	1.228	1.376
36	1.224	1.368
37	1.220	1.360
38	1.214	1.352

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		39	1.208	1.344
		40	1.202	1.336
		41	1.196	1.328
		42	1.190	1.320
		43	1.184	1.312
		44	1.178	1.304
		45	1.172	1.296
		46	1.166	1.288
		47	1.160	1.280
		48	1.156	1.266
		49	1.152	1.252
		50	1.148	1.238
		51	1.144	1.224
		52	1.140	1.210
		53	1.132	1.200
		54	1.124	1.190
		55	1.116	1.180
		56	1.108	1.170
		57	1.100	1.160
		58	1.090	1.155
		59	1.080	1.140
		60	1.070	1.127
		61	1.060	1.124
		62	1.050	1.122
		63	1.040	1.096
		64	1.020	1.048
		65	1.000	1.000
		<p>c. An election to participate in this Lump Sum Window for Vested Retirement Benefits is only effective if fully completed elections forms are postmarked to the appropriate recipient by the deadline established by the Plan Administrator, with appropriate spousal consent if required. Further, an Eligible Qualified Member's election to participate in this Lump Sum Window for Vested Retirement Benefits shall be valid even if the Eligible Qualified Member</p>		

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	<p>does not survive to the Lump Sum Payment Date. If an Eligible Qualified Member properly elects to participate in this Lump Sum Window for Vested Retirement Benefits but subsequently dies before having been paid the lump sum, then the lump sum shall be paid as follows: (1) to the Eligible Qualified Member's surviving designated beneficiary, and (2) if the Eligible Qualified Member does not fall into (1), to the Eligible Qualified Member's surviving spouse or, if the Eligible Qualified Member does not have a surviving spouse, to the Eligible Qualified Member's estate.</p> <p>d. Any Eligible Qualified Member who elects and with respect to whom a lump sum is paid under this Lump Sum Window for Vested Retirement Benefits shall cease to be a Member or with respect to the Plan upon such payment and the Plan shall have no further obligation to make any benefit payments with respect to such Eligible Qualified Member, including with respect to any Beneficiary, survivor, or other person claiming by or through the Eligible Qualified Member.</p> <p>e. For purposes of this Lump Sum Window for Vested Retirement Benefits, the terms below have the following definitions:</p> <p>1) "Window Period" means a limited</p>
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	<p>period beginning on or about October 17, 2023, and ending on the latest permissible date determined by the Plan Administrator as of which an Eligible Qualified Member may make an election under this Lump Sum Window for Vested Retirement Benefits. The Window Period is expected to end on or around December 1, 2023, with a grace period to December 12, 2023. Notwithstanding the preceding, the Plan Administrator may adjust or extend the Window Period (including the grace period) with respect to one or more Eligible Qualified Members if the Plan Administrator determines in its discretion and in a uniform and nondiscriminatory manner that such an adjustment or extension is warranted.</p> <p>2) “Lump Sum Determination Date” means April 1, 2023.</p> <p>3) “Lump Sum Payment Date” means February 1, 2024;</p>
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	<p>subject, however, to the “administrative delay” rule described in Treasury Regulation Sections 1.401(a)-20, Q&A 10(b)(3) and 1.417(e)-1(b)(3)(vii), notwithstanding the general inapplicability of such Treasury Regulations to the Plan.</p>
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Amendment to the Retirement, Disability and Death Benefit Plan	
Section 530.010.L.6.d	
Current with Changes	Proposed
<p>d. Required Beginning Date -- The Required Beginning Date of a Member is the first day of April of the calendar year following the calendar year in which the later of retirement or attainment of age seventy and one-half (70 1/2) occurs. Effective as of January 1, 2020: with respect to a Member born on or before June 30, 1949, such a Member’s Required Beginning Date is the first day of April of the calendar year following the calendar year in which the later of retirement</p>	<p>d. Required Beginning Date -- Effective as of January 1, 2020: with respect to a Member born on or before June 30, 1949, such a Member’s Required Beginning Date is the first day of April of the calendar year following the calendar year in which the later of retirement or attainment of age seventy and one-half (70 ½) occurs; with respect to a Member born after June 30, 1949, such a Member’s Required Beginning Date is the first day of April of the calendar</p>

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<p>or attainment of age seventy and one-half (70 ½) occurs; with respect to a Member born after June 30, 1949, such a Member's Required Beginning Date is the first day of April of the calendar year following the calendar year in which the later of retirement or attainment of age seventy-two (72) occurs.</p>	<p>year following the calendar year in which the later of retirement or attainment of age seventy-two (72) occurs.</p>
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Optional Terminated Vested Buyout Program



Optional Terminated Vested Buyout Program

- Program **does not impact current employees or retirees**
- Optional, one-time enhanced payment for former employees who have not drawn benefit
- Eligible members who elect the lump sum gain control of their own investment decisions. For many who receive the offer, the University's benefit is not a significant part of their retirement.
- Optional program is common for defined benefit plans and will marginally reduce the plan liability.
- University also benefits from having fewer members to track over time.

Timeline

- 4/20/23: Board Approval of Plan Amendment
- May 2023: Eligible Participants notified of window opening in fall
- May-Sept 2023: Data cleanup work completed by UM
- Sept 2023: Eligible participants notified with personalized statement
- Oct 2023: Formal letters mailed, window opens
- Dec 2023: Window closes
- Mar 2024: Trust sends checks

Pension Plan Remains in Good Health

- Members can count on receiving the benefits they've earned.
- The Board of Curators and University of Missouri leadership prioritizes the Plan and recognize the importance of sound fiscal management.
- The Plan's funding status continues to be above other public pension plans.
- The University has always made the actuarially determined required contribution into the Plan and will continue to do so.
- ***“In our view, management remains very proactive in handling its pension plan”*** – S&P Rating Commentary

Five-year Capital Plans for MU, MU Health Care, Missouri S&T, UMKC, and UMSL

The capital planning process approved at the September 2017 Board of Curators meeting includes development of a five-year capital plan that will be reviewed and approved annually by the Board of Curators. The capital plan contains two sections, five-year capital plan included in the five-year finance plan and strategic development project plan for aspirational strategic projects not currently included in the finance plan. This process allows for execution of the current year plans and will provide additional time for fundraising, working with legislature, and additional due diligence during years two through five. Capital plans will assist in driving any official fundraising campaigns for capital projects. Major capital projects will be approved by the Board of Curators before being incorporated into any approved capital plans, budget plans, or long-range business plans. Major capital projects include any new construction over \$5 million in project cost or any renovation/infrastructure improvements over \$8 million in project cost.

The capital planning process and investment in existing facilities are two key components of Facilities Stewardship. Facilities stewardship is about taking a long and broad view of an institution's past and future. The University of Missouri System is comprised of over 1,500 buildings, four primary campuses and a health care system. Total valuation is over \$11 billion. Investment to maintain these facilities over the past 15 years has been insufficient. UM education and general (E&G) facilities now have over \$1.9 billion in facilities needs (FCN), resulting in the facilities portfolio being rated below average condition. Due to continued limited funding, we must be deliberate in setting capital priorities to uphold our stewardship responsibility. The capital planning process is critical in ensuring we uphold that responsibility.

Included herein is the current year, FY23, and FY 2024 - 2028 Capital Project Plans for review and approval. The enclosed information includes:

- Facilities Stewardship information with historic spending.
- Capital Plans included in the five-year finance plans summary table of all proposed projects by category (new construction or renovation/infrastructure) with campus priority, project cost, and the year anticipated for Curator approval; summary table of project funding sources; and project descriptions.
- Strategic Projects Development Plans summary table for aspirational strategic projects not yet included in the five-year finance plan and project descriptions.

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No. 2

Recommended Action - Approval of Five-year Capital Plans for MU, MU Health Care, Missouri S&T, UMKC and UMSL

It was recommended by President Choi, Chancellor Agrawal, Chancellor Dehghani, and Chancellor Sobolik, recommended by the Finance Committee, moved by Curator _____ and seconded by Curator _____, that the:

MU: Capital Plan included in Finance Plan:

- Engineering and Applied Sciences Building
- NextGen MURR Phase One
- Ellis Library – MU Student Experience Center
- Radioisotope Facility at Discovery Ridge
- Pickard Hall – Decommissioning and Mitigation
- Medical Science Building Renovation
- South Farm – Swine Research and Education Facility Addition
- Middlebush Farm - NextGen Center for Influenza Research - Phase II Addition
- National Swine Resource and Research Center – Addition
- Thompson Center – New Facility
- Mizzou North – Demolition
- Electrical Interconnection and Substation
- Virginia Avenue Parking Structure Repairs

Strategic Projects Development Plan:

- Animal Resource Center - Vivarium Facility Expansion
- Bond Life Sciences Center - Phase II
- Medical Science Building - Renovation Phase III
- Jesse Hall Exterior Masonry/Metal Repairs & Window Replacement
- Laboratory for Infectious Disease Research – Regional Biocontainment Lab Addition

MUHC: Capital Plan included in Finance Plan:

- Ambulatory Facility/Medical Office Building

Strategic Projects Development Plan:

- Children’s Hospital Facility - Third Floor Surgery Fit-Out

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- UMKC: Capital Plan included in Finance Plan:
- Student Success Atterbury & Miller Nichols Library Renovations
 - Athletics Performance Center Additions and Renovations
 - Steam Heating Plant Renewal
 - KCUR Building
 - Healthcare Innovation & Delivery Building
 - School of Medicine, St Joseph's Facility

Strategic Projects Development Plan:

- Olson Performing Arts Center Renovations and Additions
- Spencer Chemistry & Biological Science Renovation Phase II
- New Student Housing
- 4747 Troost Renovation

- S&T: Capital Plan included in Finance Plan:
- Engineering Research Lab Addition and Renovation
 - Schrenk Hall East Renovation
 - Norwood, Parker, and Harris HVAC Systems Replacement
 - Missouri Protoplex – Phase Two
 - Substation Relocation

Strategic Projects Development Plan:

- Innovation Campus Program Expansion
- Bioplex
- University Center West
- Computer Science Building Renovation
- Physics Building Renovation

- UMSL: Capital Plan included in Finance Plan:
- Central Utility Plant – North Campus
 - Optometry and Honors College Consolidation
 - Music and Fine Art Relocation to Arts & Administration Building, North Campus
 - College of Education to Quad Area
 - Thomas Jefferson Library Renovation
 - Richter Family – Welcome & Alumni Center

Strategic Projects Development Plan:

- Stadler Hall Renovation

be approved for further planning and development as described in the following materials.

Roll call vote of the Committee:

YES

NO

Curator Graves

Curator Hoberock

Curator Layman

Curator Wenneker

The motion _____.

Roll call vote:

YES

NO

Curator Brncic

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion _____.

Fiscal Years 2023 – 2028 Capital Plan included in Finance Plan for University of Missouri

			2023*	2024	2025	2026	2027	2028
	University	Priority	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
New Construction			\$539,849,233	\$115,000,000	\$0	\$0	\$66,000,000	\$0
Engineering and Applied Sciences Building	MU	1	\$150,000,000					
NextGen MURR Phase I	MU	2	\$36,000,000					
Radioisotope Facility at Discovery Ridge	MU	4		\$35,000,000				
Thompson Center – New Facility	MU	--	\$55,000,000					
National Swine Resource and Research Center – Addition	MU	--	\$8,000,000					
South Farm – Swine Research and Education Facility Addition	MU	--	\$5,000,000					
Middlebush Farm - NextGen Center for Influenza Research - Phase II Addition	MU	--	\$7,500,000					
MUHC Campus Consolidation & Inpatient Services Expansion	MUHC	1					\$66,000,000	
Athletics Performance Center Additions and Renovations	UMKC	2		\$55,000,000				
KCUR Building	UMKC	4		\$25,000,000				
Healthcare Innovation & Delivery Building	UMKC	--	\$120,000,000					
School of Medicine – St. Joseph’s Facility	UMKC	--	\$14,500,000					
Engineering Research Lab Addition and Renovation	S&T	1	\$55,502,853					
Missouri Protoplex Phase II	S&T	--	\$88,346,380					
Renovation/Infrastructure			\$278,567,044	\$55,000,000	\$0	\$0	\$0	\$0
Ellis Library – MU Student Experience Center	MU	3	\$15,000,000					
Pickard Hall – Decommissioning and Mitigation	MU	5		\$10,000,000				
Medical Science Building Renovation	MU	--	\$51,000,000					
Mizzou North – Demolition		--	\$10,000,000					

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			2023*	2024	2025	2026	2027	2028
	University	Priority	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
Electrical Interconnection and Substation	MU	--	\$42,000,000					
Virginia Avenue Parking Structure Repairs	MU	--	\$16,000,000					
Student Success Atterbury & Miller Nichols Library Renovations	UMKC	1		\$30,000,000				
Steam Heating Plant Renewal	UMKC	3	\$14,500,000					
Schrenk Hall East Renovation	S&T	2	\$27,678,110					
Norwood, Parker, and Harris HVAC Systems Replacement	S&T	3	\$18,254,036					
Substation Relocation	S&T	--	\$8,774,898					
Central Utility Plant – North Campus	UMSL	1		\$15,000,000				
Optometry and Honors College Consolidation	UMSL	--	\$15,950,000					
Music and Fine Art Relocation to Arts & Administration Building, North Campus	UMSL	--	\$12,100,000					
College of Education to Quad Area	UMSL	--	\$21,780,000					
Thomas Jefferson Library Renovation	UMSL	--	\$11,330,000					
Richter Family Welcome and Alumni Center	UMSL	--	\$14,200,000					
Total Project Cost			\$818,416,277	\$170,000,000	\$0	\$0	\$66,000,000	\$0

*Projects listed under 2023 are projects approved or will request approval during FY23.

Fiscal Years 2023 – 2028 Capital Plan included in Finance Plan Funding Summary for University of Missouri

Projects						Funding Strategy					
#	Title	University	Type	Facility Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	Engineering and Applied Sciences Building	MU	NC	NA	NA	\$150,000,000	\$0	\$50,000,000	\$0	\$0	\$100,000,000
2	NextGen MURR Phase One	MU	NC	NA	NA	\$36,000,000	\$0	\$0	\$0	\$20,000,000	\$16,000,000
3	Ellis Library – MU Student Experience Center	MU	RE	\$34.0M	0.39	\$15,000,000	\$0	\$0	\$15,000,000	\$0	\$0
4	Radioisotope Facility at Discovery Ridge	MU	NC	NA	NA	\$35,000,000	\$0	\$0	\$0	\$35,000,000	\$0
5	Pickard Hall – Decommissioning and Mitigation	MU	Demo	\$6.5M	0.47	\$10,000,000	\$0	\$0	\$10,000,000	\$0	\$0
Projects with Previous Board of Curators Action in FY23											
1	Medical Science Building Renovation	MU	RE	\$42.0M	0.37	\$51,000,000	\$0	\$0	\$0	\$51,000,000	\$0
2	South Farm – Swine Research and Education Facility Addition	MU	NC	NA	NA	\$5,000,000	\$0	\$0	\$0	\$5,000,000	\$0
3	Middlebush Farm - NextGen Center for Influenza Research - Phase II Addition	MU	NC	NA	NA	\$7,500,000	\$0	\$0	\$0	\$5,000,000	\$2,500,000
4	National Swine Resource and Research Center – Addition	MU	NC	NA	NA	\$8,000,000	\$0	\$0	\$0	\$7,969,580	\$30,420
5	Thompson Center – New Facility	MU	NC	NA	NA	\$55,000,000	\$0	\$15,000,000	\$12,500,000		\$27,500,000
6	Mizzou North – Demolition	MU	Demo	\$61.2M	0.55	\$10,000,000	\$0	\$0	\$10,000,000	\$0	\$0
7	Electrical Interconnection and Substation	MU	INFR	NA	NA	\$42,000,000	\$0	\$0	\$22,000,000	\$0	\$20,000,000
8	Virginia Avenue Parking Structure Repairs	MU	RE	NA	NA	\$16,000,000	\$14,000,000	\$0	\$2,000,000	\$0	\$0

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Projects						Funding Strategy					
#	Title	University	Type	Facility Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	MUHC Campus Consolidation & Inpatient Services Expansion	MUHC	NC	NA	NA	\$66,000,000	\$66,000,000	\$0	\$0	\$0	\$0
1	Student Success Atterbury & Miller Nichols Library Renovations	UMKC	RE	\$33.4M	0.19	\$30,000,000	\$0	\$15,000,000	\$15,000,000	\$0	\$0
2	Athletics Performance Center Additions and Renovations	UMKC	RE/NC	\$25.7M	0.31	\$55,000,000	\$0	\$55,000,000	\$0	\$0	\$0
3	Steam Heating Plant Renewal	UMKC	INFR	\$28.1M	NA	\$14,500,000	\$14,500,000	\$0	\$0	\$0	\$0
4	KCUR Building	UMKC	NC	NA	NA	\$25,000,000	\$0	\$25,000,000	\$0	\$0	\$0
Projects with Previous Board of Curators Action in FY23											
1	Healthcare Innovation & Delivery Building	UMKC	NC	NA	NA	\$120,000,000	\$0	\$40,000,000	\$0	\$0	\$80,000,000
2	School of Medicine - New St. Joseph’s Facility	UMKC	NC	NA	NA	\$14,500,000	\$0	\$0	\$0	\$13,000,000	\$1,500,000
1	Engineering Research Lab Addition and Renovation	S&T	NC/RE	\$17.8 M	0.49	\$55,502,853	\$0	\$19,151,179	\$4,889,022	\$4,103,824	\$27,358,828
2	Schrenk Hall East Renovation	S&T	RE	\$23.9 M	0.57	\$27,678,110	\$0	\$9,550,292	\$2,438,053	\$2,046,491	\$13,643,274
3	Norwood, Parker, and Harris HVAC Systems Replacement	S&T	RE	\$19.3M	0.14-0.53	\$18,254,036	\$0	\$6,298,529	\$1,607,924	\$1,349,685	\$8,997,898
Projects with Previous Board of Curators Action in FY23											
1	Missouri Protoplex Phase II	S&T	NC	NA	NA	\$88,346,380	\$0	\$19,811,677	\$8,818,794	\$20,000,000	\$39,715,909
2	Substation Relocation	S&T	INFR	NA	NA	\$8,774,898	\$0	\$0	\$7,863,914	\$0	\$910,984

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Projects						Funding Strategy					
#	Title	University	Type	Facility Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	Central Utility Plant – North Campus	UMSL	INFR	NA	NA	\$15,000,000	\$0	\$0	\$8,771,630	\$0	\$6,228,370
Projects with Previous Board of Curators Action in FY23											
1	Optometry and Honors College Consolidation	UMSL	RE	\$75.0M	0.22-0.51	\$15,950,000	\$0	\$0	\$7,466,050	\$0	\$8,483,950
2	Music and Fine Arts Relocation to Arts & Administration Building, North Campus	UMSL	RE	\$21.7M	0.21-0.49	\$12,100,000	\$0	\$0	\$5,663,900	\$0	\$6,436,100
3	College of Education to Quad Area	UMSL	RE	\$73.4M	0.22-0.67	\$21,780,000	\$0	\$0	\$10,195,020	\$0	\$11,584,980
4	Thomas Jefferson Library Renovation	UMSL	RE	\$21.8M	0.33	\$11,330,000	\$0	\$4,300,000	\$3,153,470	\$0	\$3,876,530
5	Richter Family-Welcome & Alumni Center	UMSL	RE	\$27.0M	0.48	\$14,200,000	\$0	\$6,500,000	\$3,428,800	\$0	\$4,271,200
Total						\$1,054,416,277	\$94,500,000	\$265,611,677	\$150,796,577	\$164,469,580	\$379,038,443

Fiscal Years 2023 – 2028 Strategic Projects Development Plan for University of Missouri

Project							Funding Strategy				
#	Title	University	Type	Facility Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	Animal Resource Center - Vivarium Facility Expansion	MU	NC	NA	NA	\$8,000,000	\$0	\$0	\$8,000,000	\$0	\$0
2	Bond Life Sciences Center - Phase II	MU	NC	NA	NA	\$80,000,000	\$0	\$0	\$80,000,000	\$0	\$0
3	Medical Science Building - Renovation Phase III	MU	RE	\$42.0M	0.37	\$20,000,000	\$0	\$0	\$5,000,000	\$0	\$15,000,000
4	Jesse Hall Exterior Masonry/Metal Repairs & Window Replacement	MU	RE	\$15.2M	0.27	\$15,000,000	\$0	\$0	\$15,000,000	\$0	\$0
5	Laboratory for Infectious Disease Research – Regional Biocontainment Lab Addition	MU	NC	NA	NA	\$52,000,000	\$0	\$0	\$0	\$52,000,000	\$0
1	Children’s Hospital Facility - Third Floor Surgery Fit-Out	MUHC	RE	NA	NA	\$36,477,300	\$36,477,300	\$0	\$0	\$0	\$0
1	Olson Performing Arts Center Renovations and Additions	UMKC	RE/NC	\$32.3M	0.35	\$30,000,000	\$0	\$30,000,000	\$0	\$0	\$0
2	Spencer Chemistry & Biological Science Renovation Phase II	UMKC	RE	\$39.2M	0.26-0.34	\$40,000,000	\$0	\$0	\$0	\$0	\$40,000,000
3	New Student Housing*	UMKC	NC	NA	NA	\$45,000,000	\$45,000,000	\$0	\$0	\$0	\$0
4	4747 Troost Renovation	UMKC	RE	\$12.5M	0.44	\$8,500,000	\$0	\$0	\$0	\$0	\$8,500,000
1	Innovation Campus Program Expansion	S&T	NC	NA	NA	\$95,000,000	\$0	\$0	\$0	\$95,000,000	\$0
2	Bioplex	S&T	NC	NA	NA	\$90,909,091	\$0	\$90,909,091	\$0	\$0	\$0
3	University Center West	S&T	NC	NA	NA	\$11,191,515	\$0	\$0	\$11,191,515	\$0	\$0
4	Computer Science Building Renovation	S&T	RE	NA	NA	\$17,175,990	\$0	\$8,587,995	\$0	\$0	\$8,587,995
5	Physics Building Renovation	S&T	RE	\$13.1M	0.37	\$23,307,375	\$0	\$13,307,375	\$0	\$0	\$10,000,000
1	Stadler Hall Renovation	UMSL	RE	\$30M	0.57	\$38,500,000	\$0	\$0	\$0	\$0	\$38,500,000
Total						\$611,061,271	\$81,477,300	\$142,804,461	\$119,191,515	\$147,000,000	\$120,587,995

*New Student Housing Project to be funded through a Public Private Partnerships (P3’s)

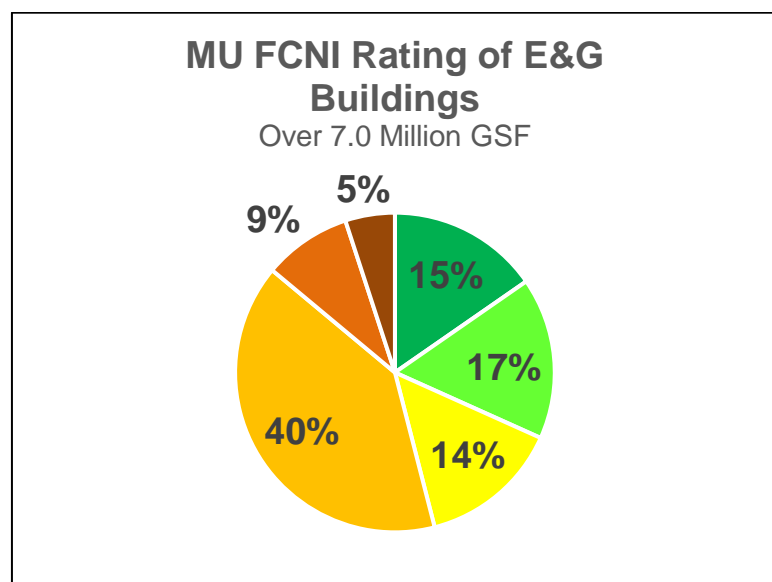
April 20, 2023

University of Missouri – Columbia
Fiscal Years 2023 – 2028 Capital Plan

University of Missouri - Columbia Facilities Stewardship

CRR 110.015 was established to maintain the facilities of the University of Missouri System in adequate condition to meet the needs of the University's education and research missions. A Facilities Condition Needs Index (FCNI) of 0.30 or lower was established as the goal for the Education and General (E&G) facility portfolio. CRR 110.015 also requires each campus to annually establish its facilities needs funding (target spend) by calculating the investment required to achieve and maintain the campus FCNI goal of 0.30 or lower for its E&G facilities over the next ten years.

MU currently has a FCNI of 0.31 and a backlog of \$958.4 million of facilities needs. Fifty-four (54%) of the E&G space on the campus fall in the category of Below Average Condition, Poor condition, or Replacement is recommended. MU continues to underfund their target spend and their facilities needs are growing.



E&G Facilities <i>(Dollars shown in Millions)</i>	2018	2019	2020	2021	2022
Target Spend	\$52.4	\$55.9	\$59.0	\$60.2	\$60.9
Actual Spend	\$29.9	\$21.6	\$28.5	\$13.9	\$23.9
Recurring	\$17.2	\$16.3	\$12.7	\$8.1	\$6.4
One-Time	\$12.7	\$5.3	\$15.8	\$5.8	\$17.5
Difference in Target and Actual	(\$22.5)	(\$34.3)	(\$30.5)	(\$46.3)	(\$37.0)
FCNI Backlog	\$811.8	\$840.9	\$867.8	\$881.6	\$958.4
Deferred Maintenance	\$419.4	\$442.0	\$443.4	\$446.8	\$502.2
Plant Adaption	\$108.8	\$115.0	\$118.3	\$120.5	\$129.2
Capital Renewal	\$283.6	\$283.9	\$306.1	\$314.3	\$326.9
Recommended Target for next year	\$55.9	\$59.0	\$60.2	\$61.0	\$68.4
Campus FCNI	0.30	0.31	0.31	0.30	0.31

Facility Condition Needs Index
Excellent Condition, typically new construction (0.000 - 0.100)
Good Condition, renovations occur on schedule (0.101 - 0.200)
Fair Condition, in need of normal renovation (0.201 - 0.300)
Below Average Condition, major renovation required (0.301 - 0.500)
Poor Condition, total renovation indicated (0.501 - 0.600)
Replacement Recommended (0.600 and Higher)

April 20, 2023

University of Missouri - Columbia: Fiscal Years 2023 - 2028 Capital Plan included in Finance Plan

MU	2023*	2024	2025	2026	2027	2028
	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
New Construction	\$261,500,000	\$35,000,000	\$0	\$0	\$0	\$0
Engineering and Applied Sciences Building	\$150,000,000					
NextGen MURR Phase I	\$36,000,000					
Radioisotope Facility at Discovery Ridge		\$35,000,000				
Thompson Center – New Facility	\$55,000,000					
National Swine Resource and Research Center – Addition	\$8,000,000					
South Farm – Swine Research and Education Facility Addition	\$5,000,000					
Middlebush Farm - NextGen Center for Influenza Research - Phase II Addition	\$7,500,000					
Renovation/Infrastructure	\$134,000,000	\$10,000,000	\$0	\$0	\$0	\$0
Ellis Library – MU Student Experience Center	\$15,000,000					
Pickard Hall – Decommissioning and Mitigation		\$10,000,000				
Medical Science Building – Renovation	\$51,000,000					
Mizzou North – Demolition	\$10,000,000					
Electrical Interconnection and Substation	\$42,000,000					
Virginia Avenue Parking Structure Repairs	\$16,000,000					
Total Project Cost	\$395,500,000	\$45,000,000	\$0	\$0	\$0	\$0

* Projects listed under 2023 are projects approved or will request approval during FY23

University of Missouri – Columbia: Fiscal Years 2023 – 2028 Capital Plan included in Finance Plan Funding

Project						Funding Strategy				
#	Title	Type	Facility Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	Engineering and Applied Sciences Building	NC	NA	NA	\$150,000,000	\$0	\$50,000,000	\$0	\$0	\$100,000,000
2	NextGen MURR Phase One	NC	NA	NA	\$36,000,000	\$0	\$0	\$0	\$20,000,000	\$16,000,000
3	Ellis Library – MU Student Experience Center	RE	\$34.0M	0.39	\$15,000,000	\$0	\$0	\$15,000,000	\$0	\$0
4	Radioisotope Facility at Discovery Ridge	NC	NA	NA	\$35,000,000	\$0	\$0	\$0	\$35,000,000	\$0
5	Pickard Hall – Decommissioning and Mitigation	Demo	\$6.5M	0.47	\$10,000,000	\$0	\$0	\$10,000,000	\$0	\$0
Projects with Previous Board of Curators Action in FY23										
1	Medical Science Building – Renovation	RE	\$42.0M	0.37	\$51,000,000	\$0	\$0	\$0	\$51,000,000	\$0
2	Thompson Center – New Facility	NC	NA	NA	\$55,000,000	\$0	\$15,000,000	\$12,500,000		\$27,500,000
3	National Swine Resource and Research Center – Addition	NC	NA	NA	\$8,000,000	\$0	\$0	\$0	\$7,969,580	\$30,420
4	South Farm – Swine Research and Education Facility Addition	NC	NA	NA	\$5,000,000	\$0	\$0	\$0	\$5,000,000	\$0
5	Middlebush Farm - NextGen Center for Influenza Research - Phase II Addition	NC	NA	NA	\$7,500,000	\$0	\$0	\$0	\$5,000,000	\$2,500,000
6	Mizzou North – Demolition	Demo	\$61.2M	0.55	\$10,000,000	\$0	\$0	\$10,000,000	\$0	\$0
7	Electrical Interconnection and Substation	INFR	NA	NA	\$42,000,000	\$0	\$0	\$22,000,000	\$0	\$20,000,000
8	Virginia Avenue Parking Structure Repairs	RE	NA	NA	\$16,000,000	\$14,000,000	\$0	\$2,000,000	\$0	\$0
Total					\$440,500,000	\$14,000,000	\$65,000,000	\$71,500,000	\$123,969,580	\$166,030,420

1. Engineering and Applied Sciences Building, MU

The Engineering and Applied Sciences facility will consist of approximately 125,000 to 150,000 gross square feet of wet and dry laboratory research space, support functions and services, office, and collaboration spaces. The facility will be sited North of Lafferre Hall on Sixth Street. This is the former site of Parker Hall, Noyes Hall, and Old Student Health Building, three buildings in poor condition recently demolished as part of MU's Strategic Space Reduction initiative.

In support of the Mizzou Forward initiatives in New Frontiers in Science, Engineering, and Technology, over the next 5 years the College of Engineering and the College of Arts and Science expects to recruit up to 100 new faculty and attract a cohort of new undergraduates, graduate students, and post doctorates to support its research and education mission. To support that initiative, additional state-of-the-art, interdisciplinary research space is needed to facilitate and support collaborative research initiatives with the overarching mission of creating a more efficient and prosperous world through innovations in energy, computing, and communication.

A programming study in progress is developing a detailed program that encourages and supports collaborative, interdisciplinary research in engineering, and the applied sciences of math, computer science, statistics, physics, and chemistry.

Funding for the \$150,000,000 project is provided by a \$100,000,000 state appropriation and \$50,000,000 in gifts.

2. NextGen MURR - Phase One, MU

This project will construct a new, larger research reactor to expand critical cancer-fighting research and medical isotope production at MU. The University will solicit interest from qualified parties to provide preliminary designs, industry partnerships, and support preparation of regulatory requirements for potential construction at Discovery Ridge in Columbia.

The new NextGen MURR, will build on the internationally recognized excellence of the MU Research Reactor (MURR), the highest-powered university research reactor and the only producer in the United States of the critical medical isotopes yttrium-90, used for the treatment of liver cancer; molybdenum-99, for analysis of heart functions; iodine-131, used for treatment of thyroid cancer; and lutetium-177, used for treatment of pancreatic and prostate cancers.

MURR's innovative design and operating cycle — operating year-round, 24 hours a day, 6.5 days a week, 52 weeks a year — enables MURR to produce the active ingredients in multiple FDA-approved drugs. More than 1.6 million patients a year are diagnosed or treated using the radioisotopes that MURR produces. Because of MURR's unique capabilities, it is a vital resource for patients, health care providers, researchers, and industrial partners across the globe.

Funding for the \$36,000,000 project will be from a \$20,000,000 federal appropriation and \$16,000,000 in State funds.

3. Ellis Library –MU Student Experience Center, MU

The project will renovate spaces within Ellis Library to develop a Student Experience Center to support student engagement & success. Renovation of approximately 30,000 gross square feet will realign library spaces to consolidate student centric services on the main floor of the library. Life Safety and infrastructure improvements will be included in the renovation.

Ellis Library is centrally located on campus and plays a crucial role in the academic life of students and faculty. This project will bring into the library building the resources, programs that help Tigers thrive academically and support personal success. This will allow for librarians and other staff professionals to provide a seamless experience for students to navigate available resources.

The following units will be integrated into the space when renovated; MU Connect, Learning Center, Writing Center, Discovery Center, Transfer Center, Center for Academic Success & Excellence, and TRiO Student Support Services.

Funding for the \$15,000,000 will be from internal funds.

4. Radioisotope Facility at Discovery Ridge, MU

This project will construct a new, 33,000 gross square feet (gsf), single story radioisotope processing facility at Discovery Ridge. The types of spaces include processing and research spaces, laboratories, storage space for waste, shipping and receiving space, conference rooms, classrooms, and office space for Missouri University Research Reactor (MURR) and the Department of Energy (DOE). The partnership with DOE continues to develop, and if accepted, DOE will fund the project. Details of the real estate agreement will be negotiated as the DOE considers and evaluates the MU proposal.

The DOE Isotope Program (DOE IP) has collaborated with the University of Missouri Research Reactor (MURR) for decades. More recently that collaboration has grown such that MURR was one of the first to join DOE IP's University Network. This new partnering approach allows for economical supply of R&D grade Se-75 and Lu-177 by combining unique strengths. Building on the proven partnering abilities and taking a fresh look at core strengths of each organization has led to the concept of establishing a DOE Isotope Processing Center (DOE IPC) at the University of Missouri-Columbia. The proposed Center would leverage MURR's competency and experience in the weekly processing and supply of short-lived isotopes as active pharmaceutical ingredients (APIs).

The project budget of \$35,000,000 is to be funded by the Federal Department of Energy (DOE).

5. Pickard Hall - Decommissioning and Mitigation, MU

Pickard Hall is located on the east side of Francis Quadrangle. Currently, the building sits idle due to regulatory complications surrounding the nearly century old contamination from early research in radium extraction. This project will complete the decommissioning process required by the Nuclear Regulatory Commission (NRC). The only way to fully eliminate the long-term liability for MU is to completely remove the building and prepare the site for a future facility. The unknown extent of the radium contamination complicates the potential for rehabilitating the building, both in scale and cost. Remediating the contamination necessitates the removal of the basement slab to remove capped piping, removing unknown quantities of brick from the masonry bearing walls, and removing unknown quantities of the wood structural system. These unknowns put the institution at risk for significant cost and time. Complete removal of the building will assure the elimination of the contamination and any regulatory obligations requiring significant staff oversight and unknown future costs.

Pickard Hall, and the Francis Quadrangle context in which it sits, is important to the physical and emotional fabric of the campus. The intent for future building development is to maintain consistency with the architectural characteristics of the surrounding historic district. Providing a redevelopment site in the core of the historic campus allows the opportunity for a flexible and adaptable building that supports the future goals of the University.

Funding for the \$10,000,000 project is from internal funds.

Board of Curators Actions thus far in Fiscal Year 2023

1. Medical Science Building- Renovation, MU

Project Reapproval November 2022

This project will be the first phase of a master-planned multiphase renovation as identified in the recently completed Medical Science Building master plan study. This phase one project will focus on renovating select areas of floors which have some of the highest and most imminent facility needs, creating approximately 62,000 square feet of modern, flexible, collaborative research space. The renovated areas in phase one will accommodate approximately 24 research teams. The masterplan when fully implemented in future phases would support approximately 74 research teams using similar metrics.

The Medical Science Building is a key space resource for research laboratories related to the Health Sciences, particularly the School of Medicine. The building has an FCNI of 0.46 with facility needs of \$47 million. The significant size (258,000 gross square feet) and location, connected to the University Hospital, make it imperative to improve the condition before it reaches a critical state. The renovations will allow for the facility to continue to be used as a laboratory resource well into the future. Updated laboratories will accommodate new faculty hires through the School of Medicine (SOM), which is a key component to the implementation of Mizzou Forward.

The project will renovate laboratories for School of Medicine researchers which have not been improved in more than 20 years. Various areas of the building have previously undergone laboratory renovations to successfully create modern modular laboratory areas and collaborative environments. A visioning, programming, and facility needs whole-

building master plan study has been recently completed to determine the scale of the renovations needed, and to identify the required infrastructure improvements.

This project will eliminate \$8.15 million in facilities needs and will increase annual operating cost by \$650,422.

Funding for the \$51,000,000 project is provided by a federal HRSA grant.

2. South Farm – Swine Research and Education Facility Addition, MU

Project Approval February 2023

The project will construct an expansion of approximately 12,000 gross square feet to the South Farm Swine Research Facility. The expansion will allow the South Farm facility to nearly double animal housing capacity. The project scope was established in a study developed to submit with the HRSA grant proposal in December 2022.

The existing 14,000 gross square feet South Farm Swine Research Facility was completed in Spring 2022 and is comprised primarily of animal holding space. This facility provides critical animal space to accommodate the research programs of new faculty in large animal genetic engineering and will support the National Swine Resource and Research Center, and the Center for Somatic Cell Gene Editing. Increasingly, pigs are being used as models for human disease, and pig models are predicted to make a major contribution to the FDA Critical Path and NIH National Center for Advancing Translational Sciences initiatives directed toward increasing the efficacy of identifying new therapeutic agents and facilitating their more rapid entry into clinical practice.

Funding for the \$5,000,000 project is provided by a federal HRSA grant.

3. Middlebush Farm - NextGen Center for Influenza Research - Phase II Addition, MU

Project Approval February 2023

The current building provides specialized laboratory space for innovative research inquiry related to replicating a variety of climates. The facility contains two holding rooms and associated procedure rooms with temperature and humidity control to produce extreme conditions. This type of space was not previously available at Mizzou and is rare in the country, making it a unique attribute when competing for grants. The Phase II addition of 8,300 gross square feet is intended to enhance the BSL-2 animal capacity and increase throughput of research studies in influenza and emerging infectious diseases. The Phase II addition will include adaptable animal holding rooms that can transition between animal models, procedure rooms, support spaces, and a connectivity plan for a future Phase III.

The mission of the Middlebush Farm NextGen Center for Influenza Research is to develop and apply systems of biology-based translational approaches to counteract influenza and emerging infectious diseases. The center includes a facility to study infectious disease transmission and vaccinology using various animal models, primarily swine. The Center for Influenza and Emerging Infectious Disease has garnered over \$15 million in NIH and CDC funding during the past two years. Continued investment in this program area is a component of Mizzou Forward.

Funding for the \$7,500,000 project is provided by \$5,000,000 federal HRSA grant and \$2,500,000 state appropriation.

4. National Swine Resource and Research Center – Addition, MU

Project Approval February 2023

The project will construct an expansion of 12,220 gross square feet to the National Swine Resource and Research Center (NSRRC). The expansion will allow the NSRRC to double animal housing capacity, expand swine lines through breeding under specific pathogen free conditions, supply swine models at various ages, establish novel swine models for new research areas, and supply swine models free of certain viruses for xenotransplantation and gene therapy. The project scope was established in a study developed to submit with the NIH CO6 grant proposal in March 2022.

The National Swine Resource and Research Center is the only National Institute of Health (NIH) funded swine resource center to develop and supply swine models to biomedicine fields. Over the past 19 years, the NSRRC has developed the infrastructure needed to assist swine-based research across multiple disciplines. Increasingly, pigs are being used as models for human disease, and pig models are predicted to make a major contribution to the FDA Critical Path and NIH National Center for Advancing Translational Sciences initiatives directed toward increasing the efficacy of identifying new therapeutic agents and facilitating their more rapid entry into clinical practice. With a sequenced pig genome, major advances have been made in developing swine-specific reagents and creating germline modifications for making genetically engineered swine models. With these tools in place, swine models are making unprecedented contributions toward unraveling the molecular basis of human disease and developing new therapeutic strategies.

Funding for the \$8,000,000 project is provided by \$7,969,580 NIH CO6 federal grant and \$30,420 from state appropriation.

5. Thompson Center – New Facility, MU

Project Approval February 2023

The new facility will provide approximately 74,000 square feet of space to comprehensively house all aspects of the Thompson Center under one roof including clinical diagnostic and intervention services, translational research, and training initiatives. The new facility will expand access to appointments with additional clinic space to accommodate more clinicians, development of new types of spaces for observation to enhance research opportunities and provide integrated training space in the facility that will serve both internal providers and others involved in the specialties of serving individuals, families, and communities.

The Thompson Center for Autism and Neurodevelopment at the University of Missouri was inaugurated in 2005 and has been leading the field of autism and neurodevelopment as a model of collaborative best practices in evidence-based care, translational research, and training excellence.

Based on the medical home model, Thompson Center diagnostic, assessment, and treatment services emphasize family-centered care that is comprehensive, coordinated, compassionate, culturally sensitive, and accessible for all. The mission of the Thompson Center is to improve

the lives of individuals and families affected by autism spectrum disorder and neurodevelopmental disorders through world class programs that integrate research, clinical service delivery, education, and public policy.

Over years of growth in services and programs, the Thompson Center has outgrown its original Portland Avenue location and expansion into an adjacent building on the same property is underway. The two buildings are located on a sloped site, not physically connected, with space on two stories in each building, making it challenging to provide an easy to navigate environment for the individuals and families receiving care through the Thompson Center.

Funding for the \$55,000,000 project is from \$27,500,000 state appropriation, 15,000,000 in gifts and \$12,500,000 from internal funds.

6. Mizzou North - Demolition, MU

Project Approval September 2022

This project will demolish Mizzou North and the adjacent single story block garage. The project will abate hazardous materials from the building and disconnect all utilities prior to demolition. The site will be graded, site lighting reconnected, and parking lot restored to pre-demolition condition. The project Construction Waste Management Plan has a target goal of at least 50% of non-hazardous demolition and construction debris generated by the project be diverted through recycling or salvage.

The Strategic Space Reduction plan identified Mizzou North as a building with extremely high facility needs and low occupancy. The 223,000 gross square feet building is estimated to need more than \$61.2 million in facility needs and has a FCNI of 0.65. The building is currently unoccupied.

Funding for the \$10,000,000 project is by campus funding.

7. Electrical Interconnection and Substation, MU

Architect/Engineer Hire February 2023

This project will either expand or relocate the Stadium Road Electrical Substation located on the southeast corner of Monk Drive and Hospital Drive to accommodate new redundant transformers, medium voltage breakers, switchgear, and other electrical equipment. Two new overhead 69kV transmission lines, one from the Hinkson Creek Substation and the other from the Grindstone Substation will be constructed from the south of campus to a new 69kV switch station located south of the General Services Building. An underground electrical duct bank will be constructed between the new switch station and the Stadium Road Substation.

The primary source of electrical power for the campus is provided by the MU Power Plant. A secondary source was provided in 1995 with the installation of a 69kV interconnection to the City of Columbia's transmission grid through a single 40 MVA transformer. This connection provides critical back up power for the campus in the event the power plant has issues or shuts down for any reason.

Current peak electric demand on the MU campus is 15% higher than the intertie capacity and continues to grow as new facilities are completed. Campus planned growth is forecasted to exceed the power plant's 54 MW capacity within the next five years. Once this occurs, the campus will be at an increased risk of power outages since it will be dependent on electric supply from both sources. Failure of any major system component, such as the main tie breaker, tie transformer, or a plant generator would require procurement of long lead equipment which would result in a shortage of power for an extended period.

A study was completed in late 2021 that looked at options to provide reliable, cost-effective electrical power to the campus. The study recommended a second 40 MVA transformer as well as a second utility interconnection with the city transmission grid as the most resilient and cost-effective solution to facilitate future growth on campus without compromising the reliability of the power distribution infrastructure.

Funding for the \$42,000,000 project is \$20,000,000 in state funds and \$22,000,000 in internal funds.

8. Virginia Avenue Parking Structure Repairs, MU

Project Approval September 2022

This project will provide repairs needed to stabilize the parking structure. A model of the garage is being created to determine the required repairs.

The Virginia Avenue Parking Structure was constructed as a design/build project in 2002. The 577,631 gross square foot structure is located between Hitt Street and Virginia Avenue, north of the University Physicians Medical Building and provides over 1850 parking spaces and over 23,000 gross square feet of finished space for MU Police Department and Landscaping. In the fall of 2021, a joint separation was identified at the southwest corner of parking structure. Structural Engineers were engaged to evaluate the garage and additional locations were identified. These locations have been stabilized and are monitored regularly.

Additional connections are expected to continue to fail if the garage experiences ongoing movement. The Structural Engineers have closely monitored the parking structure since the first report of joint separation, and continues to ensure MU PD&C and P&T that the garage is safe to park in. However, persistent movement will compromise additional joints and could compromise the safety of the parking structure if not addressed. While there are currently no signs of impending collapse, future movement resulting in additional connection failures will likely lead to the necessity of closing the garage from occupancy and closing parking lots and streets around the perimeter of the garage.

Funding for the \$16,000,000 project will be \$14,000,000 in debt and \$2,000,000 in parking reserves.

University of Missouri - Columbia
Strategic Projects Development Plan

FY 2024 - University of Missouri – Columbia: Strategic Projects Development Plan

Project						Funding Strategy				
#	Title	Type	Facility Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	Animal Resource Center - Vivarium Facility Expansion	NC	NA	NA	\$8,000,000	\$0	\$0	\$8,000,000	\$0	\$0
2	Bond Life Sciences Center - Phase II	NC	NA	NA	\$80,000,000	\$0	\$0	\$80,000,000	\$0	\$0
3	Medical Science Building - Renovation Phase III	RE	\$42.0M	0.37	\$20,000,000	\$0	\$0	\$5,000,000	\$0	\$15,000,000
4	Jesse Hall Exterior Masonry/Metal Repairs & Window Replacement	RE	\$15.2M	0.27	\$15,000,000	\$0	\$0	\$15,000,000	\$0	\$0
5	Laboratory for Infectious Disease Research – Regional Biocontainment Lab Addition	NC	NA	NA	\$52,000,000	\$0	\$0	\$0	\$52,000,000	\$0
Total					\$175,000,000	\$0	\$0	\$108,000,000	\$52,000,000	\$15,000,000

1. Animal Resource Center – Vivarium Facility Expansion, MU

Animal Resource Center is a 20,000 gross square foot (gsf) building, designed for future expansion, constructed with American Recovery and Reinvestment Act (ARRA) federal funds following the 2008 recession. Since the facility's opening in 2013, it has served faculty across the campus in areas of cardiovascular, orthopedic, neural regeneration, and muscular dystrophy. The facility is planned to increase capacity to serve current faculty and future recruitment by creating an addition of approximately 12,000 gross square feet which can operate efficiently through the Division of Research, Innovation, Impact – Office of Animal Resources.

The use of animal models is a significant need in the type of research going forward given investments in faculty hiring in the School of Medicine, College of Veterinary Medicine, College of Engineering, and College of Health Sciences. The investment in the Medical Science Building vivarium completed in 2019 has been successful in meeting current and near-term faculty needs for small animals. Currently, other animal models are located at the Animal Resource Center (ARC) and NextGen Precision Health Building. Given future plans to recruit new faculty across campus as part of Mizzou Forward, the addition to the ARC will provide opportunities for additional grant projects by providing an adaptable and separated facility which can be used by a variety of research projects across the campus.

Funding for the \$8,000,000 project is internal funds.

2. Bond Sciences Life Center – Phase II, MU

When the Bond Life Sciences Center was originally designed, the building was sited to accommodate future expansion to the east. This project would revisit that concept to develop laboratories for future research initiatives.

MU was among the first institutions to commit to interdisciplinary research. The Life Sciences Center was completed in 2004 and includes state-of-the-art laboratories, shared meeting areas, and public spaces that provide unmatched opportunities for interdisciplinary research as a component of the Mizzou Forward initiative.

Funding for the \$80,000,000 project is from internal funds.

3. Medical Sciences Building –Renovations Phase III, MU

The Medical Science Building is a key space resource for research laboratories related to the Health Sciences, particularly the School of Medicine. The building has a FCNI of 0.37 with facility needs of \$42 million. The significant size (258,000 gross square feet) and location, connected to the University Hospital, make it imperative to improve the building condition before it reaches a critical state. The renovations will allow for the facility to continue to be used as a laboratory resource well into the future.

This project continues the work started with the renovations funded in 2023 which focuses select areas of multiple floors which have some of the highest and most imminent facility needs,

creating approximately 62,000 net square feet of modern, flexible, collaborative research space. The renovated areas in phase one will accommodate approximately 24 research teams. The continuation of the masterplan when fully implemented in future phases would support approximately 74 research teams using similar metrics.

The revised project will renovate laboratories for School of Medicine researchers which have not been improved in more than 20 years. Various areas of the building have previously undergone laboratory renovations to successfully create modern modular laboratory areas and collaborative environments. A building master plan study has been recently completed to determine the scale of the additional renovations needed, and to identify the associated infrastructure improvements.

Funding for the \$20,000,000 project will be from a state request of \$15,000,000 and \$5,000,000 from internal funds.

4. Jesse Hall Exterior Masonry/Metal Repairs and Window Replacement, MU

The project will repair the exterior deteriorating brick and stone masonry, and ornamental and structural painted metal, and replace the original wood windows.

Jesse Hall has stood as the heart of the iconic campus fabric for more than a century. The building has an FCNI of 0.27 with facility needs over \$15 million. The building exterior is a combination of brick and stone masonry with ornamental and structural painted metal with original wood windows which are in various stages of deterioration and rotting. The large size (127,000 gsf) and historic significance of the building make it a potential candidate for investments to improve the condition for the future Tigers to come.

Funding for the \$15,000,000 project is from internal funds.

5. Laboratory for Infectious Disease Research – Regional Biocontainment Lab Addition, MU

The project will consist of new construction additions and minor interior renovations to the Laboratory for Infectious Disease Research (LIDR). The building has capacity for expansion to the east and west of approximately 30,000 – 50,000 gross square feet. The proposed expansion involves the creation of Arthropod Containment Level (ACL) 1, 2, 3 laboratory facilities, ABSL3 animal housing, and a hub for computational biology to accommodate collaborative interdisciplinary research on arthropod-microbe-vertebrate/plant interactions. This project could include specialized growth chambers, micromanipulators, high resolution imaging, and state-of-the-art bioprinting technologies as well as computational infrastructure for predictive modeling and data management that together create unique capabilities that position MU and the nation to be a global leader in arthropod-microbe interactions.

The University of Missouri Laboratory for Infectious Disease Research (LIDR) is a Regional Biocontainment Laboratory opened in 2010 funded by a competitive grant from the National Institute of Allergy and Infectious Diseases (NIAID), a division of the National Institutes of Health (NIH). LIDR is a critical resource for University of Missouri faculty and collaborating

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scientists who perform research on infectious diseases and is part of our nation's effort to protect public health. Built to the highest state and federal safety standards, this building aids researchers in the discovery and development of new ways to fight bacterial and viral infections.

The new space will continue LIDR's mission as an interdisciplinary workplace fostering communication and collaboration among a diverse group of scientists of all areas in STEM, who study various aspects of arthropod-microbe interactions that involve a wide range of arthropod hosts and microbial flora. This work will further "Rules of Life" research because these facilities will enable (1) development of relevant experimental and mathematical models to forecast complex biotic and abiotic interactions that impact animal and plant populations in the US and globally; and (2) arthropod genome manipulation through CRISPR-based approaches to study the interface between hosts and microbes, including the molecular interactions between the microbe and the invertebrate immune systems.

Funding for the \$52,000,000 project is a federal competitive grant submission.

MU Health Care
Fiscal Years 2023 – 2028 Capital Plan

MU Health Care: Fiscal Years 2023 – 2028 Capital Plan included in Finance Plan

	2023*	2024	2025	2026	2027	2028
	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
New Construction	\$0	\$0	\$0	\$0	\$66,000,000	\$0
MUHC Campus Consolidation & Inpatient Services Expansion					\$66,000,000	\$0
Renovation/Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$66,000,000	\$0

*Projects listed under 2023 are projects anticipated to have project approval during FY23.

MU Health Care: Fiscal Years 2023 – 2028 Capital Plan included in Finance Plan Funding

MUHC						Funding Strategy				
#	Title	Type	Facility Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	MUHC Campus Consolidation & Inpatient Services Expansion	NC	N/A	N/A	\$66,000,000	\$66,000,000	\$0	\$0	\$0	\$0
Total					\$66,000,000	\$66,000,000	\$0	\$0	\$0	\$0

1. MUHC Campus Consolidation & Inpatient Services Expansion, UMHC

The MU Health Care Ambulatory Facility/Medical Office Building (MOB) project will construct a four-story clinic building with up to approximately 125,000 to 150,000 gross square feet to accommodate medicine and surgical specialty clinics and departments. The building will be constructed on University owned land.

University Hospital currently has a shortage of space needed for high revenue-generating, hospital-based services such as diagnostic cardiology, cardiac catheterization labs, interventional radiology labs, endoscopy labs, etc. This has a negative impact on access, and consequently, patient and referring physician satisfaction.

A new ambulatory building will allow for growth of medicine and surgical specialties; decant outpatient services to allow for more profitable, hospital-based services; meet ongoing payer and patient demands for more outpatient-based services, abate leases secured for short-term solutions; and create synergies and efficiencies by consolidating clinics, especially those that now have two locations due to capacity constraints.

A study conducted by Cannon Design indicates multiple specialty clinics are nearing or exceeding target utilization, creating significant limitations in terms of growth. Some of the specialty clinics are in prime, high-cost hospital space. A couple of clinics have had to split off into two locations, some of which have required adding leased space, to accommodate physician recruitment needed to meet growing demand.

The project budget of \$66,000,000 will be debt financed.

MU Health Care
Strategic Projects Development Plan

FY24 MU Health Care: Strategic Projects Development Plan

Project						Funding Strategy				
#	Title	Type	Facility Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	Children's Hospital Facility - Third Floor Surgery Fit-Out	NC	N/A	N/A	\$36,477,300	\$36,477,300	\$0	\$0	\$0	\$0
Total					\$36,477,300	\$36,477,300	\$0	\$0	\$0	\$0

1. Children's Hospital Facility - 3rd Floor Surgery Fit-Out, UMHC

The Children's Hospital Facility (CHF) Third Floor Surgery Fit-Out project will construct seven (7) new operating rooms including an intraoperative MRI, seven Post Anesthesia Care Unit (PACU) bays, fourteen pre/recovery bays, and associated support space for the entire floor. A study is in progress and various options are being explored as to the extent of the fit-out and associated cost.

To address growing Operating Room (OR) volume projections and room demand, the build out of the 3rd floor shell space will provide the necessary space to manage the added projected volumes for FY25 through FY31.

American Hospital Association (AHA) Industry Standard is 800-1,000 cases per room (all facilities). Since MUHC is an academic, tertiary care center, the lower end (800 cases per room) is the recommended standard. The current thirty-six (36) ORs available at University Hospital (UH) and Missouri Orthopaedic Institute (MOI) includes specialty rooms such as cysto, hybrid, heart, and robotic rooms and the Surgical Intensive Care Unit (SICU) OR located on a different floor than the main ORs. Targeted utilization is 75%-80% capacity to allow for access and flexibility for the unpredictable nature of emergent/urgent cases.

OR Volume Projections			
	FY25	FY28	FY31
Inpatient	9,208	9,760	9,865
Outpatient	18,953	20,012	21,039
TOTAL	28,161	29,772	30,093
OR Demand Based on AHA Industry Standard			
36 ORs at UH and MOI + 7 New at CHF	43.00	43.00	43.00
ORs Needed	35.20	37.21	38.63
Projected utilization	81.9%	86.5%	89.8%

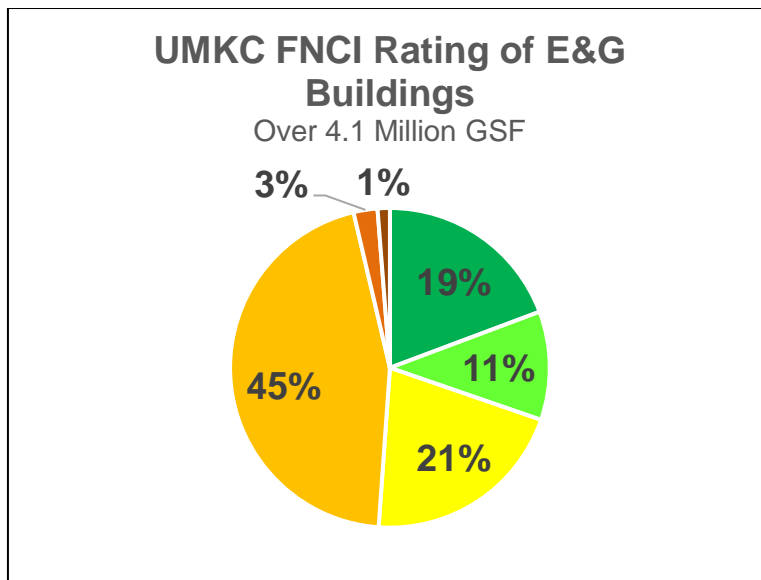
The project budget of \$36,477,300 will be debt financed.

University of Missouri – Kansas City
Fiscal Years 2023 – 2028 Capital Plan

University of Missouri - Kansas City Facilities Stewardship

CRR 110.015 was established to maintain the facilities of the University of Missouri System in adequate condition to meet the needs of the University's education and research missions. A Facilities Condition Needs Index (FCNI) of 0.30 or lower was established as the goal for the Education and General (E&G) facility portfolio. CRR 110.015 also requires each campus to annually establish its facilities needs funding (target spend) by calculating the investment required to achieve and maintain the campus FCNI goal of 0.30 or lower for its E&G facilities over the next ten years.

UMKC currently has a FCNI of 0.27 and a backlog of \$449.5 million of facilities needs. Forty-nine (49%) of the E&G space on the UMKC campus fall in the category of Below Average Condition, Poor condition, or Replacement is recommended. UMKC continues to underfund their target spend and their facilities needs are growing.



E&G Facilities <i>(Dollars shown in Millions)</i>	2018	2019	2020	2021	2022
Target Spend	\$24.7	\$27.0	\$23.3	\$25.3	\$28.0
Actual Spend	\$25.0	\$8.3	\$13.3	\$16.3	\$23.8
Recurring	\$7.0	\$5.5	\$6.5	\$5.2	\$2.0
One-Time	\$18.0	\$2.8	\$6.8	\$11.1	\$21.8
Difference in Target and Actual	\$0.3	(\$18.7)	(\$10.0)	(\$9.0)	(\$4.2)
FCN Backlog	\$416.7	\$400.9	\$417.2	\$433.2	\$449.5
Deferred Maintenance	\$187.5	\$233.0	\$250.4	\$269.9	\$287.1
Plant Adaption	\$34.0	\$32.9	\$33.4	\$34.0	\$38.3
Capital Renewal	\$195.1	\$145.0	\$133.4	\$129.3	\$124
Recommended Target for next year	\$27.0	\$23.3	\$25.3	\$26.0	\$31.3
Campus FCNI	0.31	0.30	0.30	0.31	0.27

Facility Condition Needs Index
Excellent Condition, typically new construction (0.000 - 0.100)
Good Condition, renovations occur on schedule (0.101 - 0.200)
Fair Condition, in need of normal renovation (0.201 - 0.300)
Below Average Condition, major renovation required (0.301 - 0.500)
Poor Condition, total renovation indicated (0.501 - 0.600)
Replacement Recommended (0.600 and Higher)

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University of Missouri - Kansas City: Fiscal Years 2023 - 2028 Capital Plan included in Finance Plan

Projects	2023*	2024	2025	2026	2027	2028
	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
New Construction	\$134,500,000	\$80,000,000	\$0	\$0	\$0	\$0
Athletics Performance Center Additions and Renovations		\$55,000,000				
KCUR Building		\$25,000,000				
Healthcare Innovation & Delivery Building	\$120,000,000					
School of Medicine – St. Joseph’s Facility	\$14,500,000					
Renovation/Infrastructure	\$14,500,000	\$30,000,000	\$0	\$0	\$0	\$0
Student Success Atterbury & Miller Nichols Library Renovations		\$30,000,000				
Steam Heating Plant Renewal	\$14,500,000					
Total Project Cost	\$149,000,000	\$110,000,000	\$0	\$0	\$0	\$0

* Projects listed under 2023 are projects approved or will request approval during FY23.

University of Missouri - Kansas City: Fiscal Years 2023 - 2028 Capital Plan included in Finance Plan Funding

Projects						Funding Strategy				
#	Title	Type	Facility Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	Student Success Atterbury & Miller Nichols Library Renovations	RE	\$33.4M	0.19-	\$30,000,000	\$0	\$15,000,000	\$15,000,000	\$0	\$0
2	Athletics Performance Center Additions and Renovations	RE/NC	\$25.7M	0.31	\$55,000,000	\$0	\$55,000,000	\$0	\$0	\$0
3	Steam Heating Plant Renewal	INFR	\$28.1M	NA	\$14,500,000	\$14,500,000	\$0		\$0	\$0
4	KCUR Building	NC	NA	NA	\$25,000,000	\$0	\$25,000,000	\$0	\$0	\$0
Projects with Previous Board of Curators Action in FY23										
1	Healthcare Innovation & Delivery Building	NC	NA	NA	\$120,000,000	\$0	\$40,000,000	\$0	\$0	\$80,000,000
2	School of Medicine - New St. Joseph’s Facility	NC	NA	NA	\$14,500,000	\$0	\$0	\$0	\$13,000,000	\$1,500,000
Total					\$259,000,000	\$14,500,000	\$135,000,000	\$15,000,000	\$13,000,000	\$81,500,000

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1. Student Success Renovations – Atterbury & Miller Nichols Library, UMKC

Analysis of the Department of Student Success space needs has demonstrated that the existing Atterbury Student Success Center building is unable to accommodate the growing demand for student support services. Miller Nichols Library has underutilized space that can fulfill these space needs. The open floor plan of the fourth floor of Miller Nichols Library can be renovated to house the student success center programs.

As enrollment increases at UMKC and our expectations for student success rise, it is imperative the university provides students with the resources and support necessary for their success. The current facilities for UMKC's Department of Student Success are limited in their ability to accommodate the increasing demand for student support services, which includes academic advising, tutoring, and career development resources. Modern student support services require state-of-the-art technology and flexible spaces that can be used for individual and group study, meetings, and events. The current facilities located in Atterbury Student Success Center are outdated and do not provide the necessary spaces essential for student success. The need for additional space to the Department of Student Success will provide students with the resources and support they need to achieve their academic goals, allowing them to reach their full potential and succeed in their studies.

The project budget of \$30,000,000 will be funded by \$15,000,000 from internal funds and \$15,000,000 from gifts.

2. Athletics Performance and Student Recreation Center Additions and Renovations, UMKC

This project provides new and or renovated facilities for Kansas City Athletics and Student Recreation. The project will renovate spaces for student recreation to allow for expanded programming. The facility will provide student athletes with facilities for academics, sports medicine and strength and conditioning, for all fourteen NCAA Division One sports at UMKC. Also included are offices for athletics and recreation staff and 4,000 enhanced seats for athletic and other campus events in a modern and engaging atmosphere with improved concessions and hospitality areas.

The Kansas City Athletics Mission Statement states that “The University of Missouri - Kansas City Athletics Department will provide academic, athletic, and personal development opportunities to support student-athletes. We will promote a culture of comprehensive excellence while providing the resources that will enable our student-athletes, coaches, and staff to achieve the highest levels of success. It is our mission to develop the best athletic programs and serve as a great source of pride in representing the UMKC community and Kansas City.”

The project will provide world class experiences for students and student athletes alike, and improving on key university priorities of increased enrollment, retention of current students, and increased community engagement and awareness. The facility will be a point of pride on campus, increase alumni engagement, and provide additional visitors to ensure the Kansas City community knows that UMKC is the best academic option in the city.

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The project budget of \$55,000,000 will be funded by gifts.

3. Steam Heating Plant Renewal, UMKC

This project will continue the phased replacement of the heating infrastructure in alignment with the university's Heating System Master Plan. The majority of Educational & General (E&G) facilities on both the Volker and Health Sciences Campuses are served by this infrastructure. This project will replace the Miller Nichols Library heat plant, eliminate reliance on the Spencer Chemistry plant, decommission the School of Medicine heating plant and connect the School of Medicine to the Health Sciences Building Plant.

The University of Missouri-Kansas City Volker Campus includes three large steam plants and many smaller plants which distribute heat to campus facilities. The three large plants are located in Miller Nichols Library, Spencer Chemistry, and School of Education. Each plant provides steam to the surrounding campus buildings through a network of underground piping. Six of the seven boilers in these large plants have been in service for over 50 years. This project replaces the boilers in the Miller Nichols Library plant, expands its capacity and extends its service to the distribution network now served by the Spencer Chemistry plant. The Spencer Chemistry plant will no longer be a primary heating source but will be retained as a backup.

Health Sciences Campus has one large heating plant in each of the three facilities – School of Medicine, School of Dentistry, and Health Sciences Building. The boilers in School of Dentistry and School of Medicine have been in service for over 50 years. This project will decommission the School of Medicine plant and connect that building to the Health Sciences Building plant. A recent study has determined that the Health Sciences Building plant has enough capacity to serve both buildings.

The project will eliminate \$12 million of facilities needs.

The project budget of \$14,500,000 will be funded by an internal loan.

4. KCUR Building, UMKC

This project provides new facilities for KCUR and Classical KC public media in Kansas City. This two-story, 30,000 gross square feet building will feature office space and conference rooms, state-of-the art broadcast and production studio space and physical gathering spaces for the community at large. UMKC currently owns vacant land on Troost Avenue that has been identified for development in the most recent Campus Master Plan. This new building would fit well on the identified site and will help develop the Troost corridor. It will be the first campus building to face Troost Avenue, bringing with it a more active and revitalizing presence.

The current facilities at 4825 Troost Avenue are inadequate and outdated. Built in 1958 the original building was constructed on an old landfill, which has since caused significant settling on its north side. The building needs extensive foundational work as indicated by a recent geotechnical study. Existing exterior and interior building materials require special

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handling. Given the interior layout and original construction materials, the space is difficult to reconfigure, and it is a challenge to incorporate current technology. The building has a Facility Condition Needs Index of .47. A recently complete Master Plan calls for the current building to be demolished.

This project will build on the third pillar of the university's strategic plan: to transform the community and region through impactful engagement. This new building is envisioned to be a vibrant gathering space, where the community will be welcomed to civic conversations, and where local creators can be spotlighted – all opportunities to enhance the reputation of KCUR, Classical KC and UMKC.

The new facility will also enable KCUR to partner with local schools to teach applied journalism to help develop tomorrow's workforce in broadcast operations, multi-media journalism, podcast production and culture. Working together with UMKC, a robust pipeline of internships and fellowships will be created to help encourage talented young people to stay in the Kansas City area. This will be a pathway to desirable and meaningful careers for a new generation of communication, journalism, and media graduates.

Building on the current successes of KCUR and Classical KC, the new facility will provide an environment where award-winning traditions can continue and ties to UMKC and the community can be strengthened.

The \$25,000,000 project will be funded by gifts.

Board of Curators Actions thus far in Fiscal Year 2023

1. Healthcare Innovation & Delivery Building, UMKC

Project Reapproval February 2023

This project will construct a new Health Science Building of approximately 150,000 GSF on the UMKC Health Science Campus. While the new facility will serve all of the UMKC Health Science programs, the building will focus on the needs of the School of Dentistry (SOD) and School of Medicine (SOM). Deficiencies in both of the aging clinical, research, and teaching facilities require urgent focus to construct a new facility to meet growing clinical, research and education needs, and fuel the success in building upon our current research strengths in areas that disproportionately affect lives of individuals in Missouri – perinatal death, drug addiction, dental health, cardiovascular and neurodegenerative disease.

When the UMKC SOM opened its doors in 1971, it did so with a goal of training physicians who would become the primary care workforce for the people in Missouri. Between 2019-2021, more than 60% of the UMKC SOM graduates chose a primary care residency with up to 40% of graduates remaining in residency programs in Missouri. Today, UMKC ranks as one of the top medical schools in the country where graduates pursue primary care training based on the 2021-2022 US News and World report rankings, but they do so in aging teaching facilities and research laboratories. For more than a century, UMKC School of Dentistry (SOD), has been the only dental school in the state of Missouri, preparing the

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next generation of oral health care professionals, two thirds of which practice in Missouri, while conducting cutting-edge research, and delivering high-quality care to patients in their clinic environment housed in the dental school. Renovation will increase patient safety and improve space for education of the next generation of dentists and hygienists.

The UMKC Health Science District (HSD) brings together 12 public and private partners in an 18-block region that support the growth of rural interprofessional health education programs. Through shared expertise, resources, and personnel; the HSD represents fertile opportunities for collaboration on research, grants, and community outreach. State funding not only has the potential to catalyze new collaborations across our region and among University of Missouri academic campuses, but it also has the potential to attract industry partnerships and One Health partnerships to advance the fields of biomedical engineering, tissue regeneration, and Big Data and with the broader University of Missouri System, increasingly invest in bioinformatics and data science focus toward the goal of personalized medicine and treatment for patients in Missouri. A P3 option to provide additional floors to the building to align with the Master Plan vision of increased density in the area, is being explored. The additional space would be occupied by other partners.

The \$120,000,000 project will be funded from an \$80,000,000 state appropriation and \$40,000,000 in gifts.

2. School of Medicine – St Joseph’s Facility, UMKC

Project Reapproval September 2022

The new UMKC School of Medicine (SOM)-Saint Joseph facility will provide student support and study space, classrooms, group meeting rooms, a simulation center, and other associated spaces to grow the enrollment numbers as envisioned below.

UMKC School of Medicine has establish an additional location in Saint Joseph, Missouri to recruit, prepare, and encourage graduates to become part of the primary health care community in rural Missouri counties. This goal addresses the existing shortage of primary care physicians practicing and is consistent with the mission of the UMKC SOM and the UMKC strategic plan. To achieve this objective UMKC SOM has launched a collaborative relationship with the Mosaic Life Care. This clinical campus will serve as the training site for MD track students in the medical school training program sponsored by UMKC SOM. The UMKC SOM will begin this initiative by admitting 20 additional students per year and locate them at the Saint Joseph campus. Students admitted to the rural curriculum tract at UMKC SOM will complete their four-year training program onsite in Saint Joseph resulting eventually in 80 students at UMKC SOM, St. Joseph. The new facility will allow the UMKC-SOM to provide much-needed health care practitioners who will serve rural Missouri communities.

Funding for the \$14,500,000 project consists of \$1,500,000 from a state appropriation and a \$13,000,000 from a federal HRSA grant.

University of Missouri - Kansas City
Strategic Projects Development Plan

FY 24 – University of Missouri - Kansas City: Strategic Projects Development Plan

Projects						Funding Strategy				
#	Title	Type	Facility Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	Olson Performing Arts Center Renovations and Additions	RE/NC	\$32.3M	0.35	\$30,000,000	\$0	\$30,000,000	\$0	\$0	\$0
2	Spencer Chemistry & Biological Science Renovation Phase II	RE	\$39.2M	0.26-0.34	\$40,000,000	\$0	\$0	\$0	\$0	\$40,000,000
3	New Student Housing*	NC	NA	NA	\$45,000,000	\$45,000,000	\$0	\$0	\$0	\$0
4	4747 Troost Renovation	RE	\$12.5M	0.44	\$8,500,000	\$0	\$0	\$0	\$0	\$8,500,000
Total					\$123,500,000	\$45,000,000	\$30,000,000	\$0	\$0	\$48,500,000

*New Student Housing Project to be funded through a Public Private Partnerships (P3's).

1. Olson Performing Arts Center Renovations and Additions, UMKC

The project will add a 2,400 square feet Black Box theatre, 4 dance studios, including one that could be used for performances, and support space for those facilities including 2 dressing rooms with restrooms and showers, and 6 office spaces to the Olson Performing Arts Center (OPAC).

The Conservatory shares space in the OPAC with the KCRep, particularly Spencer Theatre and the spaces associated with that theatre. Because of limited access to Spencer Theatre, UMKC student dance and opera productions take place in White Recital Hall, an auditorium with no dressing rooms, no fly system for sets and projects, little wing space for moving on and off stage, and a hardwood floor which is dangerous for dancer's feet and legs. Student theatre productions largely take place in OPAC 119, a room converted into a small Black Box theatre with no support spaces and seating for fewer than fifty students. A dedicated and designed Black Box Theatre would allow for growth in the dance, opera, musical theatre, and other theatre areas by providing a dedicated performance space that matches the needs of students in performance and in theatre design and allows growth of undergraduate enrollment.

The Conservatory Dance Division currently has four well-used studio spaces that do not meet the National Association of Schools of Dance (NASD) guidelines of 100 square feet per dancer, feature uneven temperature control leading to dancers working in temperatures not conducive to strenuous physical activity, and regularly have sound bleed between the spaces. One studio features a drop ceiling that is so low, dancers cannot practice the lifts that are key to their choreography. With the current number and size of studio spaces, scheduling is an issue, making it difficult to provide adequate space and time for rehearsals. Four modern dance studios would allow dance students to work in areas that are not hazardous to their health and allow the dance program to grow enrollment.

This project will eliminate \$2.1 million in facilities needs.

Funding for the \$30,000,000 project will be from gifts.

2. Spencer Chemistry and Biological Sciences Renovation - Phase II, UMKC

This project would continue the renovation of the 153,827 gross square feet (gsf) Biological Sciences Building and Spencer Chemistry Building. The second phase will renovate approximately 75,000 gsf in both Spencer Chemistry and the Biological Sciences Building and will complete the renovation of these facilities. This project will build upon the first phase, which renovated about 79,000 gsf and was completed in 2018 and funded by the State with the Board of Public Buildings Bond as the primary funding source. The Phase II renovation will address additional deferred maintenance, research spaces, teaching spaces, and other facility deficiencies that were beyond reach of the Phase I budget. The renovation will provide state of the art teaching laboratories and support spaces, while providing improved laboratory systems to support research activities, support student

retention, meet current laboratory standards, and encourage student collaborative learning. The project is consistent with the Campus Master Plan.

The Spencer Chemistry and Biological Sciences Buildings were originally constructed in 1968 and had not been renovated or updated since the 1980's prior to the Phase One renovation which was completed in 2018. These buildings serve Chemistry and Biology undergraduate and graduate majors, as well as those who go into professional schools or graduate studies in medical and dental. They also serve as part of the teaching mission for our Pharmacy, Medicine, and Nursing Programs. The facility is outdated, provides inadequate space for teaching, and does not meet current safety codes and standards. The chemistry department was recently merged into the School of Biological Sciences to create a larger School of Biological and Chemical Sciences.

The project will eliminate \$26.4 million of facilities needs.

Funding for the \$40,000,000 project will be from a state appropriation.

3. New Student Housing, UMKC

This project would construct a new 500 bed student housing facility, primarily focused on undergraduate students utilizing suite style and community living style configurations as recommended by the Master Plan. It is anticipated that the project will be developed through a public private partnership model (P3).

The on-campus living experience has been a key recruitment driver for undergraduate enrollment growth at UMKC since 2005. As UMKC's on-campus housing capacity grew from about 360 to almost 1,500 beds, undergraduate enrollment increased about 20% from 6,813 students in Spring 2006 to 8,233 students in Fall 2017. The diversity of housing options allows students at all levels to extend their on-campus experience. UMKC desires to continue to grow their on campus living capacity as a strategic means of continued enrollment growth.

Housing on the UMKC Volker campus currently consists of the 559 bed Oak Street Residence Hall and the 329 bed Herman and Dorothy Johnson Residence Hall. Both of these buildings provide suite style living and predominately house undergraduate students. Housing on the UMKC Health Sciences District at Hospital Hill has 243 beds in the Hospital Hill Apartments.

Funding Strategy

The \$45,000,000 project will be financed and developed using a P3 model.

4. 4747 Troost Renovation, UMKC

This project consists of the renovation of the 4747 Troost Building to create an integrated location for UMKC's Outreach and Community focused programs. The project includes

the renovation of the existing 54,028 gsf which was constructed in 1961. This project will address approximately \$6.4 million in facilities needs.

The renovated project will allow for the relocation of other programs at 4825 Troost and begin a process of long-term redevelopment that will include a combined site and mixed-use development that will include parking and may include retail and housing components in a public private partnership (P3) development. The project also may include related program relocation and redevelopment on nearby sites within and adjacent to the Volker Campus.

The UMKC 4747 and 4825 Troost site is currently home to many programs and affiliated organizations that are central to the University outreach and community focus. KCUR Public Radio, KCREP, KCEZ/ KC Stem Alliance, UMKC Center for Neighborhoods, UMKC Midwest Center for Non-Profit Leadership, UMKC Cookingham Institute, Jumpstart and a few other similar entities are located in these buildings. In addition, the site houses much of the University entrepreneurship and innovation outreaches, led by groups such as KC SourceLink, UMKC Innovation Center, UMKC Solo Incubator Law Office, UMKC Entrepreneurial Law Clinic, and the UMKC Office of Technology Transfer.

The existing buildings are in very poor condition and lack public amenities, accessibility, and parking that the programs require. The renovation project will provide modern spaces for these programs while also providing increased space for research and community education and training. Both the existing and new programmatic uses will benefit from their co-location and from the tremendous public access provided by being on Troost Avenue with its heavy public transit use and services.

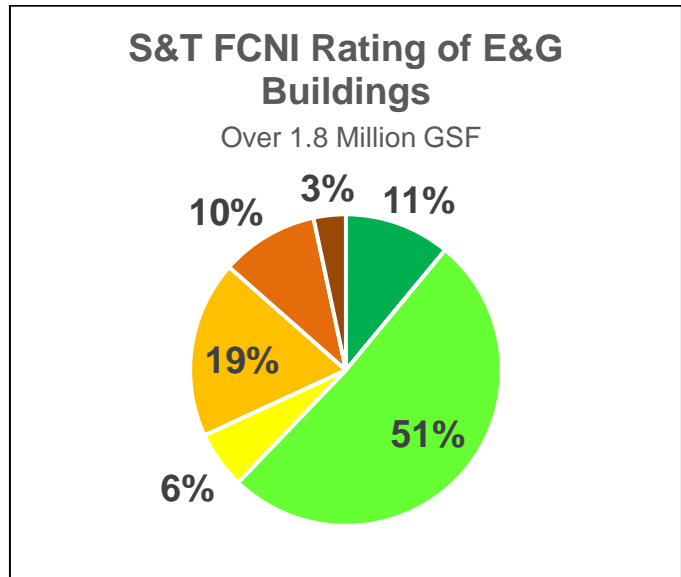
The project budget of \$8,500,000 will be funded by a state appropriation.

Missouri University of Science and Technology
Fiscal Years 2023 – 2028 Capital Plan

Missouri University of Science and Technology Facilities Stewardship

CRR 110.015 was established to maintain the facilities of the University of Missouri System in adequate condition to meet the needs of the University's education and research missions. A Facilities Condition Needs Index (FCNI) of 0.30 or lower was established as the goal for the Education and General (E&G) facility portfolio. CRR 110.015 also requires each campus to annually establish its facilities needs funding (target spend) by calculating the investment required to achieve and maintain the campus FCNI goal of 0.30 or lower for its E&G facilities over the next ten years.

Missouri S&T currently has a FCNI of 0.21 and a backlog of \$214.9 million of facilities needs. Thirty-two percent (32%) of the E&G space on the campus falls in the category of Below Average Condition, Poor condition, or Replacement is recommended. Missouri S&T continues to underfund their target spend and their facilities needs are growing.



E&G Facilities <i>(Dollars shown in Millions)</i>	2018	2019	2020	2021	2022
Target Spend	\$16.2	\$17.0	\$17.9	\$21.9	\$18.8
Actual Spend	\$14.5	\$16.9	\$13.0	\$14.1	\$16.6
Recurring	\$9.0	\$8.4	\$8.5	\$8.1	\$7.4
One-Time	\$5.5	\$8.5	\$4.5	\$6.0	\$9.2
Difference in Target and Actual	(\$1.7)	(\$0.1)	(\$4.9)	(\$7.8)	(\$2.2)
FCN Backlog	\$154.8	\$150.4	\$182.1	\$185.1	\$214.9
Deferred Maintenance	\$59.5	\$58.9	\$85.6	\$91.0	\$103.0
Plant Adaption	\$68.6	\$65.9	\$69.4	\$63.1	\$157.7
Capital Renewal	\$25.5	\$25.6	\$27.2	\$31.0	\$33.6
Recommended Target for next year	\$17.0	\$17.9	\$21.9	\$18.8	\$20.0
Campus FCNI	0.19	0.18	0.21	0.21	0.23

Facility Condition Needs Index
Excellent Condition, typically new construction (0.000 - 0.100)
Good Condition, renovations occur on schedule (0.101 - 0.200)
Fair Condition, in need of normal renovation (0.201 - 0.300)
Below Average Condition, major renovation required (0.301 - 0.500)
Poor Condition, total renovation indicated (0.501 - 0.600)
Replacement Recommended (0.600 and Higher)

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Missouri University of Science and Technology: Fiscal Years 2023 - 2028 Capital Plan included in Finance Plan

Missouri S&T	2023*	2024	2025	2026	2027	2028
	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
New Construction	\$143,849,233	\$0	\$0	\$0	\$0	\$0
Engineering Research Lab Addition and Renovation	\$55,502,853					
Missouri Protoplex Phase II	\$88,346,380					
Renovation/Infrastructure	\$45,707,044	\$0	\$0	\$0	\$0	\$0
Schrenk Hall East Renovation	\$27,678,110					
Norwood, Parker, and Harris HVAC Systems Replacement	\$18,254,036					
Substation Relocation	\$8,774,898					
Total Project Cost	\$198,556,277	\$0	\$0	\$0	\$0	\$0

* Projects listed under 2023 are projects approved or will request approval during FY23.

Missouri University of Science and Technology: Fiscal Years 2023 – 2028 Capital Plan included in Finance Plan Funding

Projects										
#	Title	Type	Facility Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	Engineering Research Lab Addition and Renovation	NC/RE	\$17.8 M	0.49	\$55,502,853	\$0	\$19,151,179	\$4,889,022	\$4,103,824	\$27,358,828
2	Schrenk Hall East Renovation	RE	\$23.9 M	0.57	\$27,678,110	\$0	\$9,550,292	\$2,438,053	\$2,046,491	\$13,643,274
3	Norwood, Parker, and Harris HVAC Systems Replacement	RE	\$19.3M	0.14-0.53	\$18,254,036	\$0	\$6,298,529	\$1,607,924	\$1,349,685	\$8,997,898
Projects with Previous Board of Curators Action in FY23										
1	Missouri Protoplex Phase II	NC	NA	NA	\$88,346,380	\$0	\$19,811,677	\$8,818,794	\$20,000,000	\$39,715,909
2	Substation Relocation	INFR	NA	NA	\$8,774,898	\$0	\$0	\$7,863,914	\$0	\$910,984
Total					\$198,566,277	\$0	\$54,811,677	\$25,617,707	\$27,500,000	\$90,626,893

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1. Engineering Research Laboratory Addition and Renovation, S&T

The Engineering Research Laboratory (ERL) Addition and Renovation project will construct approximately 41,850 gross square feet (gsf) on the east side of ERL and connect to the north side of Straumanis-James Hall. The project will also renovate 43,421 gsf of existing space in the Engineering Research Laboratory building. This will create a research center of approximately 169,790 gsf that will aesthetically improve and anchor the northeast corner of the campus. The addition will provide an opportunity to construct modular, flexible, and readily assignable research areas immediately connected to the existing ERL building. The project also addresses life safety code issues, energy conservation measures, accessibility issues, and will upgrade mechanical, electrical, and plumbing systems in the existing facility.

This building will provide additional interdisciplinary research space which has been identified as a high priority in both the Strategic Plan and Campus Master Plan. Since this project will house interdisciplinary research, its impact will be felt campus-wide and affects all degree programs. The project will address approximately \$17.8 million of facilities needs. Additional operating costs are estimated to be \$323,194 annually and will be funded through the Campus operating budget. The estimated number of students impacted annually will be 1300.

The project budget of \$55,502,853 will be funded by \$27,358,828 from a state appropriation, \$19,151,179 from gifts, \$4,889,022 from internal funds, and \$4,103,824 a federal appropriation.

2. Schrenk Hall East Renovation, S&T

The Schrenk Hall East Renovation project will renovate Schrenk Hall East (constructed in 1938) and select portions of Schrenk Hall West (constructed in 1973) to accommodate the Chemistry department, Biological Sciences department, and other academic and administrative departments. This will be the final phase of the Schrenk Hall program and includes renovation of 56,239 gsf of existing space. This project will provide new teaching laboratories, research laboratories, support space, office, and classroom space. The project also takes into consideration growth and consolidation of department entities that are spread over multiple buildings on campus.

This project is the final phase of an interdisciplinary complex dedicated to providing world-class education and research in biological sciences, chemistry, and chemical and biochemical engineering. Equipped with expanded research space, open-concept research laboratories, and improved accessibility; this facility will leverage Missouri S&T's strengths in computational science, environmental engineering, and materials science and engineering to advance medical, environmental, and biomedical research. The facility will be an integral component of the student experience at Missouri S&T, since almost every student will take at least one course in one or more important foundational area of biological sciences or chemistry.

The existing 1938 Schrenk Hall East will be renovated due to its poor condition. The Facilities Condition Needs Index (FCNI) is 0.62 with approximately \$23.9 million in facilities needs. Missouri S&T has been committed to moving this challenging project forward in a phased approach and investing, when possible, to address immediate campus needs. Recently, \$4 million was added to the Phase 2A budget of the west wing renovation for biological sciences research labs in addition to the already planned chemistry research and instructional labs. Another commitment by the campus constructed general classrooms, which were planned for this facility, but were built as an addition to the computer science building student classroom learning center. Both investments have reduced the project budget and overall scope of this project by \$9 million.

The project budget of \$27,678,110 will be funded by \$13,643,274 from a state appropriation, \$9,550,292 from gifts, \$2,438,053 from internal funds, and \$2,046,491 from a federal appropriation.

3. Norwood, Parker, and Harris HVAC Systems Replacement, S&T

This project replaces the mechanical systems in Parker Hall, Norwood Hall, and Harris Hall. Central variable speed air handling units (AHU), and variable air volume terminal units with hot water reheat coils, pumps, controls, and other accessories will be installed. The new mechanical systems will utilize the heating and cooling capacity provided by the new geothermal system constructed with the Student Experience Center.

Parker Hall, Norwood Hall, and Harris Hall currently have air sourced heat pump with variable refrigerant flow (VRF) mechanical systems. Since the existing VRF systems were placed into operation, there have been numerous refrigerant leaks, compressor failures, and capacity issues. The new proposed mechanical system will eliminate these issues, as well as lower operating cost and eliminate \$5.8 million in maintenance needs.

The project budget of \$18,254,036 will be funded by \$8,997,898 from a state appropriation, \$6,298,529 from gifts, \$1,607,924 from internal funds, and \$1,349,685 from a federal appropriation.

Board of Curators Actions thus far in Fiscal Year 2023

1. Missouri Protoplex – Phase II, S&T

Project Reapproval April 2023

The new Missouri Protoplex will be the first building in the Manufacturing Technology and Innovation Campus (Innovation Campus). The new three-story building of approximately 116,000 gross square feet (gsf) will incorporate a mix of flexible high-bay spaces, lab spaces, offices, and meeting areas. The Innovation Campus will be located on Collegiate Blvd where the General Services Building is currently located and will provide convenient vehicular access and critical visibility from I-44. Phase One and other enabling projects include the demolition of Compressible Flow Laboratory, Dangerous Materials Storage Facility, Temporary Research Facility, Maintenance Shed #1, Transit Depot, and

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the General Services Building. Phase One, currently in design, will also construct a new 29,791 gsf General Service Building on Fraternity Circle adjacent to the existing Grounds Equipment Storage Building to accommodate offices and shop space for the facilities services unit.

The Missouri Protoplex is intended to develop advanced manufacturing in Missouri and the highly skilled, future-ready workforce needed to position Missouri as a global leader in advanced manufacturing, manufacturing education, research and development, technical assistance, outreach, and entrepreneurship. The Protoplex will serve as the anchor facility for the campus and as a hub connecting industry, state and federal agencies, and colleges and universities throughout Missouri, all with the aim of developing new processes and products for Missouri manufacturers and streamlining the process of moving research and innovation from university labs to the marketplace. As Missouri's STEM-focused research university and the only university in the state that offers a manufacturing engineering degree, Missouri S&T has the expertise, location, and educational programs to lead this initiative and stimulate advanced manufacturing in Missouri and the U.S.

This \$88,346,380 project will be funded by \$19,811,677 in gifts, \$39,715,909 in State funds, \$20,000,000 from a federal appropriation, and \$8,818,794 by internal funds.

2. Substation Relocation – Phase, S&T

Project Approval September 2022

This project will construct two separate substations: one north of campus and one east of campus. These two substations will allow the campus to connect to two Rolla Municipal Utility substations, allowing for additional redundancy.

The existing substation is located in the heart of the new arrival district and has insufficient capacity for the proposed campus expansion. The current electrical infrastructure is a loop system to allow for redundancy during a power failure. However, it is only connected to one Rolla Municipal Utility (RMU) substation. If this RMU substation fails, the campus is without power. This project will increase reliability for the campus power.

This \$8,774,898 project will be funded by \$910,984 from a state appropriation and \$7,863,914 from internal funds.

Missouri University of Science and Technology
Strategic Projects Development Plan

FY 24 – Missouri University of Science and Technology: Strategic Projects Development Plan

Project						Funding Strategy				
#	Title	Type	Facility Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	Innovation Campus Program Expansion	NC	NA	NA	\$95,000,000	\$0	\$0	\$0	\$95,000,000	\$0
2	Bioplex	NC	NA	NA	\$90,909,091	\$0	\$90,909,091	\$0	\$0	\$0
3	University Center West	NC	NA	NA	\$11,191,515	\$0	\$0	\$11,191,515	\$0	\$0
4	Computer Science Building Renovation	RE	\$11.0M	0.52	\$17,175,990	\$0	\$8,587,995	\$0	\$0	\$8,587,995
5	Physics Building Renovation	RE	\$13.1M	0.37	\$23,307,375	\$0	\$13,307,375	\$0	\$0	\$10,000,000
Total					\$237,583,971	\$0	\$112,804,461	\$11,191,515	\$95,000,000	\$18,587,995

1. Innovation Campus Program Expansion, S&T

The initial concept for the Innovation Campus Expansion provides additional program space in three separate buildings adjacent to the Missouri Protoplex building. These facilities will provide research, laboratory, meeting, and classroom space.

The Innovation Campus Program Expansion is intended to follow construction of the Missouri Protoplex and accommodate additional program to support pre-production, testing and development, business incubation, cyber-security, and materials, manufacturing, and methods. Research that will occur on the Innovation Campus will focus on advanced manufacturing, additive manufacturing, and the development of tools and techniques to reduce production costs, lead time, improve product quality, and reliability and safety. The work will draw on the expertise of Missouri S&T faculty in aerospace, ceramic, electrical, manufacturing, mechanical, metallurgical, and systems engineering, as well as engineering management, materials science and engineering, economics, and business information and technology. The Innovation Campus will build on and broaden Missouri S&T's strong relationships with over 60 companies in the aerospace, electronics and computing, infrastructure, and the steel manufacturing industries through four consortia through which S&T conducts non-proprietary research for consortia members who benefit from this shared expertise.

These facilities will also accommodate meeting and classroom space for the education and training of high-skilled advanced manufacturing workers, collaboration among manufacturers and entrepreneurs with faculty from colleges and universities across our state, and education focused on innovation, entrepreneurship, and economic development.

This \$95,000,000 project will be funded by a federal appropriation.

2. Bioplex, S&T

The Bioplex is a planned new construction project immediately North and West of the James E. Bertelsmeyer Hall. The project will bring faculty together from a broad range of academic programs who are currently engaged in medical or health-related research and allow for future research growth. This 105,000 gsf facility will be the final building project in S&T's new arrival district and will anchor the southern edge of the arrival court.

The facility will be located directly adjacent to Bertelsmeyer Hall and near Schrenk Hall which together house S&T's chemical and biochemical engineering, chemistry, biological sciences, and environmental science programs. This adjacency will allow better collaboration between the research faculty.

With more than 20 faculty involved in medical or health-related research, S&T is positioned to have a significant impact on the future of medical research in a wide range of areas, including nano-delivery of medicines for cancer and other diseases, systems engineering approaches to matching kidneys with transplant patients, biomaterials to speed the healing

of open wounds and bones, and neuroscientific research to help diagnose Alzheimer's disease.

S&T has secured major support from the National Institutes of Health in recent years, with funding increasing from \$280,000 in 2019 to over \$2.5 million in 2023 and a projected growth to \$15 million by 2030. All of this follows an investment of \$45.8 million in capital construction and renovation of chemical and biological engineering and biological sciences facilities since 2014, and \$28 million in planned renovations starting in fiscal year 2024.

This \$90,909,091 project will be funded by gifts.

3. University Center West, S&T

The University Center West project will construct a 20,000 gross square feet (gsf), two story facility at the southwest corner of Bishop Avenue and University Drive. The Center will provide space for a food service venue, offices for Campus Housing and Dining Services, and a central mail facility to serve the nearby residential complex. The project will include the demolition of 720 Tim Bradley Way Building which has \$1.8 million in facilities needs.

This facility will provide a dining venue to serve the Residential Commons One & Two, and the University Commons building. These facilities currently do not have a dining facility. Additionally, this facility will locate the campus housing and dining staff that serve these students to a more accessible location near these large housing complexes.

This \$11,191,515 project will be funded by campus funds.

4. Computer Science Building Renovation, S&T

An extensive renovation project will transform the Computer Science Building into an appropriate learning, teaching, and research facility reflective of the successful and growing Computer Science program that is assigned the majority of space within the building. The renovation will include exterior repairs and improvements, accessibility improvements, mechanical and electrical system replacements, and site improvements.

The Computer Science Building was constructed in 1971 and has not had a major renovation since. The facility has \$11 million in deferred maintenance needs and an FCNI of 0.52.

Missouri S&T's computer science program has seen unprecedented growth recently. Undergraduate enrollment reached a five-year high of 670 students in fall 2022. The program also reached an all-time high of 153 MS-degree students in fall 2022, which represents more than a 200% increase in MS students in the past five years. Excellence in computational and data science capabilities underpins the strength of S&T's engineering programs. Missouri S&T is investing heavily in faculty positions devoted to training the growing number of computer science students and expanding our research capabilities in areas such as artificial intelligence and cybersecurity. A state-of-the-art facility to support this program is vital to

its success. The building also houses important infrastructure including a data center and a high-performance computing data center.

This \$17,175,990 project will be funded by \$8,587,995 in gifts and \$8,587,995 from a state appropriation.

5. Physics Building Renovation, S&T

This project is a complete renovation of the Physics Building including replacement of the current building mechanical, electrical, and plumbing systems, exterior envelope repairs, renovation of all interior components, installation of a fire suppression system and associated backup generator, and accessibility improvements.

The Physics Building, constructed in 1963, is home to the Physics Department. Every year, approximately 2,000 students take classes in the Physics Building, and most S&T students take at least one class in this building during their time on campus. In addition, physics faculty perform high-profile research in astrophysics, atomic physics, and materials physics.

The Physics Building houses a number of cutting-edge laboratories including a particle accelerator, a laser laboratory, crystal growth facilities, and an ultra-low-temperature materials laboratory. The functioning of the classrooms and laboratories is severely hampered by the condition of the building, which has not seen a major renovation since its original construction.

The facility has \$13.1 million in facilities needs and has an FCNI of 0.37. Replacement of the building systems is expected to reduce operating expenses.

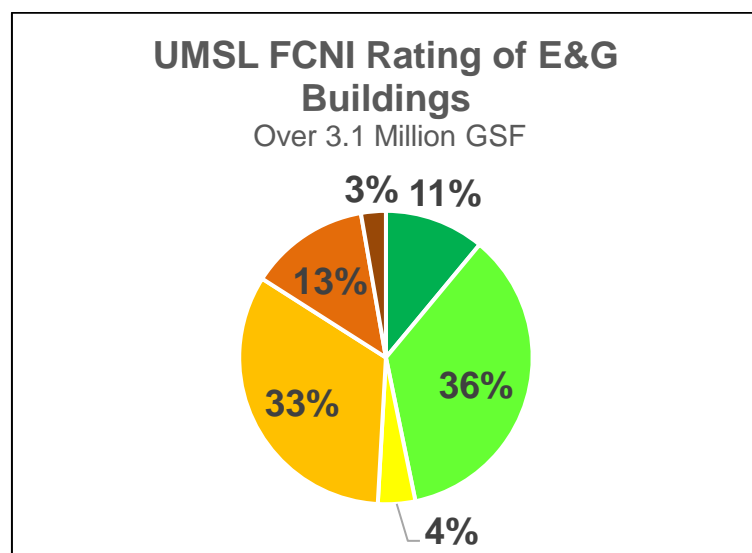
This \$23,307,375 project will be funded by \$13,307,375 from gifts and \$10,000,000 from a state appropriation.

University of Missouri – St. Louis
Fiscal Years 2023 – 2028 Capital Plan

University of Missouri – St. Louis Facilities Stewardship

CRR 110.015 was established to maintain the facilities of the University of Missouri System in adequate condition to meet the needs of the University's education and research missions. A Facilities Condition Needs Index (FCNI) of 0.30 or lower was established as the goal for the Education and General (E&G) facility portfolio. CRR 110.015 also requires each campus to annually establish its facilities needs funding (target spend) by calculating the investment required to achieve and maintain the campus FCNI goal of 0.30 or lower for its E&G facilities over the next ten years.

UMSL currently has a FCNI of 0.34 and a backlog of \$384.2 million of facilities needs. Forty-nine percent (49%) of the E&G space on the UMSL campus fall in the category of Below Average Condition, Poor condition, or Replacement is recommended. UMSL continues to underfund their target spend and their facilities needs are growing.



Facility Condition Needs Index
Excellent Condition, typically new construction (0.000 - 0.100)
Good Condition, renovations occur on schedule (0.101 - 0.200)
Fair Condition, in need of normal renovation (0.201 - 0.300)
Below Average Condition, major renovation required (0.301 - 0.500)
Poor Condition, total renovation indicated (0.501 - 0.600)
Replacement Recommended (0.600 and Higher)

E&G Facilities (Dollars shown in Millions)	2018	2019	2020	2021	2022
Target Spend	\$32.5	\$31.0	\$31.0	\$31.9	\$30.5
Actual Spend	\$22.2	\$8.6	\$10.6	\$18.1	\$9.3
Recurring	\$6.4	\$5.6	\$6.2	\$9.9	\$5.0
One-Time	\$15.8	\$3.0	\$4.4	\$8.1	\$4.3
Difference in Target and Actual	(\$10.4)	(\$22.4)	(\$20.4)	(\$13.8)	(\$21.1)
FCN Backlog	\$375.7	\$389.6	\$441.8	\$449.2	\$384.2
Deferred Maintenance	\$205.5	\$212.2	\$238.6	\$242.6	\$160.4
Plant Adaption	\$39.1	\$41.1	\$48.1	\$48.9	\$47.3
Capital Renewal	\$131.1	\$136.3	\$155.1	\$157.7	\$176.5
Recommended Target for next year	\$31.0	\$31.0	\$31.9	\$30.5	\$26.3
Campus FCNI	0.35	0.35	0.33	0.33	0.34

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University of Missouri – St. Louis: Fiscal Years 2023 - 2028 Capital Plan included in Finance Plan

Projects	2023	2024	2025	2026	2027	2028
	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
New Construction	\$0	\$0	\$0	\$0	\$0	\$0
N/A						
Renovation/Infrastructure	\$75,360,000	\$15,000,000	\$0	\$0	\$0	\$0
Central Utility Plant – North Campus		\$15,000,000				
Optometry and Honors College Consolidation	\$15,950,000					
Music and Fine Arts Relocation to Arts & Administration Building, North Campus	\$12,100,000					
College of Education to Quad Area	\$21,780,000					
Thomas Jefferson Library Renovation	\$11,330,000					
Richter Family – Welcome & Alumni Center	\$14,200,000					
Total Project Cost	\$75,360,000	\$15,000,000	\$0	\$0	\$0	\$0

* Projects listed under 2023 are projects approved or will request approval during FY23

University of Missouri – St. Louis: Fiscal Year 2023 - 2028 Capital Plan included in Finance Plan

Project					Funding Strategy					
#	Title	Type	Facility Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	Central Utility Plant – North Campus	INFR	NA	NA	\$15,000,000	\$0	\$0	\$8,771,630	\$0	\$6,228,370
Projects with Previous Board of Curators Action in FY23										
1	Optometry and Honors College Consolidation	RE	\$64.3M	0.22-0.67	\$15,950,000	\$0	\$0	\$7,466,050	\$0	\$8,483,950
2	Music and Fine Arts Relocation to Arts & Administration Building, North Campus	RE	\$24.3M	0.22-0.49	\$12,100,000	\$0	\$0	\$5,663,900	\$0	\$6,436,100
3	College of Education to Quad Area	RE	\$73.7M	0.22-0.67	\$21,780,000	\$0	\$0	\$10,195,020	\$0	\$11,584,980
4	Thomas Jefferson Library Renovation	RE	\$21.8M	0.33	\$11,330,000	\$0	\$4,300,000	\$3,153,470	\$0	\$3,876,530
5	Richter Family-Welcome & Alumni Center	RE	\$27.0M	0.48	\$14,200,000	\$0	\$6,500,000	\$3,428,800	\$0	\$4,271,200
Total					\$90,360,000	\$0	\$10,800,000	\$38,678,870	\$0	\$40,881,130

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1. Central Utility Plant – North Campus, UMSL

Design and construction of a Central Utility Plant to support UMSL's North Campus. Project will include new chillers, boilers, pumps, controls, piping distribution, etc. to provide cooling and heating to 10+ buildings.

Currently, the North Campus infrastructure is fragmented with 10+ boilers and 10+ chillers that need constant maintenance and which will need to be replaced in the near future. This proposed Central Utility Plant will be created in lieu of replacing each individual piece of equipment, resulting in lower maintenance costs. As part of this plant, UMSL is pursuing geothermal technology similar to the system at Missouri S&T. Geothermal would improve UMSL's sustainability, reduce carbon footprint, reduce operating/ utility costs, and increase efficiency.

This project is aligned with UMSL's Master Plan by addressing the need for improved infrastructure that supports the overall North Campus consolidation effort. Over the next 5 years, several buildings are scheduled for major renovations near UMSL's North Campus Quad and the campus is employing a strategy to move more campus classes and support offices to the North Campus. The following buildings could directly benefit from a Central Utility Plant: Social Sciences Building, Thomas Jefferson Library, Welcome & Alumni Center, J.C. Penney North, Lucas Hall, Clark Hall, Mark Twain Building, Touhill PAC, Millenium Student Center, Express Scripts, and Woods Hall.

Funding for the \$15,000,000 project is anticipated to be \$6,228,370 from a state appropriation and \$8,771,630 from internal funds.

Board of Curators Actions thus far in Fiscal Year 2023

1. Optometry and Honors College Consolidation, UMSL

Project Approval September 2022

Renovation of Provincial House will include constructing offices, laboratories, classrooms, and common core areas to consolidate space for Optometry and the Honors College. The project provides new infrastructure (HVAC, electrical switchgear, building envelope, etc.), classrooms, teaching labs and the associated technology required to teach and learn in today's world. The project will also include extensive renovation to common use areas to allow students to study and collaborate. This project will address ADA deficiencies with building access including entryways, elevators, and restrooms. Exterior improvements include building envelope items, replacement/upgrade of signage, sidewalks, accessible routes, doors, and stairs.

This project is aligned with UMSL's ten-year Master Plan, Space Survey, and ISES Report by addressing two major findings. First, all studies have identified UMSL as having excessive space compared to campus demand. resulting with unsustainable operating expenses. Second, the Master Plan has identified that UMSL is lacking common areas where students can study, learn, and collaborate with their peers resulting with lost enrollment to other state schools. The proposed consolidation effort is vital to UMSL's survival and will reduce UMSL's overall footprint, lowering the gross square feet (gsf), thus reducing operational expenses, and

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addressing deferred maintenance across seven buildings while adding collaboration space to help retain and attract student enrollment.

The School of Optometry is primarily operating on South Campus in three buildings (Patient Care Center, South Campus Classroom Building and Marillac) where space is grossly underutilized, and/or the FCNI index exceeds campus standards , or in some instances has exceeded the building's useful life. Renovating underutilized space at the Patient Care Center, Provincial House, and SSB Building (North Campus) will allow UMSL to consolidate and reduce UMSL's footprint by an additional 50,000 gsf, reduce operating expenses by \$275,000 annually, reduce facilities needs by \$26 million with the demolition of the six buildings on the South Campus Classroom Building including: Marillac Hall, Boiler Garage, South Campus Computer Building, Technology and Learning Center and Education Administration.

Funding for the \$15,950,000 project consists of \$8,483,950 from a state appropriation and \$7,466,050 from internal funds.

2. Music and Fine Arts Relocation to Arts and Administration Building, North Campus, UMSL

Project Approval September 2022

Renovation of Arts and Administration Building (AAB) will include constructing offices, practice facilities, laboratories, classrooms, and common core areas to consolidate space for Fine Arts and Music. The project provides new infrastructure (HVAC, electrical switchgear), classrooms, teaching labs, and the associated technology required to teach and learn in today's world. The project will also include extensive renovation to common use areas to allow students to study and collaborate. This project will address ADA deficiencies related to building access including entryways, elevators, and restrooms. Exterior improvements include replacement/upgrade of signage, sidewalks, accessible routes, and stairs.

This project is aligned with UMSL's ten-year Master Plan, Space Survey, and ISES Report by addressing two major findings. First, all studies have identified UMSL as having excessive space when compared to the current campus demand, resulting with unsustainable operating expenses. Second, the Master Plan has identified UMSL is lacking common areas where students can study, learn, and collaborate with their peers resulting with loss enrollment to other state schools. This consolidation effort is vital to UMSL's survival, will reduce UMSL's overall footprint, lowering the gross square feet (gsf), reducing operational expenses, and addressing deferred maintenance across seven buildings while adding collaboration space to help retain and attract student enrollment.

General Services Building is an underutilized building located on North Campus near the core of UMSL. The School of Music and Fine Arts programs are currently operating in separate buildings outside of the core where the spaces are either improperly designed for current needs, or have high a FCNI. Renovating GSB will allow UMSL to consolidate the School of Music and Fine Arts to the GSB and demolish the Music Building and Sassin Building while repurposing the Fine Arts Building. As a result, this consolidation will reduce UMSL's footprint by 64,000 gsf, reduce operation expenses by \$305K annually, and reduce the facilities needs by \$10 million.

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Funding for the \$12,100,000 project consists of \$6,436,100 from a state appropriation and \$5,663,900 from internal funds.

3. College of Education to Quad Area, North Campus, UMSL

Project Approval September 2022

Renovation of Social Science Building (SSB) will include constructing offices, laboratories, classrooms, and common core areas to consolidate space for the College of Education to move from South Campus. The project provides new infrastructure (HVAC, electrical switchgear), classrooms, teaching labs and the associated technology required to teach and learn in today's world. The project will also include extensive renovation to common use areas to allow students to study and collaborate. This project will address ADA deficiencies with building access including; entryways, elevators, and restrooms. Exterior improvements include replacement/upgrade of signage, sidewalks, accessible routes, and stairs.

This project is aligned with UMSL's ten-year Master Plan, Space Survey, and ISES Report by addressing two major findings. First, all studies have identified UMSL as having excessive space compared to campus demands resulting with unsustainable operating. Second, the Master Plan has identified that UMSL is lacking common areas where students can study, learn, and collaborate with the peers resulting with loss enrollment to other state schools. This consolidation effort is vital to UMSL's survival, and will reduce UMSL's overall footprint, lowering the gross square feet (gsf), thus reducing operational expenses, and addressing deferred maintenance across seven buildings while adding collaboration space to help retain and attract student enrollment.

The College of Education is primarily operating in two buildings on South Campus (South Campus Classroom Building and Marillac) where the FCNI exceeds campus standards, and/or has exceeded the building's useful life. Renovating underutilized space at the SSB Building (North Campus) will allow UMSL to consolidate the college and reduce UMSL's footprint by an additional 152,000 gsf, reducing operating expenses by \$825K annually, eliminate \$45 million in facilities needs with the demolition of the South Campus Classroom Building and Marillac Hall, and will reduce facilities needs by \$19.8M with the SSB building renovations.

Funding for the \$21,780,000 project consists of \$11,584,980 from a state appropriation and \$10,195,020 from internal funds.

4. Thomas Jefferson Library Renovation, UMSL

Project Approval September 2022

Renovation of the Thomas Jefferson Library will include a new entrance into the quad, that will support the north campus consolidation growth, and extensive renovations of common student areas will allow students additional new spaces to study and collaborate. This project will also include relocation of the existing snack area to the north side of the building, closer to the quad area for easier student access. Additionally, the project consolidates the computer lab on north campus, and provides new classrooms and the associated modern technology. Exterior improvements include the additional new entrance with improved signage, sidewalks, and improved accessible routes.

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This project is aligned with UMSL's ten-year Master Plan by addressing the deficiency of common study areas and collaboration spaces. The Master Plan identified a lack of common areas where students can study, learn, and collaborate with the peers resulting with - lose enrollment to other state schools. In conjunction with the north campus consolidation, the quad area will be more densely populated which creates the need for an additional entry from the north allowing students access from the core classroom buildings. This renovation is vital to UMSL's future, by aiding in attracting new students and will help with student retention.

Funding for the \$11,330,000 project consists of \$3,300,000 gifts, \$3,876,530 from a state appropriation, \$1,000,000 grant from the Bellwether Foundation, and \$3,153,470 from internal funds.

5. Richter Family – Welcome and Alumni Center, UMSL

Project Approval September 2022

Renovation of the underutilized space in the JC Penney Building and an upgraded façade will help welcome students, alumni, and the community. The project will consist of a new lobby, welcome area, large gathering space, and an outdoor plaza that will also include new infrastructure (HVAC, electrical switchgear) and technology to inspire additional student enrollment. The project will also include improvements to address ADA deficiencies with building access that include entryways, elevators, and restrooms. Exterior improvements include replacement/upgrade of signage, sidewalks, accessible routes, and stairs.

This project is aligned with UMSL's ten-year Master Plan by focusing growth on the right location and leveraging underutilized space that will help increase student enrollment. JC Penney is located in a prominent and central location for welcoming a range of visitors to campus. The project will develop a new "front door" to the facility that welcomes visitors, to a new lobby and plaza that creates an inviting atmosphere that supports alumni, new students, and the community. Additionally, improvements to the restrooms and elevators will provide a needed refresh and will address accessibility deficiencies.

Funding for the \$14,200,000 project will be by \$6,500,000 in gifts, \$4,271,200 from a state appropriation, and \$3,428,800 from internal funds.

University of Missouri – St. Louis
Strategic Projects Development Plan

FY 24 - University of Missouri –St. Louis: Strategic Projects Development Plan

Projects						Funding Strategy				
#	Title	Type	Facility Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	Stadler Hall Renovation	RE	\$30.0M	0.57	\$38,500,000	\$0	\$0	\$0	\$0	\$38,500,000
Total					\$38,500,000	\$0	\$0	\$0	\$0	\$38,500,000

1. Stadler Hall Renovation, UMSL

Renovation of Stadler Hall will include renovating existing research laboratories, offices, classrooms, restrooms, and common core areas. The project provides new infrastructure (HVAC, electrical switchgear, building envelope, etc.), and the associated technology required to teach and learn in today's world. The project will also include extensive renovation to common use areas to allow students to study and collaborate and will address life safety and ADA deficiencies. Exterior improvements include building envelope upgrades, signage improvements, sidewalks, accessible routes, doors, and steps.

This project is aligned with UMSL's ten-year Master Plan, Space Survey, and ISES Report by addressing technology, life-safety, building code and accessibility deficiencies. UMSL's research department has been operating in a facility that is 50+ years old with infrastructure that is failing and out of date. In addition, the technology in the building does not operate as designed, and research is being compromised as a result. This project updates the interior of the research complex with state-of-the-art research and technology that will align with the survivability of UMSL's long term plans.

Funding for the \$38,500,000 project will be provided by a state appropriation.

University of Missouri System Board of Curators April 20, 2023

Fiscal Years 2023 – 2028 Capital Plans for MU,
MU Health Care, S&T, UMKC, and UMSL
UM



Capital Planning

Capital Plan includes:

- Rolling Five-year Capital Plan included in Five-year Finance Plan
 - All planned new construction projects greater than \$5.0 million & renovation and infrastructure projects greater than \$8.0 million
 - All planned debt funded projects regardless of size
- Strategic Projects Development Plan
 - Strategic new construction projects greater than \$5.0 million & renovation and infrastructure projects greater than \$8.0 million not currently in the Five-year Finance Plan
 - All planned debt funded projects regardless of size for projects not currently in the Finance Plan

MU FY23 – FY28 CAPITAL PLAN

Capital Plan included in Finance Plan:

- Engineering and Applied Sciences Building
- NextGen MURR Phase One
- Ellis Library – MU Student Experience Center
- Radioisotope Facility at Discovery Ridge
- Pickard Hall – Decommissioning and Mitigation

MU FY23 – FY28 CAPITAL PLAN

Capital Plan included in Finance Plan - Approved in FY23:

- Medical Science Building Renovation
- South Farm – Swine Research and Education Facility Addition
- Middlebush Farm - NextGen Center for Influenza Research - Phase II Addition
- National Swine Resource and Research Center – Addition
- Thompson Center – New Facility
- Mizzou North – Demolition
- Electrical Interconnection and Substation
- Virginia Avenue Parking Structure Repairs

MU FY23 – FY28 CAPITAL PLAN

Strategic Project Development Plan:

- Animal Resource Center - Vivarium Facility Expansion
- Bond Life Sciences Center - Phase II
- Medical Science Building - Renovation Phase III
- Jesse Hall Exterior Masonry/Metal Repairs & Window Replacement
- Laboratory for Infectious Disease Research – Regional Biocontainment Lab Addition

MUHC FY23 – FY28 CAPITAL PLAN

Capital Plan included in Finance Plan:

- MU Health Care Campus Consolidation & Inpatient Services Expansion

MUHC FY23 – FY28 CAPITAL PLAN

Strategic Project Development Plan:

- Children's Hospital Facility - Third Floor Surgery Fit-Out

UMKC FY23 – FY28 CAPITAL PLAN

Capital Plan included in Finance Plan:

- Student Success Atterbury & Miller Nichols Library Renovations
- Athletics Performance Center Additions and Renovations
- Steam Heating Plant Renewal
- KCUR Building

Approved in FY23:

- Healthcare Innovation & Delivery Building
- School of Medicine – New St. Joseph's Facility

UMKC FY23 – FY28 CAPITAL PLAN

Strategic Project Development Plan:

- Olson Performing Arts Center Renovation and Additions
- Spencer Chemistry & Biological Science Renovation Phase II
- New Student Housing
- 4747 Troost Renovation

S&T FY23 – FY28 CAPITAL PLAN

Capital Plan included in Finance Plan:

- Engineering Research Laboratory Addition and Renovation
- Schrenk Hall East Renovation
- Norwood, Parker, and Harris HVAC Systems Replacement

Approved in FY23:

- Missouri Protoplex – Phase II
- Substation Relocation

S&T FY23 – FY28 CAPITAL PLAN

Strategic Projects Development Plan:

- Innovation Campus Program Expansion
- Bioplex
- University Center West
- Computer Science Building Renovation
- Physics Building Renovation

UMSL FY23 – FY28 CAPITAL PLAN

Capital Plan included in Finance Plan:

- Central Utility Plant – North Campus

Approved in FY23:

- Optometry and Honors College Consolidation
- Music and Fine Art Relocation to Arts & Administration Building, North Campus
- College of Education to Quad Area
- Thomas Jefferson Library Renovation
- Richter Family – Welcome & Alumni Center

UMSL FY23 – FY28 CAPITAL PLAN

Strategic Project Development Plan:

- Stadler Hall Renovation



University of Missouri System

COLUMBIA | KANSAS CITY | ROLLA | ST. LOUIS

Architect/Engineer Hiring
Engineering & Applied Sciences
MU

The University of Missouri – Columbia requests approval for Architect/Engineer hiring for the Engineering & Applied Sciences project. A funding plan for the total project budget of \$150,000,000 will be presented as part of the request for project approval.

In support of Mizzou Forward initiatives in New Frontiers in Science, Engineering, and Technology, over the next five years the College of Engineering and the College of Arts and Science expects to recruit up to 100 new faculty and attract a cohort of new undergraduates, graduate students, and post doctorates to support its research and education mission. To support that initiative, additional state-of-the-art, interdisciplinary research space is needed to facilitate and support collaborative research initiatives with the overarching mission of creating a more efficient and prosperous world through innovations in energy, computing, and communication.

A programming study in progress is developing a detailed program that encourages and supports collaborative, interdisciplinary research in engineering, and the applied sciences of math, computer science, statistics, physics, and chemistry.

The Engineering and Applied Sciences facility will consist of approximately 125,000 to 150,000 gross square feet of wet and dry laboratory research space, support functions and services, office, and collaboration spaces. The facility will be sited north of Lafferre Hall on Sixth Street. This is the former site of Parker Hall, Noyes Hall, and the Old Student Health Building, three buildings in poor condition recently demolished as part of MU's Strategic Space Reduction initiative.

Peckham Guyton Albers & Viets, Inc., St. Louis, Missouri (PGAV) is the recommended engineer for this project. The PGAV team has completed multiple large relevant projects. Their visioning process is solid, and they demonstrated their ability to facilitate the design process with the stakeholders and to execute technically. The design team includes associate architect LMN Architects, LLP, Seattle, Washington; Introba, Inc., St. Louis, Missouri, for mechanical, plumbing, electrical and fire protection engineering; Walter P. Moore and Associates, Inc., Kansas City, Missouri, for structural engineering; and SK Design Group, Inc., Shawnee Mission, Kansas (MBE) for civil engineering.

The selection committee also interviewed BSA LifeStructures, Inc., St. Louis, Missouri; HOK, Inc., St. Louis, Missouri; and International Architects Atelier, Inc., Kanas City, Missouri (MBE).

The fee for basic architectural and engineering services was determined by referencing the University of Missouri's "Architectural and Engineering Basic Services Fee Estimating Guidelines." The project is considered a Type V – New Construction (considerably more complex than average), and the maximum basic services calculated fee permitted is 6.0% of the \$90,000,000 construction cost (GMP), or \$5,400,000. Additional services to the basic design

April 20, 2023

fee include laboratory and equipment planning; audio-visual planning; multiple bid packages; and an accelerated schedule. A total of \$1,000,000 in additional services was added to the basic services fee amount to arrive at a total maximum fee of \$6,400,000.

The project will be delivered as a Construction Manager at Risk (CMR) project due to the size, complexity, and schedule requirements of this project. The size of the project is one of the largest undertaken by the campus. One of the targeted funding sources is federal flow through that requires an accelerated schedule. A CMR will be selected after the architect/engineer hire is approved to provide preconstruction services for the project. The project is expected to be complete by November 2026.

No. 3

Recommended Action - Architect/Engineer Hire, Engineering & Applied Sciences, MU

It was recommended by President Choi, recommended by the Finance Committee, moved by Curator _____ and seconded by Curator _____, that the following action be approved:

the Architect/Engineer Hire for the Engineering & Applied Sciences, MU

Funding of the project budget is from:

TBD	<u>\$150,000,000</u>
Total Funding	\$150,000,000

Roll call vote Finance Committee	YES	NO
Curator Graves		
Curator Hoberock		
Curator Layman		
Curator Wenneker		

The motion _____.

Roll call vote Full Board:	YES	NO
Curator Brncic		
Curator Graves		
Curator Hoberock		
Curator Holloway		
Curator Layman		
Curator Wenneker		
Curator Williams		

The motion _____.

GOVERNANCE, COMPENSATION AND HUMAN RESOURCES COMMITTEE

Keith A. Holloway, Chair

Julia G. Brncic

Robin R. Wenneker

I. Governance, Compensation and Human Resources Committee

The Governance, Compensation and Human Resources Committee ("Committee") will review and recommend policies to enhance quality and effectiveness of the Board as well as compensation, benefits and human resources functions of the University.

II. Governance

1. Scope

In carrying out its responsibilities regarding governance, the Committee has the central authority of ensuring that board members are prepared to exercise their fiduciary duties and assisting the Board to function effectively, efficiently and with integrity.

2. Executive Liaison

The General Counsel of the University, or some other person(s) designated by the President of the University with the concurrence of the Board Chair and the Committee Chair, shall serve as executive liaison to the Committee on governance matters and be responsible for transmitting Committee recommendations related to governance.

3. Responsibilities

In addition to the overall responsibilities of the Committee described above, and in carrying out its responsibilities regarding governance, the Committee shall review and make recommendations on the following matters:

1. ensuring that Board members are prepared to carry out their fiduciary duties to the University;
2. providing and monitoring a substantive orientation process for all new Board members and a continuous board education program for existing Board members;
3. overseeing, or determining with the Board Chair and President, the timing and process of periodic Board self-assessment;
4. establishing expectations and monitoring compliance of individual Board members;
5. ensuring that the Board adheres to its rules of conduct, including conflict-of-interest and disclosure policies, and that it otherwise maintains the highest levels of integrity in everything it does;
6. periodically reviewing the adequacy of the Board's bylaws and other Collected Rules and Regulations adopted by the Board that pertain to its internal operations (all recommendations for bylaws amendment shall first be considered by this Committee);
7. identifying best practices in institutional and Board governance;
8. monitoring and assessing external influences and relationships with affiliated entities;
9. assessing areas of expertise needed in future Board members; and
10. those additional matters customarily addressed by the governance committee of a governing board for an institution of higher education.

III. Compensation and Human Resources

1. Scope

In carrying out its responsibilities regarding compensation and human resources, the Committee reviews and makes recommendations to the Board of Curators on strategies and policies relating to compensation, benefits and other human resources functions and associated programs.

2. Executive Liaison

The Vice President and Chief Human Resources Officer of the University, or some other person(s) designated by the President of the University, with the concurrence of the Board Chair and the Committee Chair, shall serve as executive liaison to the Committee on human resources and compensation matters and be responsible for transmitting committee recommendations related to human resources and compensation.

3. Responsibilities

In addition to the overall responsibilities of the Committee described above and in carrying out its responsibilities regarding human resources and compensation, the charge of the Committee shall include reviewing and making recommendations to the Board on the following matters:

1. Performance and compensation of individuals reporting directly to the Board:
 1. President
 2. General Counsel
 3. Secretary of the Board of Curators
 4. Chief Audit and Compliance Officer, in conjunction with the Audit, Compliance and Ethics Committee
2. Pursuant to Section 320.020 of the Collected Rules and Regulations, appointment or change of appointment of the following shall be reported to and approved by the Board before the effective date:
 1. Vice Presidents
 2. Chancellors
 3. Curators Professors
3. Intercollegiate Athletics
Pursuant to Section 270.060 of the Collected Rules and Regulations, contracts for Directors of Intercollegiate Athletics and Head Coaches may not exceed five (5) years and shall not include buyout clauses calling for the individual to receive more than the balance of the annual base salary the individual would have earned under the remaining terms of the contract, unless approved by the UM Board of Curators upon the recommendation of the President.
4. Benefit, retirement and post retirement plans, including an annual benefits report, as further defined in Section 520.010, Benefit Programs, of the Collected Rules and Regulations.
5. Additional employee benefits including the Education Assistance Program for University Employees, CRR 230.070, and Layoff and Transition Assistance, CRR 350.051.
6. Labor Union Recognition and matters as further defined in Section 350.020, Labor Union Recognition, of the Collected Rules and Regulations.
7. Employment related policies including those related to employee absences, conduct and grievances.
8. Provide oversight over the University of Missouri System's diversity, equity and inclusion programs.
9. Additional matters customarily addressed by the compensation and human resources committee of a governing board for an institution of higher education.

University of Missouri System 2022 Annual Benefits Report

April 2023

I. Introduction

This annual benefits report is provided to the University of Missouri Board of Curators pursuant to Section 520.010 of the Collected Rules & Regulations. Highlights include trends, costs and contributions, and an overview of the three-year roadmap to ensure UM's ability to be competitive in the recruitment and retention of top talent.

The University has taken measures to manage the total cost of benefits to control operating budgets, while balancing competitiveness in the labor market. To ensure cost and market competitiveness, the University periodically conducts competitive bids for employee benefit products. The bidding process consists of a thorough review of providers, services, and fees to ensure we offer an affordable and accessible benefit package. Annually, the University conducts a benchmark analysis of our benefit plans to review cost efficiency, cost sharing, and plan design.

II. Overview of Benefit Plans

Benefits for Active Employees

The University offers a comprehensive set of benefit options with flexibility for employees to choose plans that are right for them and their family. Summary of these plans include:

Medical Plans:

- The traditional structure PPO Medical Plan is available to all employees and offers a broad network of providers, which may be ideal for those who desire flexibility for medical services at a higher cost. There are 2,215 employees enrolled in the PPO, covering 4,455 individuals.
- The Healthy Savings Plan is available to all employees and is coupled with a Health Savings Account (HSA). The University makes an annual contribution to help increase employee savings for qualified healthcare expenses. There are 5,362 employees enrolled in the Healthy Savings Plan, covering 10,574 individuals.
- The Custom Network Plans are available to employees in the eligible regions around Columbia and St. Louis and offers a focused network of providers, which improves the quality of services and at a lower cost for those employees who are willing to limit their provider choices. There are 8,209 employees enrolled in the Custom Network Plans, covering 18,245 individuals.
- The Tiered PPO plan for Kansas City and Rolla was featured in January 2018. This plan utilizes the same broad network as the traditional PPO Plan, however, is designed to provide additional cost savings to employees who use providers who have been recognized as offering high-quality and cost-effective care. In 2022 the Tier PPO plan was expanded to include all counties outside of the Columbia and St. Louis Custom Network plan areas. Employees living outside of a Custom Network plan area are eligible to enroll in the Tier PPO plan. There are 1,517 employees enrolled in the Tiered PPO plan covering 2,980 individuals.

Ancillary benefits: such as dental, vision (employee paid), life insurance, long-term disability, and accidental death & dismemberment (employee paid) are available for employees. Dental coverage is elected by 88% and vision coverage is elected by 74% of benefit eligible employees. An employee paid dental buy-up plan with orthodontics coverage was added in 2023.

Retirement: employees are enrolled in a core retirement plan based on their benefit eligible hire date. The following are the core retirement plans:

- Defined Benefit Plan – This is a typical pension plan.
 - Active, benefit-eligible employees hired before 10/01/2012, or returning employees hired on or after 10/01/2012 but before 10/01/2019 who were previously vested and did not take a distribution of their benefit.
- Hybrid Plan – This is a mixed pension and defined contribution plan.
 - Active, benefit-eligible employees first hired on or after 10/01/2012 but before 10/01/2019 or returning employees during this time who either did not vest previously or who vested and took a distribution of their benefit.
- Defined Contribution Plan – This is an employer matching plan.
 - Active, benefit-eligible employees hired or rehired on or after 10/01/2019.

The University also offers voluntary retirement plan options for both benefit-eligible and non-benefit-eligible faculty and staff.

Leave Benefits for Active Employees

The current leave plan for all regular administrative, service, and support staff includes paid vacation, personal days, and sick leave. Vacation is accrued based on years of service designated by exempt and non-exempt. Four personal days are granted upon hire date and thereafter credited on the yearly anniversary of hire. Sick leave is accrued at one day per month of continuous employment.

A proposed leave design for staff was presented to the Board in June 2022 and approved at the September 2022 meeting. The new leave design is scheduled to begin in January 2024. The new leave program provides one Paid Time Off (PTO) bucket. Under PTO, employees will no longer have to choose from a specific bucket of time but will instead have the flexibility to use the time off as they choose. For the first time, the university will also offer paid parental and caregiver leave as well as short-term disability.

Benefits Plans for Eligible Retirees

The University closed the retiree health and welfare plan for active employees in December 2017 with a phaseout of access to benefits based upon age and years of service. The plan closure eliminated the benefit for any employee with less than five years of service as of the closure date. The employees who had attained age plus years of service of 80 or greater on the date of closure (Categories A and B) retained the same subsidy and access to retiree health and welfare plans. Employees who had not attained age plus years of service of 80 or greater, but were vested in the University's Retirement, Disability and Death Benefit Plan as of the date of closure (Category C), received a flat subsidy of \$100 per year of service for up to 25 total years of service. If employees separate after the plan closure or drop

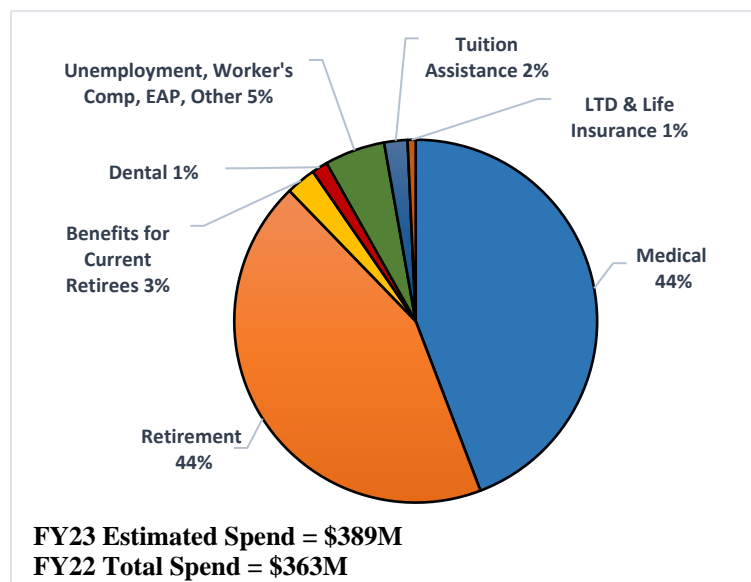
university-sponsored coverage upon retirement, they are no longer eligible for continued coverage upon retirement. Those who had retired prior to the plan closure did not experience any changes in access or benefits as a result. Surviving spouses remain eligible for these retiree health and welfare plans provided the employee had attained at least 5 years of service as of their date of death.

Eligible pre-65 retirees and their covered dependents have a choice of two medical plans: the Retiree Health PPO Plan or the Retiree Healthy Savings Plan. Eligible Medicare retirees and their covered Medicare dependents have the option to enroll in the University sponsored Medicare Advantage Plan. Summary of the plans include:

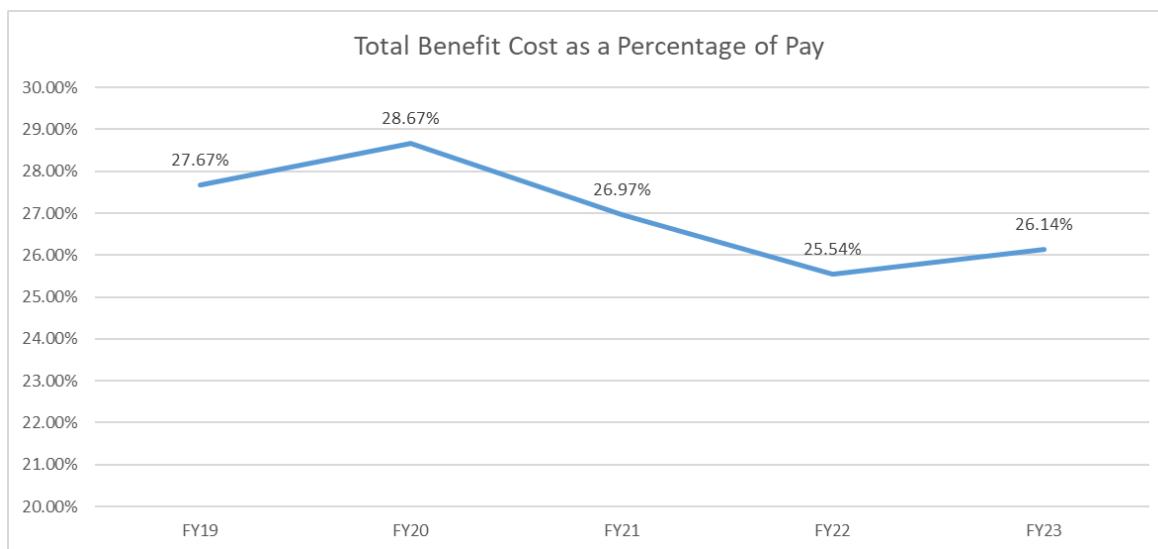
- The pre-65 retiree plans are available to employees who had at least five years of service as of December 31, 2017 and are in Access Category A, B or C based on age and years of service upon retirement. Seven hundred sixteen retirees are enrolled in the pre-65 retiree plans covering 1,236 individuals.
- The University sponsored Medicare Advantage Plan is available to retirees eligible for traditional Medicare coverage (by age or disability) and meet the years of service and age requirements at the time of retirement. There are 8,048 retirees enrolled in the Medicare Advantages Plans.
- If certain eligibility requirements are met at the time of retirement, ancillary benefits may also be available to retirees and surviving spouses such as dental, vision (retiree paid), life insurance, and accidental death & dismemberment. For dental, 83% of eligible retirees elect coverage and 54% of eligible retirees elect vision coverage (retiree paid).

Total Cost of Benefits for Operating Units

The University's total cost of benefit plans is expected to be \$389M for fiscal year 2023. The contributions towards medical premiums and retirement plans make up the largest portion of UM's benefit investment, accounting for 88% of total spend. Of the retirement spend, nearly half of the retirement spend is a payment towards the \$1.2B unfunded pension liability.



Benefit costs as a percentage of payroll fell in FY21 and FY22 to 26.97% and 25.54% respectively. Changes in the medical plan designs during the pandemic reduced the employer share of medical costs. The University had decreasing unemployment costs after seeing record figures. Additionally, service awards were eliminated in FY20. Lastly, the University's share of Medicare Advantage premiums for post-65 retirees was reduced by 60% by following a competitive bidding process and incorporating a new structure for the management of pharmacy spend for retirees. The increase in FY23 is due to an increase in the tuition assistance program and an increase in retirement contributions.



Compensated absences are not centrally managed and are accounted for as salary and wage expenses as allowed under GAAP accounting standards. The dollars associated with compensated absences are an estimated \$72M for FY23, which is 10% of leave-eligible salaries. This is broken down by the different leave types in the following chart:

Compensated Absences		
	Salaried Employees	Hourly Employees
Vacation	\$24,020,000	\$18,509,000
Sick	\$7,443,000	\$10,929,000
Personal Days	\$5,935,000	\$5,507,000
	<u>\$37,398,000</u>	<u>\$34,945,000</u>

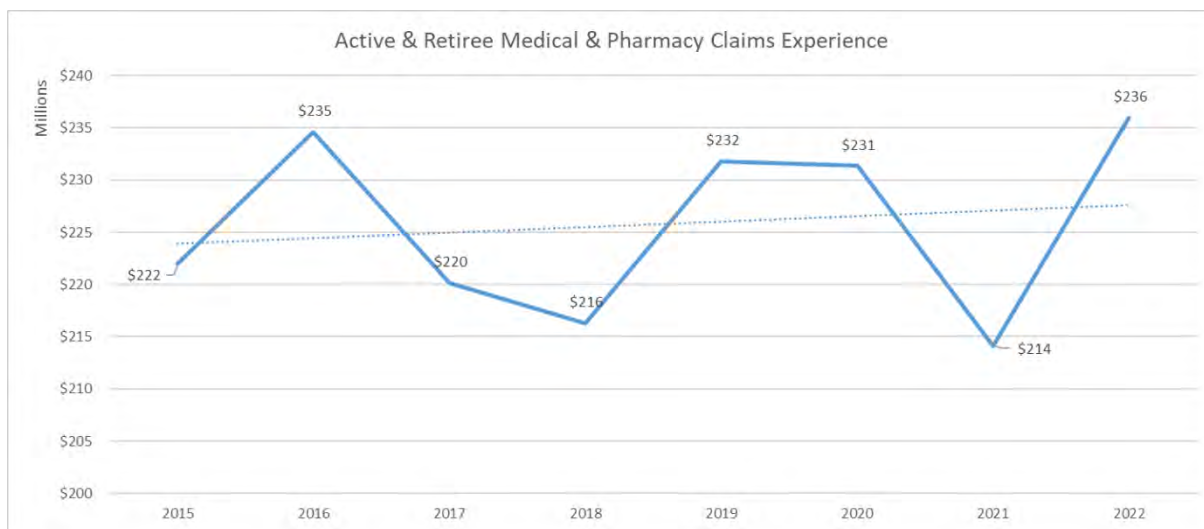
Employees who are exempt, or paid an annual salary, account for 52% of the leave spend. The University does not experience replacement costs for these employees during their absence.

III. Medical and Pharmaceutical Trends

As a self-insured plan, the University's medical fund includes the total cost of claims incurred for employees and retirees not enrolled in a University sponsored Medicare Advantage plan. The total claims cost is covered by the employer and employee premium contributions. By nature, medical and pharmaceutical claims can fluctuate significantly from

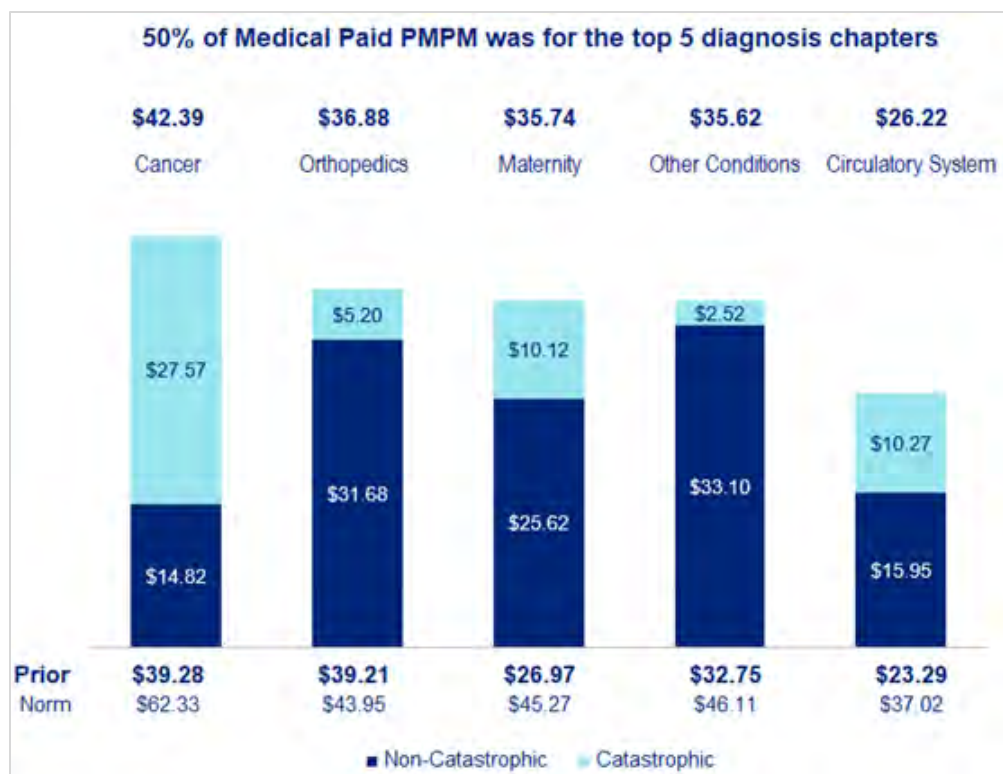
one year to the next, depending on plan design changes and catastrophic cases experienced by the plan.

In 2022, the plan saw an increase in claims cost after a year when claims were down significantly. The industry is seeing a return to care that was delayed during the pandemic resulting in greater consumption of medical care by employees. The FDA approval of gene therapy drugs is also expected to increase claims costs over time. Aggregate cost increases are averaging 6% per year amongst other employer-sponsored plans. Adjustments to the university's medical plans have controlled claims cost, which has increased only 2% on average over the past eight years. The below market increases have resulted from active management of the plan and implementing design changes. Cost control is important as the claims experience of the plans impacts the operating budgets and employee premiums.



High-Cost Drivers

Medical claims spend in 2022 were primarily driven by five high-cost drivers: neoplasms (cancer), musculoskeletal system (orthopedics), maternity, general care such as wellness visits and checkups, and circulatory system. Cancer was the University's top medical spend diagnosis in 2022. Per member per month claims costs increased by 7.9% to \$42.39 in this category due to an increase in catastrophic claims costs (claims more than \$100k). The University's paid per member per month costs are below United Healthcare book-of-business norm. Additional details of each high-cost driver are highlighted in the chart below.



Catastrophic Claims

A catastrophic claim is defined as \$100k or more in medical costs. Each year, catastrophic claims comprise a significant amount of medical spend. The following were cost drivers for 2022:

- 29% of total spend in the medical plans was incurred by 212 catastrophic claims. Of those 212, the top 10 highest cost claims contributed \$8.9 million, or 6% of total spend.
- UM's PPO Plan was the top contributor to overall catastrophic cost, followed by the Columbia Custom Network Plan and the Healthy Savings Plan.
- Inpatient hospital costs are the single largest cost contributor for catastrophic events and related almost exclusively to the administration of radiotherapy/chemotherapy and inpatient room costs for cancer patients. Maternity is the second highest category for catastrophic claims, followed by cardiac and circulatory system as the third highest catastrophic diagnosis category.
- The number of catastrophic claims per 1,000 members increased from the prior period by 9.6%.

Mental Health

Benchmarking shows that the use of behavioral health services increased for most employers in 2022. The University experienced an 18.9% increase in per member per month costs for behavioral health services for a per member per month cost of \$15.15. While this is an increase for the University, this cost remains below the United Healthcare book of business norm of \$32.70 per member per month. Specifically, anxiety, depression, and stressor-related disorders had the highest increase in the mental health category for 2022.

Through United Healthcare Behavioral Health Services, the University offers a nationwide provider network, virtual care options, as well as digital and online tools to help employees and dependents with mental health care. The University's employer-sponsored Employee Assistance Program offers free, confidential services for employees, their dependents, and organizational work units.

Virtual Visits

While virtual care dropped in 2022, virtual visits remain well above pre-pandemic norms. In 2019 there were 21.9 virtual visits per 1000 visits, and in 2022 virtual visits remained much higher at 638.3 visits per 1000 visits. The shift from in-person to virtual visits, for which the cost is nearly half the cost of an in-person visit, has aided in mitigating the University's overall medical costs.

Urgent Care

Urgent Care visits increased by 2.2% in 2022. The top three visit reasons by primary diagnosis are upper respiratory infections, immunizations and screenings for infections, and viral infections. Visits for immunizations and screening visits are down 60.7%. These visits also included testing that occurred for suspected COVID exposure. Other upper respiratory infections increased by 11.1%, and viral infections are up 51.7%.

Emergency Room Claims

Emergency room net cost per member per month decreased by 1.6% in 2022, and at the same time, have seen an increase in visits per 1,000 of 1.4%. The number of abdominal pain-related emergency room medical claims increased by 16.7% in 2022 to make it the second-highest primary diagnosis behind nonspecific chest pain at 7.4 visits per 1,000.

IV. Key Steps to Manage Plan Costs

Cost control measures resulted in \$0 premium cost increases for active employees in 2022, following an increase of only 1% for active employee plans in 2021. A comparison of 2021 to 2022 active employee premiums by tier level is available in Appendix A.

Reoccurring administrative and benefit design programs which influence member behavior and mitigate cost increases on an annual basis, include:

- **SaveOnSP** is a prescription copay savings program with Express Scripts that utilizes Affordable Care Act state benchmarks to maximize the value of manufacturer copay assistance programs for certain specialty prescriptions. The 2022 net savings were \$3.7M. Cost of the program in 2022 was \$1.2M.
- **Radiology/Cardiology Prior Authorization** is a program to consistently manage imaging and cardiac procedures through evidence-based medicine. The program helps promote the appropriate utilization of imaging and cardiac procedures and addresses variations in the quality and safety of care provided to plan members. The University's actual results show net savings for 2022 of \$1.01 per member per month or \$480,310. The cost for this program in 2021 was \$159,847.
- **Onsite Wellness Coordinator.** The UnitedHealthcare onsite wellness coordinator engages employees in making better healthcare decisions, provides health education to groups and individuals through in-person and virtual classes, coordinates onsite events

(including health fairs, health screenings, weight loss, and fitness challenges), and serves as point of contact for these programs. Better health is expected to reduce plan costs. The program cost is included in the United Healthcare base administration fee.

- **Mizzou Specialty Pharmacy is an in-network provider for the Columbia Custom Network Plan.** The annual savings to the benefit plan in 2022 was \$1.5M. There are no administrative costs for this program.
- **Real Appeal** is an online weight loss program focused on members' goals, nutrition, and exercise. It offers resources, personalized tools, support, and weekly coaching. The continued positive impact this program has on members with circulatory concerns, diabetes, pre-diabetes, and weight management is estimated to reduce cost drivers by a net savings of \$2.1M over three years. 2,493 plan members have enrolled in the program from 2017 through 2022. There are no administrative costs for this program.
- **Advanced Analytics and Recovery Services** deliver a retrospective paid claim review where claims will be re-examined monthly for up to 12 months utilizing expertise in data analysis, investigation, identification, and recovery. The estimated net savings for 2022 were \$570,211. The program cost is based on a percentage (24%) of realized plan savings.
- **Onsite Nurse Program.** The UHC onsite nurse is a resource for members to utilize for various healthcare needs. The program helps increase preventative care visits, assists members in utilizing appropriate care settings, and promotes the use of United HealthCare and the University of Missouri tools and resources to reduce claim costs. The program cost is included in the United Healthcare base administration fee.
- **Arthroscopy Medical Necessity Bundle.** This is a process for determining whether services, tests and procedures are cost-effective, and identifying opportunities to move from higher-cost hospital settings to an Ambulatory Surgical Center setting, when applicable. The estimated net savings for 2022 was \$125,050. There are no administrative costs for this program.
- **Medical Necessity Review** for genetic testing, inflammatory medications, functional endoscopic sinus surgery, hysterectomy, and sinuplasty was implemented at no additional cost to the University. Genetic testing estimated savings through 2022 were \$299,000.
- **Enhanced billing audit** is a pre and post-payment review based on provider and facility-based audits. The audit includes review of claims using algorithmic pattern combinations, artificial healthcare intelligence, and manual clinical review of medical records. The 2022 savings were \$2,367,674 versus a fee of \$377,323.
- **Focused claims review** is designed to catch inaccuracies through targeted reviews by UHC specialty-aligned, board-certified physicians. The 2022 savings were \$50,476 versus a fee of \$3,211.
- **Credit balance recovery program** is a retrospective recovery service that helps facilitate research and resolve overpaid claims. The 2022 savings were \$54,320 versus a fee of \$3,592.
- **See Appendix B** for a detail of plan design changes effective 2022.

Columbia Custom Network Plan Shared Savings Agreement

The Columbia Custom Network Plan (CNP) was created in 2015 and has since grown from 30% of members to over 60% of eligible members enrolled in the plan in 2023. The change redirected significant volume through the University's healthcare system (MUHC) in exchange for reduced rates and closer management of medical expenses.

To manage the plan, UM benefits works collaboratively with MUHC leadership and physicians to review healthcare consumption, set up appropriate incentives for providers and patients, and monitor the overall quality of care.

In 2021 a revised 3-year shared savings agreement was established, updating the original 2015 agreement. The 2021 agreement is focused on providing strategic direction for the Custom Network Plan, prioritizing work to increase quality, and reducing costs for the eligible employees who participate in the plan.

Components of the shared savings program include:

- Methodology for cost targets that if met allow for shared savings between the parties.
- Established quality metrics and targets for patient care.
- Established care management performance metrics and targets.
- A governance structure that includes a Joint Operating Group and an Executive Governance Committee.
- Ongoing work groups to review and reduce out-of-network claims, lower prescription costs, and establish reporting deliverables for the Joint Operating Group.

Dental and Vision RFP

A Request for Proposal (RFP) process for dental administrative services and vision insurance coverage was conducted in 2022. The University approved to remain with Delta Dental as the dental plan administrator and add a second buy-up dental plan option that offers a lower deductible and orthodontic coverage. Employees who elect the dental Buy-Up plan pay 100% of the difference between the Base and Buy-Up plan. The University approved to transition vision insurance from EyeMed to Vision Service Plan (VSP). Both recommendations apply to active and retiree dental and vision plans and were effective January 2023.

Retiree Medical Cost Control

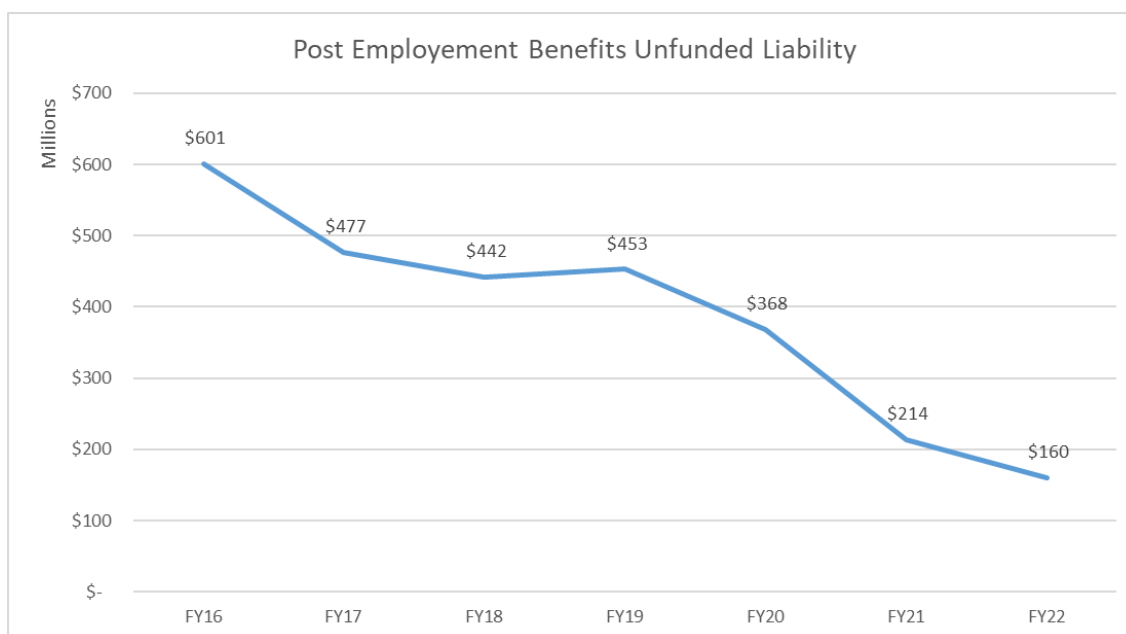
As discussed above under "Benefit Plans for Eligible Retirees," the University closed the retiree health and welfare plans for active employees in December 2017 with a phaseout of access to benefits based upon age and years of service. This had impact on the Other Post Employee Benefit (OPEB) liability held by the University, reducing the unfunded liability from \$601M to \$477M between FY16 and FY17. Since this change, the University has taken additional cost saving and liability actions, which has reduced the unfunded liability further to \$160M in FY22.

The implicit subsidy was eliminated to fully cost retiree medical plans in the University's self-funded plans. Historically, for pre-65 retirees, the University's active medical plans

subsidized non-Medicare retiree premiums. In 2018, the University implemented a phased approach for pre-65 retiree premium rates to move toward fully costed premiums eliminating the implicit subsidy by 2023.

The University's Medicare Advantage Plan and Part D prescription coverage are fully insured products through United Healthcare. The benefit was competitively bid in 2021 for the 2022 plan year. The bid process integrated Part D coverage with the same vendor to drive a better price with rate guarantees provided through plan year 2024. The University's contributions for the Medicare Advantage and Part D prescription coverage decreased by 60% between 2021 and 2022 from \$5.8M to \$2.3M. Retirees also realized savings, reducing their total premium contribution by 12% from \$9.4M to \$8.4M. These actions led to financial impacts not only on the annual cash flow but also the OPEB liability valuation.

With the above cost savings measures and closing the OPEB plan, the liability has decreased by 73% since FY16. Prior to the retiree medical cost control measures, this liability was projected to be over \$1B.



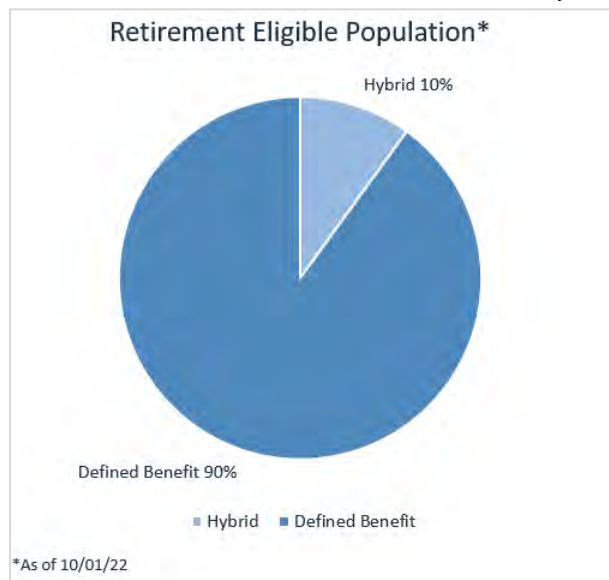
V. Retirement Plan Trends & Management

Retirement Eligible Population

As of 10/1/22, a total of 27.6% of University employees enrolled in a core retirement plan with a pension benefit (The DB Plan or the Hybrid Plan), are currently eligible for retirement. Of these retirement eligible employees, 90% are enrolled in the DB Plan. In addition:

- 7.2% (835 employees), are at full retirement having attained at leave age 65 with at least 5 years of service or age 62 with at least 25 years of service.
- 20.4% (2368 employees) are eligible for early retirement having attained at least age 55-59 with at least 10 years of service or age 60 with at least 5 years of service.

In fact, of the total members in the DB Plan, 45% are retirement-eligible compared to only 6% of the total members enrolled in the Hybrid Plan.

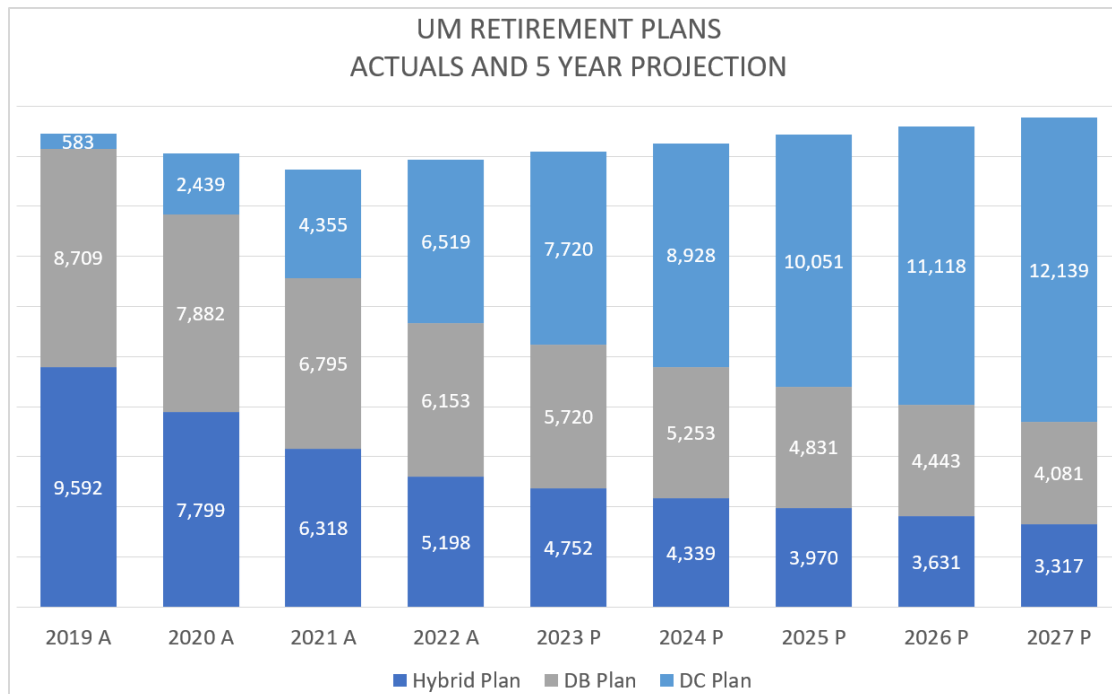


Retirement Plan Management

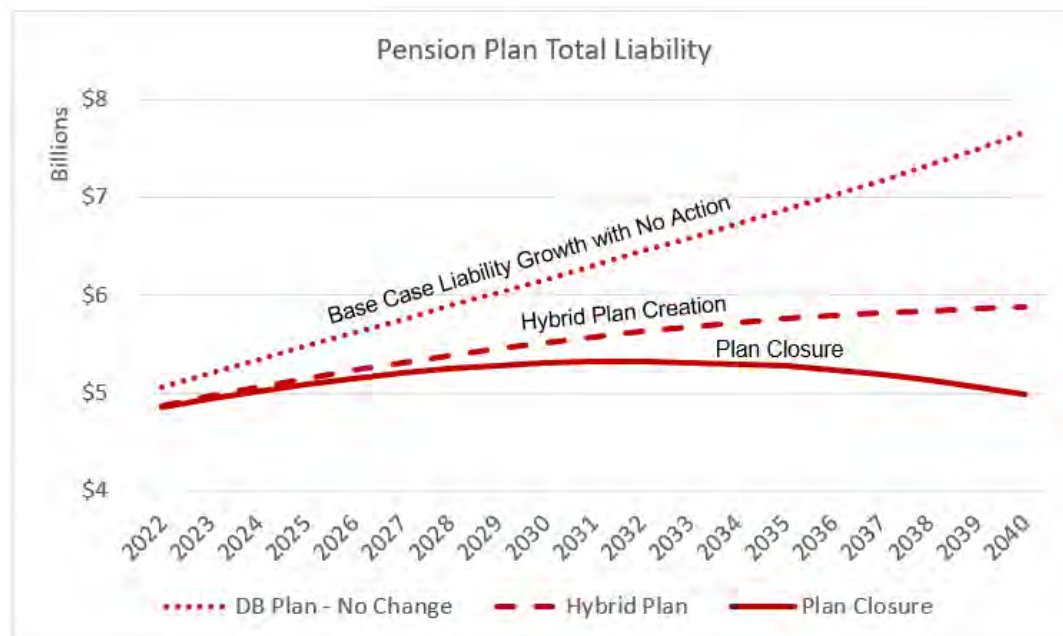
The University has been a leader in the public pension space, taking action to manage cost and liability growth in ways that many other public pensions have not over the past decade. These efforts have been ongoing since 2010:

- 2010 - Added an employee contribution requirement; established a stabilization reserve to control contribution volatility.
- 2012 – Transition to 50% defined benefit and 50% defined contribution benefit in the Hybrid Plan for new employees.
- 2019 – Pension plan closed to new entrants, transitioning new and rehired employees to 100% Defined Contribution Plan.
- 2022 – Implemented of the Defined Benefit Plan Financial Management Policy.

Defined Benefit Plan Closure: The University closed the DB Plan and Hybrid Plan to new entrants and implemented the DC Plan effective 10/1/2019. According to the most recent Department of Labor Survey of public pension plans that changed benefits, 98% remained open for new employees to access a pension benefit. Said another way, only 2% of public pension plans have closed to new entrants. The following chart shows that by closing the DB Plan and Hybrid Plan to new or rehired employees, enrollment in the DC Plan will increase as the pension plan populations retire or separate employment. By 2027, 62% of the eligible population is expected to be in the DC Plan, compared to 36% in 2022.

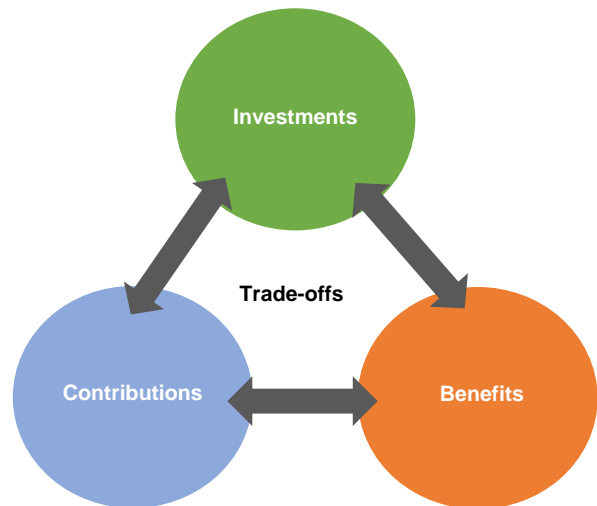


Today, the pension plan (or “the Plan”) total liability of \$5.4B is \$230M lower from the creation of the Hybrid plan and \$25M lower from the closure of the pension plan just three years ago. By 2040, that variance in liability without actions taken is 2.6B. Pension liability is a long-term obligation; realizing liability savings takes time and should be managed with the Financial Management Policy implemented. While closed to new participants since October 2019, annual benefit payments under the Plan are projected to continue growing through 2043, and based on current mortality assumptions, benefit payments by the Plan will continue well past 2090. The total remaining benefit payments over the life of the Plan are projected to be more than \$19B.



Financial Management Policy: During FY22, the University undertook a process to review the status of the Plan to develop a strategy to align contribution and investment strategies consistent with a plan closed to new entrants. The Financial Management Policy, *CRR 530.020*, outlines principles for managing and improving the funding status of the Plan, while balancing short-term needs of the University with the long-term obligations of the Plan.

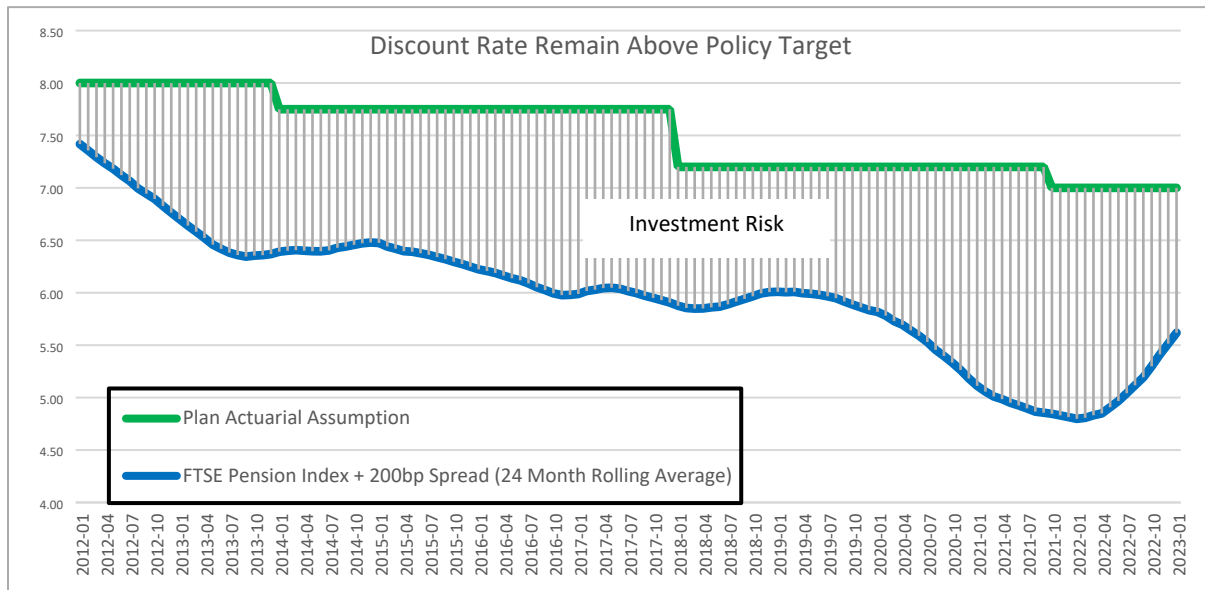
Managing a pension plan can be described by the formula: Contributions + Investments = Benefits Paid. Benefits are established for members by the Plan. Contributions come from the University's operating budgets, and any amount into the pension offsets some return on mission. Investment returns are the most significant contributor towards the pension fund, but the volatility and risk of investment returns ultimately impacts the operating budget. The new financial management policy outlines the tradeoffs within this formula, prioritizing meeting the full commitment to plan members while balancing investment risk and contribution impact on other university priorities.



Given the magnitude and longevity of the Plan's liabilities, the policy established the following:

- **Contributions:** The University established a minimum contributions requirement to maintain, at a minimum, the contribution level towards the unfunded liability at the time of implementation. This floor ensures that contributions will not fall until the Plan reaches a reasonable level of risk for a closed plan. The policy controls the volatility of pension contributions on budgets to the extent possible. The retirement stabilization fund, created in 2010 following the financial crisis, will be utilized to control the volatility until exhausted.
- **Investments:** As a closed plan to new entrants, annual contributions going into the Plan will decline over time, leaving it increasingly reliant on investment income and ultimately, the Plan's assets to fund the Plan's liabilities. Therefore, the policy directs management to continue to de-risk the Plan until the discount rate reaches Financial Times Stock Exchange (FTSE) Pension Liability Index plus 2%. This target aligns with the risk level of private market pension plans, which is how credit rating agencies evaluate pension plan funding and stability. The move towards market rates will eventually allow the risk in the Plan's assets to align with the market risk of the Plan's liabilities, fully funding the closed plan at a private market rate. The current discount rate of 7% is above the current 5.3% policy target. The 7% discount rate aligns with averages for public pension plans, but the policy will move the University away from this practice over time as the Plan is part of only 2% of public plans that are closed. As investment gains are realized over time, the discount rate will

continue until it reaches the target. The last decade of history of the University discount rate and policy target is illustrated in the following chart.



- Benefits:** Given the magnitude of the Plan’s liabilities and the additional risks inherent in managing a closed plan, benefit increases are prohibited. Any benefit increases would increase the Plan’s total and unfunded liability, which this policy seeks to limit to the extent possible. The goal of the policy is to direct resources towards reducing risk within the Plan to ensure the contractual benefit is stable for all members.

Lastly, the policy establishes funding guardrails to ensure the Plan is managed within a reasonable funding level within every five-year period. If the Plan falls below 75% funded or moves above 95% funded, management must present the Board with a plan to improve the Plan’s funded status or propose changes to reduce investment or benefit risk within the Plan. The new review corridors ensure the Board receives an update outside of the five-year assumption review if the Plan falls below expectations. Moving above or below the funding corridors force a review of contribution, investment, and benefit strategies.

Continued Action on the Pension: In addition to the policy principles, administration has explored ways to further reduce the growth of the pension liability. At the April 2023 Board meeting, administration will request approval of a plan amendment for an Optional Terminated Vested Buyout program. This program will be a one-time offer for employees who had terminated their employment prior to April 1, 2023. The offer is an option for eligible members to cash out their pension benefit as an enhanced lump-sum. This program provides those terminated employees an opportunity to gain control of their benefit and related investment returns. This program does not impact current employee or retirees. The University gains the benefit of reducing the number of plan members and achieves a marginal reduction in the total unfunded liability.

Actuarial Report: Defined Benefit Plan

Each year, the University completes an actuarial valuation for the University of Missouri's pension plan (the Retirement, Disability and Death Benefit Plan, or “the Plan”), which provides information about the funding status of the Plan and the required contribution for the upcoming fiscal year. The University has always made the actuarially determined required contribution into the Plan.

Due to investment losses of 5.37% and other negative experience in actual versus expected experience, the actuarial unfunded liability grew from \$1.037B to \$1.199B as of 10/1/2022. The growth in unfunded liability decreased the Plan’s actuarial funding ratio to 78.0% from the prior year’s funding ratio of 79.9%. The actuarial funding ratio remains within the corridor of 75% to 95% funded. The unfunded liability contribution is 8.06% of total University benefit eligible salaries, which exceeds the 7.26% minimum requirement outlined in the Financial Management Policy. Therefore, the minimum contribution per the policy is equal to the actuarial determined contribution (ADC) outline in the enclosed report.

VI. Strategic Direction

2022 Impact Summary and Road Map

The Office of Human Resources developed a three-year road map to provide a line of sight over multiple years, ensuring we support the strategic direction of the University.

Results of previous years’ roadmap priorities are summarized below.

2022 Action	Outcome
Continue UM / MUHC Medical Plan work and potential expanded programming	Work ongoing and continue to explore potential expanded programming
Introduce Phase I of narrow network plan option for UMKC and Missouri S&T	Completed, making Tiered PPO Plan option available to all employees outside of CNP counties
Explore enhanced network solutions to improve participant health and manage costs	Implemented UHC care management programs and cost savings initiatives; conducted COBRA audit
Explore requirements for provider cost transparency	UHC <i>Transparency in Coverage</i> link has been added to the website per HHS requirements.
Conduct analysis of decrease to the remaining UM implicit subsidy for pre-65 health coverage	Retiree premiums are fully rated starting in 2023, eliminating the implicit subsidy
Conduct and implement any changes from Dental / Vision RFP	Expanded dental to include buy-up plan option with orthodontia; changed vision provider to VSP
Evaluate voluntary benefit plans	Explored short-term disability option and plan design

The detailed Roadmap for 2023-2025 is available in Appendix C.

2023 Pay Structure Review and Total Rewards Evaluation

The University partnered with Willis Towers Watson (Global Executive Compensation Consulting Firm) in 2014 to implement a Global Grading Structure (GGS) for non-academic staff positions. The structure is maintained by participating in regular compensation surveys, assessing salary structure on a regular basis with the external market, and range adjustments as necessary to ensure we are recruiting and retaining valuable employees.

The University is partnering with Willis Towers Watson again to conduct a compliance and market evaluation of the GGS structure. This initiative completes the following analysis:

- Job evaluation methodology,
- Market pricing methodology and structure alignment,
- Application of administration guidelines, and
- A thorough job-level realignment and market pricing assessment.

Concurrently, the University is also utilizing Aon's Benefit Index Tool to benchmark the competitive value of total rewards (benefits, retirement, paid time off, compensation, etc.). This analysis will pair with the University's compensation data and will allow the University to see how our benefits compare to others and will support the further development of our multi-year strategy roadmap.

PTO implementation

In the September 2022 meeting, the Board of Curators approved a Paid-Time Off (PTO) program for staff (and some eligible faculty) to begin January 2024. Employees will also have paid parental leave, caregiver leave, and short-term disability to cover their extended time away from work for qualifying leave events. Because of the 24/7 nature of health care and best practices in the health care industry, MU Health Care hourly (non-exempt) employees also will be eligible for an annual PTO cash-in option.

Work teams are continuing to develop implementation plans. Currently, a Request for Proposal (RFP) is being completed for life, leave and disability vendors, which we intend to finalize by June 2023. Stakeholder representatives are being engaged to participate in this process.

Human Resources is regularly engaging with stakeholder groups to share updates and gather input. In Spring and Fall of 2023, information sessions and trainings will be held with each campus to continue to inform and educate employees and supervisors about the new plan. Information will continue to be updated and accessible beyond implementation to ensure employees and supervisors are supported.

VIII. Acknowledgment of the Total Rewards Advisory Committee (TRAC)

Thank you for the opportunity to provide this annual report. We look forward to continued improvements to ensure competitive and financially sustainable benefit and retirement programs for the University of Missouri System.

Input and feedback were received from the Total Rewards Advisory Committee (TRAC) on the actions in this report. TRAC is comprised of a faculty and a staff member from each campus, a hospital representative, and a retiree representative. Members continue to be actively engaged in benefit, retirement, compensation, policy analysis, and related discussions for the University of Missouri.

APPENDIX A – PREMIUM COMPARISON

	2021 Premiums			2022 Premiums			Cost Difference		
	EE Premium	ER Contribution	Total	EE Premium	ER Contribution	Total	EE Premium	ER Contribution	Total
PPO									
Self	\$176	\$589	\$765	\$176	\$589	\$765	\$0	\$0	\$0
Self + Sp	\$417	\$1,220	\$1,637	\$426	\$1,242	\$1,668	\$9	\$22	\$31
Self + Ch	\$374	\$1,152	\$1,526	\$391	\$1,204	\$1,595	\$17	\$52	\$69
Family	\$632	\$1,848	\$2,480	\$661	\$1,933	\$2,594	\$29	\$85	\$114
CNP									
Self	\$84	\$461	\$545	\$84	\$461	\$545	\$0	\$0	\$0
Self + Sp	\$232	\$934	\$1,166	\$236	\$951	\$1,187	\$4	\$17	\$21
Self + Ch	\$203	\$884	\$1,087	\$212	\$924	\$1,136	\$9	\$40	\$49
Family	\$366	\$1,401	\$1,767	\$383	\$1,467	\$1,850	\$17	\$66	\$83
HSP									
Self	\$58	\$385	\$443	\$58	\$385	\$443	\$0	\$0	\$0
Self + Sp	\$160	\$788	\$948	\$164	\$802	\$966	\$4	\$14	\$18
Self + Ch	\$133	\$751	\$884	\$141	\$783	\$924	\$8	\$32	\$40
Family	\$258	\$1,179	\$1,437	\$273	\$1,232	\$1,505	\$15	\$53	\$68
RHP									
Self	Varies	Varies	\$725	Varies	Varies	\$843	Varies	Varies	\$118
Self + Sp	Varies	Varies	\$1,552	Varies	Varies	\$1,823	Varies	Varies	\$271
Self + Ch	Varies	Varies	\$1,450	Varies	Varies	\$1,724	Varies	Varies	\$274
Family	Varies	Varies	\$2,349	Varies	Varies	\$2,797	Varies	Varies	\$448
MA									
Self	Varies	Varies	\$562	Varies	Varies	\$635	Varies	Varies	\$73
Self + Sp	Varies	Varies	\$1,203	Varies	Varies	\$1,373	Varies	Varies	\$170
Self + Ch	Varies	Varies	\$971	Varies	Varies	\$1,298	Varies	Varies	\$327
Family	Varies	Varies	\$1,584	Varies	Varies	\$2,106	Varies	Varies	\$522

APPENDIX B – SUMMARY OF 2022 BENEFIT PLAN DESIGN CHANGES

MEDICAL PLAN DESIGN RECOMMENDATIONS FOR 2022

In 2022 the medical plan saw an increase in claims cost after having a year where claims were down. The industry is seeing a return to care that was delayed during the pandemic resulting in more costly claims. Self-insured medical plans are expected to experience a 5-7% increase in claims expense on average each year. The university has experienced an average of 2% increase in claims expense over the past eight years due to steps taken to reduce health care costs.

Plan design changes implemented for 2022:

ACTIVE MEDICAL AND PHARMACY PLANS

PPO Changes:

- Expanded Tier PPO plan to include all counties outside of the Custom Network counties

Changes to PPO and Custom Network Plan:

- Increase out of pocket maximum to IRS limit

Changes to all plans:

- Durable medical equipment benefit changed to deductible and coinsurance rather than copay structure, a cost neutral change for members and the plan in aggregate:
 - Simplifies claims administration
 - Reduces probability of claims processing errors

RETIREE MEDICAL AND PHARMACY PLANS

Pre-65 Retire Health Plans (RHP)

The RHP plans have traditionally been subsidized by the active plans, creating an implicit subsidy paid by UM for retiree medical claims. For the past four years UM has been transitioning a portion of the full premium cost to RHP members in order for the plan to be self-supporting and reduce UM's OPEB liability.

Medicare Retiree Plans

The University's Medicare Advantage Plan and Part D prescription coverage are fully insured products through United Healthcare. It was competitively bid in 2021 for the 2022 plan year. The bid process integrated Part D coverage with the same vendor to drive a better price with rate guarantees provided through plan year 2024. The University's contribution for the Medicare Advantage and Part D prescription coverage decreased by 60% between 2021 and 2022 from \$5.8M to \$2.3M. Retirees also realized savings, reducing their total premium contribution by 12% from \$9.4M to \$8.4M. This is considered a significant financial impact not only on the annual cash flow but also the OPEB liability valuation. Prior to the retiree medical cost control measures, this liability was projected to be over \$1B.

HEALTHY SAVINGS PLAN | What You Pay for Covered Expenses in 2021/2022

		2021 HEALTHY SAVINGS PLAN		2022 HEALTHY SAVINGS PLAN	
		In-network	Out-of-network**	In-network	Out-of-network**
DEDUCTIBLE	Medical deductible	\$1,750/self \$3,500/family* (combined)	\$3,500/self \$7,000/family* (combined)	\$1,750/self \$3,500/family* (combined)	\$3,500/self \$7,000/family* (combined)
	Rx deductible				
SERVICES	Preventive care	\$0	35% or more after deductible	\$0	35% or more after deductible
	Primary care	15% after deductible	35% or more after deductible	15% after deductible	35% or more after deductible
	Specialist care	15% after deductible	35% or more after deductible	15% after deductible	35% or more after deductible
	Urgent care	15% after deductible	35% or more after deductible	15% after deductible	35% or more after deductible
	Lab and x-ray	15% after deductible	35% or more after deductible	15% after deductible	35% or more after deductible
	Outpatient care	15% after deductible	35% or more after deductible	15% after deductible	35% or more after deductible
	Inpatient care (incl. maternity delivery)	15% after deductible	35% or more after deductible	15% after deductible	35% or more after deductible
	Durable medical equipment	15% after deductible	35% or more after deductible	15% after deductible	35% or more after deductible
	Emergency room	15% after deductible	15% or more after deductible	15% after deductible	15% or more after deductible
	Ambulance	15% after deductible	15% or more after deductible	15% after deductible	15% or more after deductible
	Rx drug: Retail ■ Formulary generic ■ Formulary brand ■ Non-formulary brand	15% after deductible	35% or more after deductible	15% after deductible	35% or more after deductible
Rx	Rx drug: Mail*** ■ Formulary generic ■ Formulary brand ■ Non-formulary brand	15% after deductible	35% or more after deductible	15% after deductible	35% or more after deductible
OUT-OF-POCKET	Medical limit	\$3,500/self \$7,000/family* (combined)	\$7,000 or more/self \$14,000 or more/family* (combined)	\$3,500/self \$7,000/family* (combined)	\$7,000 or more/self \$14,000 or more/family* (combined)
	Rx limit				

*Considerations for "self" and "family" are different for the Healthy Savings Plan than for the Custom Network and PPO Plans. See the glossary (umurl.us/glossary) for details.

**Refer to the Summary Plan Description (SPD) for additional details on allowable and eligible expenses when using an out-of-network provider.

***90-day fill/refill at Mizzou pharmacies at same cost as mail order.

CUSTOM NETWORK PLAN | What You Pay for Covered Expenses in 2021/2022

		2021 CUSTOM NETWORK PLAN		2022 CUSTOM NETWORK PLAN	
DEDUCTIBLE		In-network	Out-of-network**	In-network	Out-of-network**
		\$200/ <u>self</u> \$600/family	\$1,500/ <u>self</u> \$4,500/family*	\$200/ <u>self</u> \$600/family	\$1,500/ <u>self</u> \$4,500/family*
SERVICES	Rx deductible	Retail: \$50/person Mail order: \$0/person	Retail: \$50/person Mail order: \$0/person	Retail: \$50/person Mail order: \$0/person	Retail: \$50/person Mail order: \$0/person
	Preventive care	\$0	50% or more after deductible	\$0	50% or more after deductible
	Primary care	\$15 copay/visit	50% or more after deductible	\$15 copay/visit	50% or more after deductible
	Specialist care	\$40 copay/visit	50% or more after deductible	\$40 copay/visit	50% or more after deductible
	Urgent care	\$50 copay/visit	\$50 copay/visit or more	\$50 copay/visit	\$50 copay/visit or more
	Lab and x-ray*****	\$5 (basic)/\$100 (advanced)	50% or more after deductible	\$5 (basic)/\$100 (advanced)	50% or more after deductible
	Outpatient care	10% after deductible	50% or more after deductible	10% after deductible	50% or more after deductible
	Inpatient care (incl. maternity delivery)	10% after deductible	50% or more after deductible	10% after deductible	50% or more after deductible
	Durable medical equipment	\$75 copay	50% or more after deductible	10% after deductible	50% or more after deductible
	Emergency room	\$250 copay/visit after deductible	\$250 copay/visit or more after deductible	\$250 copay/visit after deductible	\$250 copay/visit or more after deductible
	Ambulance	\$200 copay/occurrence after deductible	\$200 or more copay/occurrence after deductible	\$200 copay/occurrence after deductible	\$200 or more copay/occurrence after deductible
	Rx	Greater of (after Rx deductible): ▪ \$7 copay/20% coinsurance ▪ \$15 copay/25% coinsurance ▪ \$30 copay/50% coinsurance	Greater of (after Rx deductible): ▪ \$30 copay or 50% network costs after annual deductible****	Greater of (after Rx deductible): ▪ \$7 copay/20% coinsurance ▪ \$15 copay/25% coinsurance ▪ \$30 copay/50% coinsurance	Greater of (after Rx deductible): ▪ \$30 copay or 50% network costs after annual deductible****
OUT-OF-POCKET	Rx drug: Retail	Greater of: ▪ \$15 copay/20% coinsurance ▪ \$30 copay/25% coinsurance ▪ \$60 copay/50% coinsurance	Greater of: ▪ \$30 copay or 50% network costs after annual deductible****	Greater of: ▪ \$15 copay/20% coinsurance ▪ \$30 copay/25% coinsurance ▪ \$60 copay/50% coinsurance	Greater of: ▪ \$30 copay or 50% network costs after annual deductible****
	Rx drug: Mail***	Greater of: ▪ \$15 copay/20% coinsurance ▪ \$30 copay/25% coinsurance ▪ \$60 copay/50% coinsurance	Greater of: ▪ \$30 copay or 50% network costs after annual deductible****	Greater of: ▪ \$15 copay/20% coinsurance ▪ \$30 copay/25% coinsurance ▪ \$60 copay/50% coinsurance	Greater of: ▪ \$30 copay or 50% network costs after annual deductible****
	Medical limit	\$3,500/ <u>self</u> \$7,000/family*	\$10,500 or more/ <u>self</u> \$21,000 or more/family*	\$3,500/ <u>self</u> \$7,000/family*	\$10,500 or more/ <u>self</u> \$21,000 or more/family*
OUT-OF-POCKET	Rx limit	\$5,050/ <u>self</u> \$10,100/family*		\$5,200/ <u>self</u> \$10,400/family*	

*Considerations for "self" and "family" are different for the Healthy Savings Plan than for the Custom Network and PPO Plans. See the glossary (umurl.us/glossary) for details.

**Refer to the Summary Plan Description (SPD) for additional details on allowable and eligible expenses when using an out-of-network provider.

***90-day fill/refill at Mizzou pharmacies at same cost as mail order.

****Member will be required to pay the difference between non-participating pharmacy and participating pharmacy charge.

***** For lab and x-ray services, "Basic" includes services such as x-ray, blood work, lipid panel, etc. "Advanced" includes services such as CT scan, PET scan, MRI, etc.

PPO PLAN | What You Pay for Covered Expenses in 2021/2022

		2021 PPO PLAN (with Tiered Feature available in Kansas City)		2022 PPO PLAN (with Tiered Feature available in Kansas City and Rolla)			
		In-network	Out-of-network**	In-network		Out-of-network**	
DEDUCTIBLE	Medical deductible	Rolla and KC Tiered: \$500/self; \$1,500/family* Columbia and St. Louis: \$800/self; \$2,400/family	Rolla and KC Tiered: \$1,000/self; \$3,000/family* Columbia and St. Louis: \$1,600/self; \$4,800/family	Tiered PPO Plan: \$500/self; \$1,500/family*	PPO Plan: \$800/self; \$2,400/family *	Tiered PPO Plan: \$1,000/self; \$3,000/family*	PPO Plan: \$1,600/self; \$4,800/family*
	Rx deductible	Retail: \$75/person Mail order: \$0/person	Retail: \$75/person Mail order: \$0/person	Retail: \$75/person Mail-order: \$0/person			
SERVICES	Preventive care	\$0	40% or more after deductible	\$0		40% or more after deductible	
	Primary care	KC Tiered: Tier 1 (▼▼): \$15 copay/visit; Tier 2 (▼): \$25 copay/visit Regular: \$20 copay/visit	40% or more after deductible	Tiered PPO Plan: Tier 1 (▼▼): \$15 copay/visit; Tier 2 (▼): \$25 copay/visit PPO Plan: \$20 copay/visit		40% or more after deductible	
	Specialist care	KC Tiered: Tier 1 (▼▼): \$35 copay/visit; Tier 2 (▼): \$40 copay/visit Regular: \$40 copay/visit	40% or more after deductible	Tiered PPO Plan: Tier 1 (▼▼): \$35 copay/visit; Tier 2 (▼): \$40 copay/visit PPO Plan: \$40 copay/visit		40% or more after deductible	
	Urgent care	KC Tiered: \$50 copay/visit Regular: \$50 copay/visit	40% or more after deductible	\$50 copay/visit		40% or more after deductible	
	Lab and x-ray*****	Applicable coinsurance after deductible^	40% or more after deductible	Applicable coinsurance after deductible^		40% or more after deductible	
	Outpatient care	Applicable coinsurance after deductible^	40% or more after deductible	Applicable coinsurance after deductible^		40% or more after deductible	
	Inpatient care (incl. maternity delivery)	Applicable coinsurance after deductible^	40% or more after deductible	Applicable coinsurance after deductible^		40% or more after deductible	
	DME	\$75 copay	40% or more after deductible	Applicable coinsurance after deductible^		40% or more after deductible	
	Emergency room	\$250 copay/occurrence after deductible	\$250 copay/occurrence or more after deductible	\$250 copay/visit after deductible		\$250 copay/visit or more after deductible	
	Ambulance	\$200 copay/occurrence after deductible	\$200 or more copay/occurrence after deductible	\$200 copay/occurrence after deductible		\$200 or more copay/occurrence after deductible	
	Rx drug: Retail/Mail*** ▪ Formulary generic ▪ Formulary brand ▪ Non-formulary brand	Greater of copay or coinsurance after deductible: ▪ \$7 (retail) and \$15 (mail) or 20% ▪ \$15 (retail) and \$30 (mail) or 25% ▪ \$30 (retail) and \$60 (mail) or 50%	Greater of \$30 copay or 50% network cost after deductible****	Greater of copay or coinsurance after deductible: ▪ \$7 (retail) and \$15 (mail) or 20% ▪ \$15 (retail) and \$30 (mail) or 25% ▪ \$30 (retail) and \$60 (mail) or 50%		Greater of \$30 copay or 50% network cost after deductible****	
OUT-OF-POCKET	Medical limit	\$3,500/self; \$7,000/family*	\$10,500 or more/self; \$21,000 or more/family*	\$3,500/self; \$7,000/family*		\$10,500 or more/self; \$21,000 or more/family*	
	Rx limit	\$5,050/self; \$10,100/family*		\$5,200/self; \$10,400/family*			

^ 2021 in-network coinsurance- Rolla: 10% after deductible; Columbia and St. Louis: 20% after deductible; KC Tiered: Tier 1- 10% after deductible and Tier 2- 20% after deductible.

2022 in-network coinsurance- PPO Plan: 20% after deductible; Tiered PPO: Tier 1- 10% after deductible and Tier 2- 20% after deductible.

*Considerations for "self" and "family" are different for the Healthy Savings Plan than for the Custom Network and PPO Plans. See the glossary (umurl.us/glossary) for details.

**Refer to the Summary Plan Description (SPD) for additional details on allowable and eligible expenses when using an out-of-network provider.

90-day fill/refill at Mizzou pharmacies at same cost as mail order. *Member will be required to pay the difference between non-participating pharmacy and participating pharmacy charge

APPENDIX C— BENEFITS AND RETIREMENT ROADMAP

HEALTH PLAN ROADMAP

	2023	2024	2025
Health Plan & Ancillary Benefits	<p>Implement new shared programming with MUHC; review 340b pricing structure compared to manufacturer rebates</p> <p>Extend or renegotiate CNP agreements</p> <p>Continue to evaluate and implement, as appropriate, enhanced vendor solutions to improve participant health and manage costs</p> <p>Explore requirements for provider cost transparency</p> <p>Fully funded pre-65 member premiums effective</p> <p>Short-term disability RFP and implementation for 2024; evaluate buy-up option</p> <p>Buy-up dental plan effective</p> <p>Change in vision plan administration to VSP effective</p> <p>Conduct FMLA / LTD / Life / STD vendor RFP</p> <p>Policy review for tuition assistance fee structure</p> <p>Annual plan benchmarking with recommendations</p> <p>Evaluate centralizing EAP services systemwide</p>	<p>Extend or renegotiate CNP agreements based on 2023 action</p> <p>Evaluate / expand programming with MUHC</p> <p>Continue to evaluate and implement, as appropriate, enhanced vendor solutions to improve participant health and manage costs</p> <p>Ensure compliance with required provider cost transparency</p> <p>Short-term disability effective</p> <p>Communicate simplified retiree premium structure</p> <p>Implement any changes to FMLA / LTD / Life / STD vendor changes</p> <p>Evaluate overall effectiveness and Member experience of the Health Plan</p> <p>Evaluate simplified retiree premium structure</p> <p>Annual plan benchmarking with recommendations</p>	<p>Extend or renegotiate CNP agreements based on 2024 action</p> <p>Evaluate / expand programming with MUHC</p> <p>Conduct medical plan RFP and implementation for 2026</p> <p>Assess HSA, FSA, COBRA and EAP vendors</p> <p>Evaluate membership across plans and refresh migration strategy</p> <p>Continue to evaluate and implement, as appropriate, enhanced vendor solutions to improve participant health and manage costs</p> <p>Continue to evaluate pre-65 medical plan options</p> <p>Evaluate Provider cost and quality transparency tools</p> <p>Continue to evaluate and implement voluntary plan offerings</p> <p>Implement simplified retiree premium structure</p> <p>Annual plan benchmarking with recommendations</p>

RETIREMENT ROADMAP

	2023	2024	2025
Retirement Programs	<p>Continue to evaluate alignment of retirement plan cost, contribution, and benefit value</p> <p>Continue use of DB plan levers to manage unfunded liability</p> <p>Implement funding policy for unfunded DB liability</p> <p>Outsource additional pension administration tasks to co-source partner, including automating pension option selection</p> <p>Implement automation of pension option elections</p> <p>Annual plan benchmarking with recommendations</p> <p>Enhance employee support tools, including updated video education</p> <p>Analyze Secure 2.0 approved legislation</p>	<p>Continue alignment of retirement plan cost, contribution, and benefit value</p> <p>Continue use of DB plan levers to manage unfunded liability</p> <p>Monitor impact of DB discount rate change</p> <p>Achieve optimal balance for co-sourced/outsourced pension administration</p> <p>Third-party fee review of DC plans</p> <p>Annual plan benchmarking with recommendations</p> <p>Implement Secure 2.0 required administrative changes</p> <p>Evaluate Secure 2.0 discretionary enhancements</p>	<p>Explore market trends such as phased retirement programs</p> <p>Continue to evaluate plan membership shifts and impact to administration</p> <p>Annual plan benchmarking with recommendations</p> <p>Continue to monitor Secure 2.0</p> <p>Implement Secure 2.0 approved discretionary enhancements</p>

OTHER PROGRAMS

	2023	2024	2025
Leave Programs	Finalize project plan and resource needs for PTO implementation Develop robust communications for current employee transition Identify and develop communications for employees hired during implementation Partner with Finance for management of leave banks for current employees Conduct RFPs, select vendors as needed	New PTO program effective Post-implementation communication Post-implementation evaluation and recommendations for any needed follow up Partner with Finance to implement resolution of employee leave banks Monitor and report on caregiver leave utilization	Stabilize programs and evaluate impact of changes
Compensation	Document annual compensation cycle and recommend adjustments Update process for salary structure review and recommendations Complete full market and job analysis with 2023 market benchmarks Ongoing compensation training with HR Service Partners Create document review cycle and identify needed resources	Implement annual compensation cycle, including outcomes and recommendations Update and implement training for managers and HR Partners Executive compensation review and benchmarking Update support documents as indicated by document cycle review	Implement annual compensation cycle, including outcomes and recommendations Update and implement training for managers and HR Partners Update support documents as indicated by document cycle review

	2023	2024	2025
Employee Wellbeing	Continue working with UHC Wellness and Nurse Liaisons to plan and implement activities for Total Wellbeing initiatives	Evaluate Total Wellbeing outcomes and adjust/ explore new programs.	Communicate Total Wellbeing outcomes, evaluate ongoing effectiveness and adjust/explore new programs as needed.
Continuous Improvement	Benchmark, evaluate and operationalize continuous improvement	Benchmark, evaluate and operationalize continuous improvement	Benchmark, evaluate and operationalize continuous improvement
Engagement	Complete Benefit Index comparator study, with recommended future changes UM System customer service survey of admirative units	Implement recommended changes Monitor actions taken as a result of the survey	Evaluate impact of changes and potential future adjustments

APPENDIX D – Annual Retirement, Disability, and Death Benefit Plan Actuarial Valuation (as of October 1, 2022)

University of Missouri Retirement, Disability, and Death Benefit Plan

Actuarial Valuation and Review as of October 1, 2022



March 14, 2023

Board of Curators
University of Missouri
Columbia, MO 65211

Dear Board Members:

We are pleased to submit this Actuarial Valuation and Review as of October 1, 2022. It summarizes the actuarial data used in the valuation, analyzes the preceding year's experience, and establishes the funding requirements for the University's fiscal year July 1, 2023 – June 30, 2024.

This report was prepared in accordance with generally accepted actuarial principles and practices at the request of the Board to assist in administering the Retirement Plan. The census information and financial information on which our calculations were based was prepared by the staff of the University. That assistance is gratefully acknowledged.

Segal does not audit the data provided. The accuracy and comprehensiveness of the data is the responsibility of those supplying the data. To the extent we can, however, Segal does review the data for reasonableness and consistency. Based on our review of the data, we have no reason to doubt the substantial accuracy of the information on which we have based this report and we have no reason to believe there are facts or circumstances that would affect the validity of these results.

The measurements shown in this actuarial valuation may not be applicable for other purposes. Future actuarial measurements may differ significantly from the current measurements presented in this report due to such factors as the following: plan experience differing from that anticipated by the economic or demographic assumptions; changes in economic or demographic assumptions; and changes in plan provisions or applicable law.

The actuarial calculations were directed under the supervision of Joshua Kaplan. I am a member of the American Academy of Actuaries and I meet the Qualification Standards of the American Academy of Actuaries to render the actuarial opinion herein. To the best of my knowledge, the information supplied in this actuarial valuation is complete and accurate, except as noted in *Section 4*. The assumptions used in this actuarial valuation were selected by the Board of Curators based upon my analysis and recommendations. In my opinion, the assumptions are reasonable and take into account the experience of the Plan and reasonable expectations.

We look forward to reviewing this report with you and to answering any questions.

Sincerely,
Segal

A handwritten signature in black ink, appearing to read "Joshua Kaplan", is positioned above a horizontal line.

Joshua Kaplan, FSA, FCA, MAAA, EA
Senior Vice President and Actuary

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Section 1: Actuarial Valuation Summary

Purpose and basis

This report has been prepared by Segal to present a valuation of the Plan as of October 1, 2022. The valuation was performed to determine whether the assets and contributions are sufficient to provide the prescribed benefits.

The contribution requirements presented in this report are based on:

- The benefit provisions of the Plan, as administered by the Board of Curators;
- The characteristics of covered active members, inactive vested members, and retired members and beneficiaries as of September 30, 2022, provided by the University;
- The assets of the Plan as of September 30, 2022, provided by the University;
- Economic assumptions regarding future salary increases and investment earnings;
- Other actuarial assumptions regarding employee terminations, retirement, death, etc. and
- The funding policy adopted by the University.

Certain disclosure information required by GASB Statements No. 67 and 68 for a June 30, 2022 for the Plan is provided in a separate report.

Valuation highlights

1. Segal strongly recommends an actuarial funding method that targets 100% funding of the actuarial accrued liability. Generally, this implies payments that are ultimately at least enough to cover normal cost, interest on the unfunded actuarial accrued liability and the principal balance. The funding policy adopted by the University meets this standard.
2. The rate of return on the market value of assets was -5.4% for the year ending September 30, 2022. The return on the actuarial value of assets was 7.4% for the same period due to the recognition of prior years' investment gains and losses. This resulted in an actuarial gain when measured against the assumed rate of return of 7.0%. Given the target asset allocation and expectations of future investment returns for various asset classes, we advise the Board to continue to monitor actual and anticipated investment returns relative to the assumed long-term rate of return on investments of 7.0%. The investment experience in the past years has only been partially recognized in the actuarial value of assets.
3. As the deferred net loss is recognized in future years, the cost of the Plan is likely to increase unless the net loss is offset by future experience. The recognition of the net deferred loss of \$98.8 million will also have an impact in the future funded ratio. If the net deferred loss was recognized immediately in the actuarial value of assets, the ADEC would increase from \$153.8 million to \$164.3 million, or 6.8%.

Changes from prior valuation

4. The funded ratio (the ratio of the actuarial value of assets to actuarial accrued liability) is 78.1%, compared to the prior year funded ratio of 79.9%. This ratio is one measure of funding status, and its history is a measure of funding progress. Using the market value of assets, the funded ratio is 76.3%, compared to 88.4% as of the prior valuation date. These measurements are not necessarily appropriate for assessing the sufficiency of the plan assets to cover the estimated cost of settling the Plan's benefit obligation or the need for or the amount of future contributions.
5. The ADEC for the year beginning July 1, 2023 is \$153.8 million, an increase of \$16.5 million from last year. As a percentage of payroll of members in the defined benefit plan, the employer contribution rate is 17.30% for Level 1 members and 13.83% for Level 2 members (15.85% combined) and is based on the funding policy adopted by the University which includes level amortizations of the total plan liability in accordance with the amortization base schedule shown in Exhibit D.

Risk

6. It is important to note that this actuarial valuation is based on plan assets as of September 30, 2022. The Plan's funded status does not reflect short-term fluctuations of the market, but rather is based on the market values on the last day of the plan year. Moreover, this actuarial valuation does not include any possible short-term or long-term impacts on mortality of the covered population that may emerge after September 30, 2022 due to COVID-19. Segal is available to prepare projections of potential outcomes of market conditions and other demographic experience upon request.
7. Since the actuarial valuation results are dependent on a given set of assumptions, there is a risk that emerging results may differ significantly as actual experience proves to be different from the assumptions. We have not been engaged to perform a detailed analysis of the potential range of the impact of risk relative to the Plan's future financial condition, but have included a brief discussion of some risks that may affect the Plan in *Section 2*. A more detailed assessment would provide the Board with a better understanding of the inherent risks and could be important for the Plan because relatively small changes in investment performance can produce large swings in the unfunded liabilities.

Summary of key valuation results

		2022	2021
Contributions for July 1 of the following year	• Actuarially determined employer contributions	\$153,824,034	\$137,335,209
	• Level 1 employer ADC as a percent of payroll	17.30%	14.93%
	• Level 2 employer ADC as a percent of payroll	13.83%	11.40%
	• Total blended employer ADC as a percent of payroll	15.85%	13.39%
Actuarial accrued liability for plan year beginning October 1:	• Retired members and beneficiaries	\$2,722,676,602	\$2,634,671,676
	• Inactive vested members	520,452,690	385,529,175
	• Inactive members due a refund of employee contributions	13,365,547	11,845,765
	• Active members	2,192,479,943	2,123,396,578
	• Total	5,448,974,782	5,155,443,194
	• Normal cost for plan year beginning October 1	53,809,728	56,435,663
Assets for plan year beginning October 1:	• Market value of assets (MVA)	\$4,151,216,937	\$4,557,157,578
	• Actuarial value of assets (AVA)	4,250,030,226	4,118,886,076
	• Actuarial value of assets as a percentage of market value of assets	102.38%	90.38%
Funded status for plan year beginning October 1:	• Unfunded actuarial accrued liability on market value of assets	\$1,297,757,845	\$598,285,616
	• Funded percentage on MVA basis	76.18%	88.40%
	• Unfunded accrued liability on actuarial value of assets	\$1,198,944,556	\$1,036,557,118
	• Funded percentage on AVA basis	78.00%	79.89%
Key assumptions	• Net investment return	7.00%	7.00%
	• Inflation rate	2.20%	2.20%
Demographic data for plan year beginning October 1:	• Number of retired members and beneficiaries	11,746	11,479
	• Number of inactive vested members ¹	6,513	6,098
	• Number of inactive members due a refund of employee contributions	11,443	11,095
	• Number of active members Level 1 members	6,367	7,035
	• Number of active members Level 2 members	5,248	6,374
	• Average salary for Level 1 members	\$88,431	\$82,144
	• Total payroll for Level 1 members	\$563,042,597	\$577,882,493
	• Average salary for Level 2 members	\$77,687	\$70,248
	• Total payroll for Level 2 members	\$407,702,605	\$447,761,888

¹ Includes participants on long term disability who are continuing to accrue service

Important information about actuarial valuations

An actuarial valuation is a budgeting tool with respect to the financing of future projected obligations of a pension plan. It is an estimated forecast – the actual long-term cost of the plan will be determined by the actual benefits and expenses paid and the actual investment experience of the plan.

In order to prepare a valuation, Segal relies on a number of input items. These include:

Plan provisions	Plan provisions define the rules that will be used to determine benefit payments, and those rules, or the interpretation of them, may change over time. Even where they appear precise, outside factors may change how they operate. It is important to keep Segal informed with respect to plan provisions and administrative procedures, and to review the plan summary included in our report to confirm that Segal has correctly interpreted the plan of benefits.
Participant information	An actuarial valuation for a plan is based on data provided to the actuary by the System. Segal does not audit such data for completeness or accuracy, other than reviewing it for obvious inconsistencies compared to prior data and other information that appears unreasonable. It is important for Segal to receive the best possible data and to be informed about any known incomplete or inaccurate data.
Financial information	Part of the cost of a plan will be paid from existing assets — the balance will need to come from future contributions and investment income. The valuation is based on the asset values as of the valuation date, typically reported by the System. A snapshot as of a single date may not be an appropriate value for determining a single year's contribution requirement, especially in volatile markets. Plan sponsors often use an "actuarial value of assets" that differs from market value to gradually reflect year-to-year changes in the market value of assets in determining the contribution requirements.
Actuarial assumptions	In preparing an actuarial valuation, Segal starts by developing a forecast of the benefits to be paid to existing plan participants for the rest of their lives and the lives of their beneficiaries. This requires actuarial assumptions as to the probability of death, disability, withdrawal, and retirement of participants in each year, as well as forecasts of the plan's benefits for each of those events. In addition, the benefits forecasted for each of those events in each future year reflect actuarial assumptions as to salary increases and cost-of-living adjustments. The forecasted benefits are then discounted to a present value, typically based on an estimate of the rate of return that will be achieved on the plan's assets. All of these factors are uncertain and unknowable. Thus, there will be a range of reasonable assumptions, and the results may vary materially based on which assumptions are selected within that range. That is, there is no right answer (except with hindsight). It is important for any user of an actuarial valuation to understand and accept this constraint. The actuarial model may use approximations and estimates that will have an immaterial impact on our results. In addition, the actuarial assumptions may change over time, and while this can have a significant impact on the reported results, it does not mean that the previous assumptions or results were unreasonable or wrong.

The user of Segal's actuarial valuation (or other actuarial calculations) should keep the following in mind:

The actuarial valuation is prepared at the request of the University. Segal is not responsible for the use or misuse of its report, particularly by any other party.

An actuarial valuation is a measurement at a specific date — it is not a prediction of a plan's future financial condition. Accordingly, Segal did not perform an analysis of the potential range of financial measurements, except where otherwise noted.

If the University is aware of any event or trend that was not considered in this valuation that may materially change the results of the valuation, Segal should be advised, so that we can evaluate it.

Segal does not provide investment, legal, accounting, or tax advice. Segal's valuation is based on our understanding of applicable guidance in these areas and of the plan provisions, but they may be subject to alternative interpretations. The University should look to their other advisors for expertise in these areas.

While Segal maintains extensive quality assurance procedures, an actuarial valuation involves complex computer models and numerous inputs. In the event that an inaccuracy is discovered after presentation of Segal's valuation, Segal may revise that valuation or make an appropriate adjustment in the next valuation.

Segal's report shall be deemed to be final and accepted by the System upon delivery and review. Trustees should notify Segal immediately of any questions or concerns about the final content.

As Segal has no discretionary authority with respect to the management or assets of the Plan, it is not a fiduciary in its capacity as actuaries and consultants with respect to the Plan.

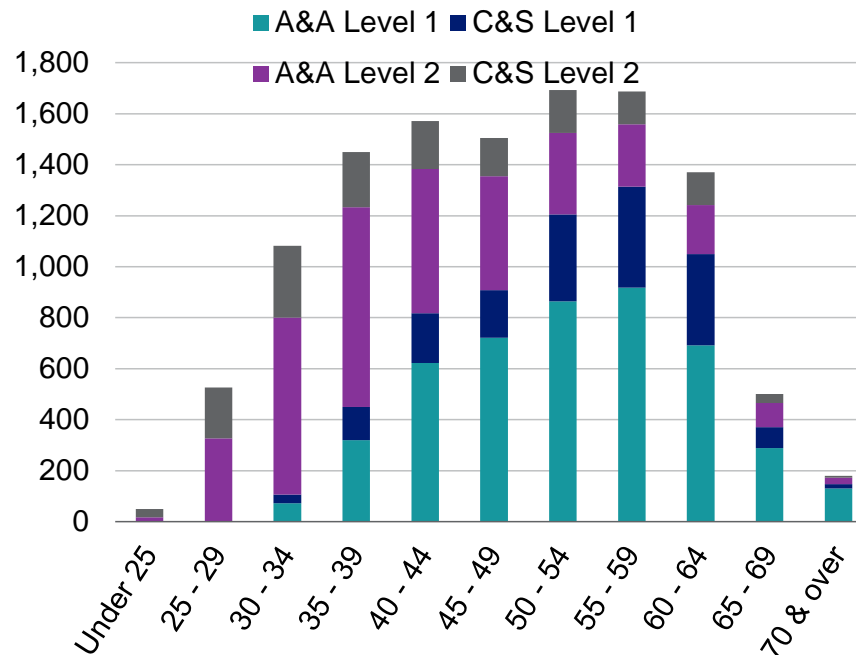
Section 2: Actuarial Valuation Results

Active members

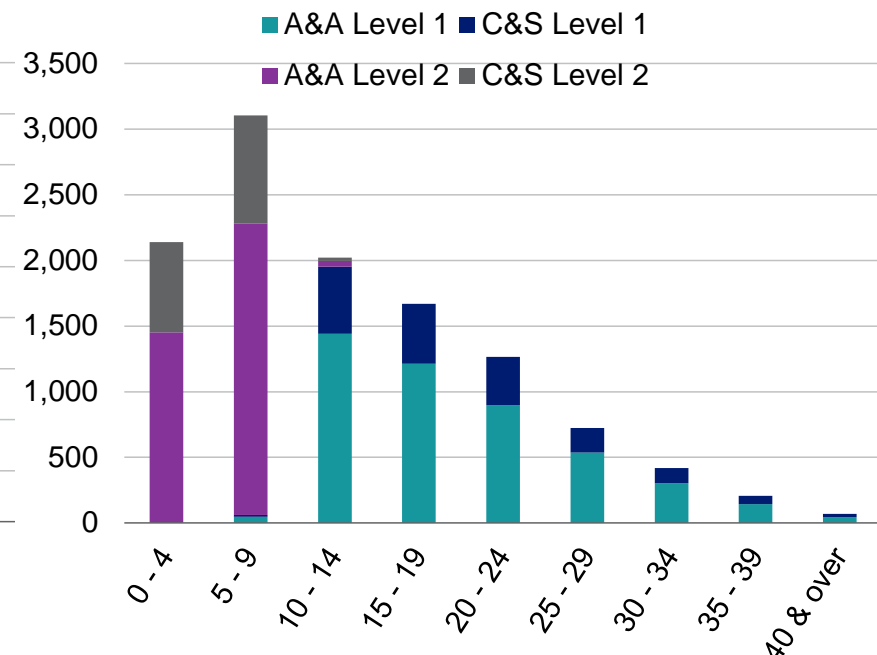
As of September 30,	2022	2021	Change
Active participants	11,615	13,409	-13.4%
Average age	48.4	47.1	1.3
Average years of service	13.4	12.0	1.4
Average compensation	\$83,577	\$76,489	9.3%
Academic & Administrative (A&A) percentage	71.8%	70.3%	N/A
Clerical & Service (C&S) percentage	28.2%	29.7%	N/A

Distribution of Active Members as of September 30, 2022

Actives by Age



Actives by Years of Service



Inactive members

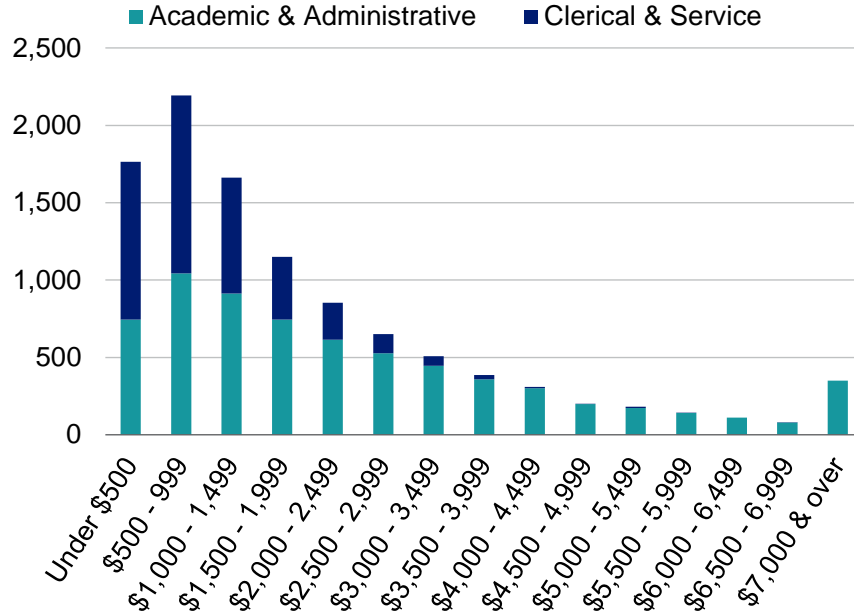
- In this year's valuation, there were 6,513 inactive members with a vested right to a deferred or immediate vested benefit. This includes members who are inactive due to long-term disability but who continue to accrue service. Of the 6,513 inactive vested members, 4,615 are Academic and Administrative and 1,898 are Clerical and Service.
- In addition, there were 11,443 inactive members entitled to a return of their employee contributions.

Retired members and beneficiaries

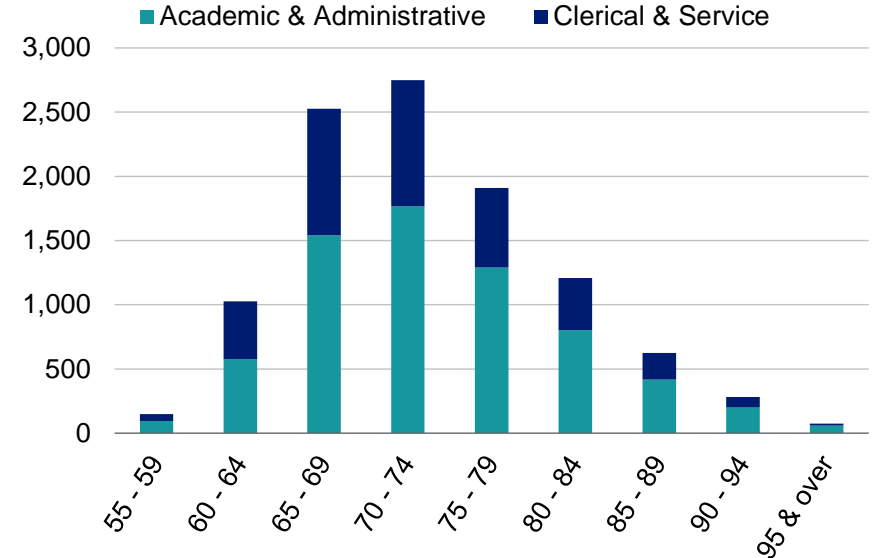
As of September 30,	2022	2021	Change
Retired participants	10,620	10,370	2.4%
Average age	73.2	73.0	0.2
Average amount for A&A	\$2,574	\$2,542	1.3%
Average amount for C&S	\$1,065	\$1,048	1.6%
Beneficiaries	1,126	1,109	1.5%
Total monthly amount	\$23,203,455	\$22,257,283	4.3%

Distribution of Retired Members as of September 30, 2022

By Monthly Amount



By Age



Financial information

- It is desirable to have level and predictable plan costs from one year to the next. For this reason, the Board of Curators has approved an asset valuation method that gradually adjusts to market value. Under this valuation method, the full value of market fluctuations is not recognized in a single year and, as a result, the asset value and the plan costs are more stable. The amount of the adjustment to recognize market value is treated as income, which may be positive or negative. Realized and unrealized gains and losses are treated equally and, therefore, the sale of assets has no immediate effect on the actuarial value.

Determination of Actuarial Value of Assets for Year Ended September 30, 2022

1	Market value of assets, September 30, 2022				\$4,151,216,937
2	Calculation of unrecognized return	Original Amount¹	Percent Deferred²	Unrecognized Amount³	
(a)	Year ended September 30, 2022	-\$553,527,683	80%	-\$442,822,146	
(b)	Year ended September 30, 2021	652,396,599	60%	391,437,960	
(c)	Year ended September 30, 2020	-71,077,937	40%	-28,431,174	
(d)	Year ended September 30, 2019	-94,989,646	20%	-18,997,929	
(e)	Year ended September 30, 2018	-15,015,791	0%	0	
(f)	Total unrecognized return				-\$98,813,289
3	Preliminary actuarial value: (1) - (2f)				4,250,030,226
4	Adjustment to be within 20% corridor				0
5	Final actuarial value of assets as of September 30, 2022: (3) + (4)				\$4,250,030,226
6	Actuarial value as a percentage of market value: (5) ÷ (1)				102.4%
7	Amount deferred for future recognition: (1) - (5)				-\$98,813,289

¹ Total return minus expected return on a market value basis

² Percent deferred applies to the current valuation year

³ Recognition at 20% per year over five years

Actuarial experience

To calculate any actuarially determined contribution, assumptions are made about future events that affect the amount and timing of benefits to be paid and assets to be accumulated. Each year actual experience is measured against the assumptions. If overall experience is more favorable than anticipated (an actuarial gain), any contribution requirement will decrease from the previous year. On the other hand, any contribution requirement will increase if overall actuarial experience is less favorable than expected (an actuarial loss).

Taking account of experience gains or losses in one year without making a change in assumptions reflects the belief that the single year's experience was a short-term development and that, over the long term, experience will return to the original assumptions. For contribution requirements to remain stable, assumptions should approximate experience. If assumptions are changed, the contribution requirement is adjusted to take into account a change in experience anticipated for all future years.

Actuarial Experience for Year Ended September 30, 2022

1	Gain/(loss) from investments ¹	\$14,236,113
2	Net gain/(loss) from salary	-60,206,073
3	Net gain/(loss) from other experience	-141,702,139
4	Net experience gain/(loss): 1 + 2 + 3	-\$187,672,099

¹ Details on next page

Investment experience

A major component of projected asset growth is the assumed rate of return. The assumed return should represent the expected long-term rate of return, based on the Plan's investment policy. The rate of return on the market value of assets was -5.37% for the year ended September 30, 2022.

For valuation purposes, the assumed rate of return on the actuarial value of assets for the year ended September 30, 2022 was 7.00%. The actual rate of return on an actuarial basis for the 2022 Plan Year was 7.35%. Since the actual return for the year was greater than the assumed return, the Plan experienced an actuarial gain during the year ended September 30, 2022 with regard to its investments.

Investment Experience

		Year Ended September 30, 2022	
		Market Value	Actuarial Value
1	Net investment income	-\$240,323,260	\$296,761,530
2	Average value of assets	4,474,348,888	4,036,077,386
3	Rate of return: 1 ÷ 2	-5.37%	7.35%
4	Assumed rate of return	7.00%	7.00%
5	Expected investment income: 2 x 4	313,204,422	282,525,417
6	Investment gain/(loss): 1 - 5	-\$553,527,682	\$14,236,113

Non-investment experience

Retirement experience

- During the year ended September 30, 2022, the number of retirements was greater than projected for academic and administrative employees and lower than projected for clerical and service employees.

Salary experience

- Between the 2021 and 2022 actuarial valuations, the average salary increased by 6.1% for academic and administrative employees and increased by 7.2% for clerical and service employees. These patterns were greater than assumed producing an actuarial loss of \$60.2 million.

Other experience

There are other differences between the expected and the actual experience that appear when the new valuation is compared with the projections from the previous valuation. These include:

- Mortality experience (more or fewer than expected deaths)
- The extent of turnover among members
- The number of disability retirements (more or fewer than projected)

Actuarial assumptions

- There are no assumption changes since the prior valuation.
- Details on actuarial assumptions and methods are in Section 4, Exhibit I.

Plan provisions

- There were no changes in plan provisions since the prior valuation.
- A summary of plan provisions is in Section 4, Exhibit II.

Unfunded Actuarial Accrued Liability

Development of Unfunded Actuarial Accrued Liability for Year Ended September 30, 2022

1	Unfunded actuarial accrued liability at beginning of year		\$1,036,557,118
2	Normal cost at beginning of year		54,415,173
3	Prior year's actuarially determined contribution (ADC) at beginning of year		-145,857,845
4	Interest on 1, 2 & 3		<u>66,158,011</u>
5	Expected unfunded actuarial accrued liability		\$1,011,272,457
6	Changes due to:		
	(a) Actuarial investment gain	-\$14,236,113	
	(b) Salary increases greater than expected	\$60,206,073	
	(c) Other (gain)/loss	\$141,702,139	
	Total changes		<u>\$187,672,099</u>
7	Unfunded actuarial accrued liability at end of year		\$1,198,944,556

Actuarially determined contribution

The actuarially determined employer contribution is equal to the employer normal cost payment and a payment on the unfunded actuarial accrued liability. As of October 1, 2022, the actuarially determined employer contribution is \$153,824,034, or 15.85% of projected payroll in aggregate, or 17.30% for Level 1 members and 13.83% for Level 2 members.

The methodology used to calculate the actuarially determined contribution separately amortizes the initial unfunded liability as of October 1, 2021 over 20 years, the impact of the assumption changes effective October 1, 2021 over 20 years, and future experience gains and losses over 25 and 15 years, respectively. See Section 3, Exhibit D for a schedule of amortization bases established under this methodology.

Note that the Plan uses a level dollar amortization schedule. Since the Plan is closed to new entrants and the active population and payroll are declining, the percent of payroll contribution rates reported herein as of October 1, 2022 may amortize the unfunded liability slower than the scheduled period when applied to the reduced payroll in the period July 1, 2023 – June 30, 2024. Note that payroll only applies to those actives who are members in this Plan

The contribution requirement as of October 1, 2022 is based on the data previously described, the actuarial assumptions and plan provisions described in Section 4, including all changes affecting future costs adopted at the time of the actuarial valuation, actuarial gains and losses, and changes in the actuarial assumptions.

Actuarially Determined Contribution for Year Beginning October 1

Contribution Requirements	2022			2021		
	Total Plan	Level One % of Projected Payroll	Level Two % of Projected Payroll	Total Plan	Level One % of Projected Payroll	Level Two % of Projected Payroll
1. Normal cost	\$53,809,770	7.03%	3.49%	\$56,435,663	7.08%	3.47%
2. Amortization of unfunded liability	<u>113,583,450</u>	<u>11.70%</u>	<u>11.70%</u>	<u>94,838,030</u>	<u>9.25%</u>	<u>9.25%</u>
3. Actuarially determined contribution 1 + 2	167,393,220	18.73%	15.19%	151,273,693	16.33%	12.71%
4. Expected employee contribution	<u>-13,569,186</u>	<u>-1.43%</u>	<u>-1.36%</u>	<u>-13,938,601</u>	<u>-1.39%</u>	<u>-1.32%</u>
5. Actuarially determined employer contribution 3 + 4	\$153,824,034	17.30%	13.83%	\$137,335,092	14.93%	11.40%

Reconciliation of actuarially determined contribution

The chart below details the changes in the actuarially determined contribution from the prior valuation to the current year's valuation.

Reconciliation of Actuarially Determined Contribution from October 1, 2021 to October 1, 2022

		Amount	% of Payroll
1	Actuarially determined contribution as of October 1, 2021	\$151,273,693	14.75%
2	Effect of salary loss	6,407,248	0.62%
3	Effect of investment (gain)/loss	-1,515,035	-0.15%
4	Net effect of other gains and losses on accrued liability	12,616,840	1.23%
5	Net effect of other changes, including composition and number of members	-1,389,526	-0.13%
6	Total change	\$16,119,527	1.57%
7	Total change in percentage due to payroll change	N/A	0.92%
8	Actuarially determined contribution as of October 1, 2022	\$167,393,220	17.24%

Minimum actuarially determined contribution

The Plan's financial management policy has a provision for a Minimum Actuarially Determined Contribution (MADC) that states that the amortization component of the ADC may not be lower than the amortization component of the ADC in the October 1, 2021 actuarial valuation until the plan is fully funded.

The amortization component of the ADC in the October 1, 2021 actuarial valuation is \$91,442,672, or 7.26% of total University payroll (for Level 1, Level 2, and Level 3 members). The amortization component of the October 1, 2022 ADC is \$109,516,889, or 8.06% of total payroll. Since this exceeds the October 1, 2021 value, as of October 1, 2022, the MADC is equal to the ADC.

Schedule of funding progress through September 30, 2022

Actuarial Valuation Date	Unfunded AAL (UAAL)	Funded Ratio MVA	Funded Ratio AVA	UAAL as a Percentage of Covered Payroll
10/01/2013	512,470,418	88.1%	85.2%	47.5%
10/01/2014	476,427,007	89.2%	86.9%	42.9%
10/01/2015	474,031,119	82.6%	87.4%	42.0%
10/01/2016	459,286,212	84.9%	88.2%	40.1%
10/01/2017	738,711,563	82.9%	82.9%	64.4%
10/01/2018	798,247,042	82.5%	82.1%	67.2%
10/01/2019	904,627,693	80.0%	80.6%	73.7%
10/01/2020	899,503,574	79.2%	81.2%	80.6%
10/01/2021	1,036,557,118	88.4%	79.9%	101.1%
10/01/2022	1,198,944,556	76.2%	78.0%	123.5%

History of ADC rates

History of Actuarially Determined Contributions: 2018 – 2022 Level One

Plan Year Beginning October 1	Normal Cost Percentage	Amortization Percentage	Total Contribution Rate	Employee Contribution Rate	Net Contribution Rate
2018	7.07%	5.69%	12.76%	1.36%	11.40%
2019	7.04%	6.33%	13.38%	1.37%	12.01%
2020	6.99%	7.04%	14.03%	1.37%	12.66%
2021	7.08%	9.25%	16.33%	1.39%	14.93%
2022	7.03%	11.70%	18.73%	1.43%	17.30%

History of Actuarially Determined Contributions: 2018 – 2022 Level Two¹

Plan Year Beginning October 1	Normal Cost Percentage	Amortization Percentage	Total Contribution Rate	Employee Contribution Rate	Net Contribution Rate
2018	3.32%	5.69%	9.01%	1.25%	7.76%
2019	3.34%	6.33%	9.68%	1.27%	8.41%
2020	3.35%	7.04%	10.39%	1.28%	9.11%
2021	3.47%	9.25%	12.71%	1.32%	11.40%
2022	3.49%	11.70%	15.19%	1.36%	13.83%

¹ Does not include contributions to the defined contribution plan for Level Two employees. The blended contribution rates shown are based on the total employee population and salaries as of the valuation date.

History of Actuarially Determined Contributions: 2018 – 2022

Blended Level One and Level Two¹

Plan Year Beginning October 1	Net Contribution Rate¹
2018	9.87%
2019	10.29%
2020	11.03%
2021	13.39%
2022	15.85%

¹ Does not include contributions to the defined contribution plan for Level Two employees. The blended contribution rates shown are based on the total employee population and salaries as of the valuation date.

Risk

The actuarial valuation results are dependent on a single set of assumptions; however, there is a risk that emerging results may differ significantly as actual experience proves to be different from the current assumptions.

We have not been engaged to perform a detailed analysis of the potential range of the impact of risk relative to the Plan's future financial condition but have included a brief discussion of some risks that may affect the Plan.

- Economic and Other Related Risks. Potential implications for the Plan due to the following economic effects (that were not reflected as of the valuation date) include:

- Volatile financial markets and investment returns lower than assumed
- High inflationary environment impacting salary increases
- Lingering direct and indirect effects of the COVID-19 pandemic

- Investment Risk (the risk that returns will be different than expected)

Since the Plan's assets are much larger than contributions, investment performance may create volatility in the actuarially determined contribution requirements. For example, for the prior plan year, if the actual return on market value were 1% different, the actuarially determined employer contribution would increase or decrease by \$4.6 million (0.5% of payroll) once fully recognized in the actuarial value of assets.

The market value rate of return over the last 10 years has ranged from a low of -5.4% to a high of 24.8%. Prior to the extreme high and low returns in the last 2 years, the rate of return has fluctuated from 13.7% to -1.9% over the same period.

- Longevity Risk (the risk that mortality experience will be different than expected)

The actuarial valuation includes an expectation of future improvement in life expectancy. Emerging plan experience that does not match these expectations will result in either an increase or decrease in the actuarially determined contribution.

- Contribution Risk (the risk that actual contributions will be different from actuarially determined contribution)

The Plan's funding policy requires payment of the actuarially determined contribution. As long as this policy is adhered to, contribution risk is negligible. Note, however, that the ADC as a percent of payroll shown in this report needs to be adjusted for the declining payroll base due to the plan closure. Simply paying the ADC percentages shown in this report will create a small contribution risk.

- Demographic Risk (the risk that participant experience will be different than assumed)

Examples of this risk include:

- Actual retirements occurring earlier or later than assumed. The value of retirement plan benefits is sensitive to the rate of benefit accruals and any early retirement subsidies that apply.
 - More or less active participant turnover than assumed.
 - Salary increases more or less than expected
- There are external factors including legislative or financial reporting changes that could impact the Plan's funding and disclosure requirements. While we do not assume any changes in such external factors, it is important to understand that they could have significant consequences for the Plan
- Actual Experience Over the Last Ten Years

Past experience can help demonstrate the sensitivity of key results to the Plan's actual experience. Over the past ten years:

- The funded percentage on the actuarial value of assets has ranged from a low of 78.0% to a high of 88.4% since 2013.

- Maturity Measures

As pension plans mature, the cash needed to fulfill benefit obligations will increase over time. Therefore, cash flow projections and analysis should be performed to assure that the Plan's asset allocation is aligned to meet emerging pension liabilities.

Currently the Plan has a non-active to active participant ratio of 1.57 as compared to 1.31 for the prior year.

For the prior year, benefits paid were \$165.6 million more than contributions received. Plans with high levels of negative cash flows may have a need for a larger allocation to income generating assets, which can create a drag on investment return.

- Detailed Risk Assessment

A more detailed assessment of the risks would provide the Board with a better understanding of the risks inherent in the Plan. This assessment may include scenario testing, sensitivity testing, stress testing, and stochastic modeling.

Section 3: Supplemental Information

Exhibit A: Table of Plan Demographics

Active Members

Category	Year Ended September 30		Change From Prior Year
	2022	2021	
Level One Academic & Administrative Members:			
• Number	4,626	5,023	-7.9%
• Average age	53.1	52.5	0.6
• Average years of service	19.6	18.5	1.1
• Average salary	\$103,278	\$97,121	6.3%
• Total payroll	\$477,764,515	\$487,838,675	-2.1%
Level One Clerical & Service Members:			
• Number	1,741	2,012	-13.5%
• Average age	53.4	52.8	0.6
• Average years of service	20.1	18.9	1.2
• Average salary	\$48,982	\$44,753	9.4%
• Total payroll	\$85,278,082	\$90,043,818	-5.3%
Level Two Academic & Administrative Members:			
• Number	3,716	4,409	-15.7%
• Average age	42.5	41.2	1.3
• Average years of service	5.9	4.8	1.1
• Average salary	\$91,220	\$83,996	8.6%
• Total payroll	\$338,973,664	\$370,337,868	-8.5%
Level Two Clerical & Service Members:			
• Number	1,532	1,965	-22.0%
• Average age	42.8	41.0	1.8
• Average years of service	5.8	4.6	1.2
• Average salary	\$44,862	\$39,402	13.9%
• Total payroll	\$68,728,941	\$77,424,020	-11.2%

Non-Active Members

Category	Year Ended September 30		Change From Prior Year
	2022	2021	
Inactive vested members¹	6,513	6,098	6.8%
Inactive members due a refund of employee contributions	11,443	11,095	3.1%
Retired members:			
• Number in pay status	10,620	10,370	2.4%
• Average age	73.2	73.0	0.2
• Average monthly benefit	\$2,033	\$1,996	1.9%
Beneficiaries:			
• Number in pay status	1,126	1,109	1.5%
• Average age	78.0	78.0	0.0
• Average monthly benefit	\$1,436	\$1,406	2.1%

¹ Includes participants on long term disability who are continuing to accrue service

Exhibit B: Members in Active Service as of September 30, 2022 by Age and Years of Service

Academic & Administrative, Level One

Age	Years of Service									
	Total	0 - 4	5 - 9	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 and over
Under 25	--	--	--	--	--	--	--	--	--	--
25 - 29	--	--	--	--	--	--	--	--	--	--
30 - 34	72	--	5	67	--	--	--	--	--	--
35 - 39	320	2	5	257	55	1	--	--	--	--
40 - 44	622	2	112	329	228	49	2	--	--	--
45 - 49	721		5	252	262	161	40	1	--	--
50 - 54	864	1	7	204	274	210	131	34	3	--
55 - 59	918	1	4	141	191	250	185	103	42	1
60 - 64	691	--	4	111	126	154	130	104	54	8
65 - 69	288	--	--	55	61	57	40	40	24	11
70 & over	130	--	--	24	15	16	21	21	20	26
Total	4,626	6	42	1,440	1,212	898	536	303	143	46

Academic & Administrative, Level Two

Age	Years of Service									
	Total	0 - 4	5 - 9	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 and over
Under 25	17	17	--	--	--	--	--	--	--	--
25 - 29	327	233	94	--	--	--	--	--	--	--
30 - 34	695	287	407	1	--	--	--	--	--	--
35 - 39	784	287	482	15	--	--	--	--	--	--
40 - 44	567	186	373	8	--	--	--	--	--	--
45 - 49	447	157	282	8	--	--	--	--	--	--
50 - 54	320	101	216	3	--	--	--	--	--	--
55 - 59	245	82	159	4	--	--	--	--	--	--
60 - 64	192	66	122	4	--	--	--	--	--	--
65 - 69	96	31	63	2	--	--	--	--	--	--
70 & over	26	6	20	--	--	--	--	--	--	--
Total	3,716	1,453	2,218	45	--	--	--	--	--	--

Clerical & Service, Level One

Age	Years of Service									
	Total	0 - 4	5 - 9	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 and over
Under 25	--	--	--	--	--	--	--	--	--	--
25 - 29	--	--	--	--	--	--	--	--	--	--
30 - 34	34	--	3	31	--	--	--	--	--	--
35 - 39	130	--	--	98	31	1	--	--	--	--
40 - 44	195	--	5	75	87	27	1	--	--	--
45 - 49	187	--	1	46	68	54	18	--	--	--
50 - 54	341	--	2	78	83	91	51	33	3	--
55 - 59	396	--	2	87	66	93	63	46	35	4
60 - 64	359	--	1	66	99	81	46	28	21	17
65 - 69	82	--	--	27	17	15	9	6	5	3
70 & over	17	--	--	4	6	4	1	2	--	--
Total	1,741	--	14	512	457	366	189	115	64	24

Clerical & Service, Level Two

Age	Years of Service									
	Total	0 - 4	5 - 9	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 and over
Under 25	32	29	3	--	--	--	--	--	--	--
25 - 29	199	117	82	--	--	--	--	--	--	--
30 - 34	281	118	161	2	--	--	--	--	--	--
35 - 39	216	92	122	2	--	--	--	--	--	--
40 - 44	188	81	104	3	--	--	--	--	--	--
45 - 49	150	61	86	3	--	--	--	--	--	--
50 - 54	168	66	97	5	--	--	--	--	--	--
55 - 59	129	60	62	7	--	--	--	--	--	--
60 - 64	128	50	78	--	--	--	--	--	--	--
65 - 69	35	10	23	2	--	--	--	--	--	--
70 & over	6	1	5	--	--	--	--	--	--	--
Total	1,532	685	823	24	--	--	--	--	--	--

Exhibit C Summary Statement of Income and Expenses on a Market Value Basis

	Year Ended September 30, 2022	Year Ended September 30, 2021
Net assets at market value at the beginning of the year	\$4,557,157,578	\$3,792,152,115
Contribution and other income:		
Employer contributions	\$118,991,535	\$115,319,994
Employee contributions	14,112,960	14,835,469
<i>Total contribution income</i>	<i>\$133,104,495</i>	<i>\$130,155,463</i>
Investment income:		
Interest, dividends, and other income	\$32,365,441	-\$1,723,698
Net gain/(loss) from sales of investments	113,485,934	550,049,508
Unrealized appreciation/(depreciation)	-373,876,736	387,828,924
Expenses	<u>-12,297,899</u>	<u>-16,297,834</u>
<i>Net investment income</i>	<i><u>-\$240,323,260</u></i>	<i><u>\$919,856,900</u></i>
Total income available for benefits	-\$107,218,765	\$1,050,012,363
Less disbursements:		
Benefit payments	-\$298,721,875	-\$285,006,900
<i>Net benefit payments and administrative expenses</i>	<i>-\$298,721,875</i>	<i>-\$285,006,900</i>
Change in reserve for future benefits	-\$405,940,641	\$765,005,463
Net assets at market value at the end of the year	\$4,151,216,937	\$4,557,157,578

Exhibit D: Table of Amortization Bases

Type	Date Established	Initial Period	Initial Amount	Annual Payment ¹	Years Remaining	Outstanding Balance
Initial Liability	10/01/2021	20	\$805,496,269	\$71,059,018	19	\$785,847,859
Change in Assumptions	10/01/2021	20	231,060,849	20,383,654	19	225,424,599
Change in Methodology	10/01/2022	19	97,072,052	8,777,583	19	97,072,052
Actuarial Loss	10/01/2022	15	90,600,047	9,296,634	15	90,600,047
Total				\$109,516,889¹		\$1,198,944,556

¹ This value is adjusted for timing when determining the ADC

Exhibit E: Definition of Pension Terms

The following list defines certain technical terms for the convenience of the reader:

Actuarial Accrued Liability for Actives:	The equivalent of the accumulated normal costs allocated to the years before the valuation date.
Actuarial Accrued Liability for Retirees and Beneficiaries:	Actuarial Present Value of lifetime benefits to existing retirees and beneficiaries. This sum takes account of life expectancies appropriate to the ages of the annuitants and the interest that the sum is expected to earn before it is entirely paid out in benefits.
Actuarial Cost Method:	A procedure allocating the Actuarial Present Value of Future Benefits to various time periods; a method used to determine the Normal Cost and the Actuarial Accrued Liability that are used to determine the actuarially determined contribution.
Actuarial Gain or Loss:	<p>A measure of the difference between actual experience and that expected based upon a set of Actuarial Assumptions, during the period between two Actuarial Valuation dates. To the extent that actual experience differs from that assumed, Actuarial Accrued Liabilities emerge which may be the same as forecasted, or may be larger or smaller than projected. Actuarial gains are due to favorable experience, e.g., assets earn more than projected, salary increases are less than assumed, members retire later than assumed, etc. Favorable experience means actual results produce actuarial liabilities not as large as projected by the actuarial assumptions. On the other hand, actuarial losses are the result of unfavorable experience, i.e., actual results yield actuarial liabilities that are larger than projected.</p>
Actuarially Equivalent:	Of equal Actuarial Present Value, determined as of a given date and based on a given set of Actuarial Assumptions.
Actuarial Present Value (APV):	<p>The value of an amount or series of amounts payable or receivable at various times, determined as of a given date by the application of a particular set of Actuarial Assumptions. Each such amount or series of amounts is:</p> <p>Adjusted for the probable financial effect of certain intervening events (such as changes in compensation levels, marital status, etc.)</p> <p>Multiplied by the probability of the occurrence of an event (such as survival, death, disability, withdrawal, etc.) on which the payment is conditioned, and</p> <p>Discounted according to an assumed rate (or rates) of return to reflect the time value of money.</p>

Actuarial Present Value of Future Benefits:	The Actuarial Present Value of benefit amounts expected to be paid at various future times under a particular set of Actuarial Assumptions, taking into account such items as the effect of advancement in age, anticipated future compensation, and future service credits. The Actuarial Present Value of Future Benefits includes the liabilities for active members, retired members, beneficiaries receiving benefits, and inactive members entitled to either a refund of member contributions or a future retirement benefit. Expressed another way, it is the value that would have to be invested on the valuation date so that the amount invested plus investment earnings would provide sufficient assets to pay all projected benefits and expenses when due.
Actuarial Valuation:	The determination, as of a valuation date, of the Normal Cost, Actuarial Accrued Liability, Actuarial Value of Assets, and related Actuarial Present Values for a plan, as well as Actuarially Determined Contributions.
Actuarial Value of Assets (AVA):	The value of the Plan's assets as of a given date, used by the actuary for valuation purposes. This may be the market or fair value of plan assets, but commonly plans use a smoothed value in order to reduce the year-to-year volatility of calculated results, such as the funded ratio and the Actuarially Determined Contribution.
Actuarially Determined:	Values that have been determined utilizing the principles of actuarial science. An actuarially determined value is derived by application of the appropriate actuarial assumptions to specified values determined by provisions of the Plan.
Actuarially Determined Contribution (ADC):	The employer's periodic required contributions, expressed as a dollar amount or a percentage of covered plan compensation, determined under the Plan's funding policy. The ADC consists of the Employer Normal Cost and the Amortization Payment.
Amortization Method:	A method for determining the Amortization Payment. The most common methods used are level dollar and level percentage of payroll. Under the Level Dollar method, the Amortization Payment is one of a stream of payments, all equal, whose Actuarial Present Value is equal to the Unfunded Actuarial Accrued Liability. Under the Level Percentage of Pay method, the Amortization Payment is one of a stream of increasing payments, whose Actuarial Present Value is equal to the Unfunded Actuarial Accrued Liability. Under the Level Percentage of Pay method, the stream of payments increases at the assumed rate at which total covered payroll of all active members will increase.
Amortization Payment:	The portion of the pension plan contribution, or ADC, that is intended to pay off the Unfunded Actuarial Accrued Liability.

Assumptions or Actuarial Assumptions:	<p>The estimates upon which the cost of the Plan is calculated, including:</p> <p><u>Investment return</u> - the rate of investment yield that the Plan will earn over the long-term future;</p> <p><u>Mortality rates</u> - the rate or probability of death at a given age for employees and retirees;</p> <p><u>Retirement rates</u> - the rate or probability of retirement at a given age or service;</p> <p><u>Disability rates</u> - the rate or probability of disability retirement at a given age;</p> <p><u>Withdrawal rates</u> - the rate or probability at which employees of various ages are expected to leave employment for reasons other than death, disability, or retirement;</p> <p><u>Salary increase rates</u> - the rates of salary increase due to inflation, real wage growth and merit and promotion increases.</p>
Closed Amortization Period:	A specific number of years that is counted down by one each year, and therefore declines to zero with the passage of time. For example, if the amortization period is initially set at 20 years, it is 19 years at the end of one year, 18 years at the end of two years, etc. See Open Amortization Period.
Decrements:	Those causes/events due to which a member's status (active-inactive-retiree-beneficiary) changes, that is: death, retirement, disability, or withdrawal.
Defined Benefit Plan:	A retirement plan in which benefits are defined by a formula based on the member's compensation, age and/or years of service.
Defined Contribution Plan:	A retirement plan, such as a 401(k) plan, a 403(b) plan, or a 457 plan, in which the contributions to the plan are assigned to an account for each member, the plan's earnings are allocated to each account, and each member's benefits are a direct function of the account balance.
Employer Normal Cost:	The portion of the Normal Cost to be paid by the employer. This is equal to the Normal Cost less expected member contributions.
Experience Study:	A periodic review and analysis of the actual experience of the Plan that may lead to a revision of one or more actuarial assumptions. Actual rates of decrement and salary increases are compared to the actuarially assumed values and modified based on recommendations from the Actuary.
Funded Ratio:	The ratio of the Actuarial Value of Assets (AVA) to the Actuarial Accrued Liability (AAL). Plans sometimes also calculate a market funded ratio, using the Market Value of Assets (MVA), rather than the AVA.
Investment Return:	The rate of earnings of the Plan from its investments, including interest, dividends and capital gain and loss adjustments, computed as a percentage of the average value of the fund. For actuarial purposes, the investment return often reflects a smoothing of the capital gains and losses to avoid significant swings in the value of assets from one year to the next.

Normal Cost:	The portion of the Actuarial Present Value of Future Benefits and expenses allocated to a valuation year by the Actuarial Cost Method. Any payment with respect to an Unfunded Actuarial Accrued Liability is not part of the Normal Cost (see Amortization Payment). For pension plan benefits that are provided in part by employee contributions, Normal Cost refers to the total of member contributions and employer Normal Cost unless otherwise specifically stated.
Open Amortization Period:	An open amortization period is one which is used to determine the Amortization Payment but which does not change over time. If the initial period is set as 30 years, the same 30-year period is used in each future year in determining the Amortization Period.
Unfunded Actuarial Accrued Liability:	The excess of the Actuarial Accrued Liability over the Valuation/Actuarial Value of Assets. This value may be negative, in which case it may be expressed as a negative Unfunded Actuarial Accrued Liability, also called the Funding Surplus or an Overfunded Actuarial Accrued Liability.
Valuation Date or Actuarial Valuation Date:	The date as of which the value of assets is determined and as of which the Actuarial Present Value of Future Benefits is determined. The expected benefits to be paid in the future are discounted to this date.

Section 4: Actuarial Valuation Basis

Exhibit I: Actuarial Assumptions, Methods and Models

Rationale for Assumptions	The information and analysis used in selecting each assumption that has a significant effect on this actuarial valuation is shown in the Actuarial Experience Study for 2016–2020. The recommended assumption changes detailed in the referenced study were reviewed and adopted by the Board of Curators, in effect directing Segal to utilize those recommended assumptions to complete this actuarial valuation. Current data is reviewed in conjunction with each annual valuation, and we have no reason to doubt the appropriateness of those mandated assumptions.		
Net Investment Return:	7.00%		
Salary Increases:	Age	Academic & Administrative Rate (%)	Clerical & Service Rate (%)
	25	6.0	3.1
	30	3.6	2.2
	35	2.6	1.8
	40	2.1	1.4
	45	1.8	1.0
	50	1.4	0.7
	55	0.8	0.5
	60	0.3	0.2
	The salary increases shown above exclude assumed inflation of 2.20%		
Mortality Rates:	Academic & Administrative Members: <i>Healthy:</i> Pub-2010 Teacher Healthy Annuitant Mortality Table, weighted 95% for males and 103% for females, with generational projection using Scale MP-2020 <i>Disabled:</i> Pub-2010 Non-Safety Disabled Annuitant Mortality Table, weighted 95% for males and females, with generational projection using Scale MP-2020 <i>Non-Annuitant:</i> Pub-2010 Teacher Employee Mortality Table, weighted 95% for males and 103% for females, with generational projection using Scale MP-2020		

Surviving Spouse: 80% of the Pub-2010 Teacher Contingent Survivor Amount-Weighted Tables and 20% of the Pub-2010 General Contingent Survivor Amount-Weighted Tables projected generationally with Scale MP-2020

Clerical & Service Members:

Healthy: Pub-2010 General Healthy Annuitant Mortality Table, weighted 124% for males and 112% for females with generational projection using Scale MP-2020

Disabled: Pub-2010 Non-Safety Disabled Annuitant Mortality Table, weighted 95% for males and females, with generational projection using Scale MP-2020

Non-Annuitant: Pub-2010 General Employee Mortality Table, weighted 124% for males and 112% for females, with generational projection using Scale MP-2020

Surviving Spouse: 80% of the Pub-2010 Teacher Contingent Survivor Amount-Weighted Tables and 20% of the Pub-2010 General Contingent Survivor Amount-Weighted Tables projected generationally with Scale MP-2020

**Academic & Administrative
Annuitant Mortality Rates Based on
Age at Valuation Date:**

Age	Mortality Rates		Expected Years of Life Remaining	
	Male	Female	Male	Female
60	0.35%	0.31%	28.1	29.6
70	0.95%	0.70%	18.8	20.1
80	3.31%	2.69%	10.8	11.7
90	11.86%	9.99%	5.2	5.7

**Clerical & Service
Annuitant Mortality Rates Based on
Age at Valuation Date:**

Age	Mortality Rates		Expected Years of Life Remaining	
	Male	Female	Male	Female
60	0.79%	0.45%	24.0	27.6
70	1.77%	1.06%	15.5	18.4
80	5.36%	3.49%	8.5	10.5
90	17.13%	12.37%	4.0	5.1

Termination Rates Before Retirement:

Withdrawal Rate¹ (%)

Years of Service	Academic & Administrative	Clerical & Service
0	21.5	31.0
1	21.0	23.0
2	18.5	19.5
4	15.0	13.5
6	13.0	11.5
8	11.0	11.0
10	9.0	10.0
12	7.0	8.0
14	5.0	6.0
16	5.0	5.0
18	5.0	5.0
20	4.0	5.0
22	4.0	5.0
24	4.0	5.0

¹ Withdrawal rates do not apply at or beyond early retirement or 25 years of service

Age Disability Rates (%)

40	0.04
45	0.10
50	0.19
55	0.37
60	0.61

Retirement Rates:	Academic & Administrative			Clerical & Service	
	Age	Under 25 Years of Service	Over 25 Years of Service	Under 25 Years of Service	Over 25 Years of Service
	55	5%	8%	7%	12%
	56 - 58	3	4	5	6
	59	3	4	5	12
	60	5	8	10	18
	61	5	12	10	24
	62	10	25	20	50
	63 - 64	10	12	15	30
	65 - 66	25	25	40	40
	67 - 79	20	20	35	35
	80	100	100	100	100
Weighted Average Retirement Age	Age 65 for academic & administrative members and age 62 for clerical & service members, determined as follows: The weighted average retirement age for each participant is calculated as the sum of the product of each potential current or future retirement age times the probability of surviving from current age to that age and then retiring at that age, assuming no other decrements. The overall weighted retirement age is the average of the individual retirement ages based on all the active members included in the October 1, 2022 actuarial valuation.				
Retirement Age for Inactive Vested Participants:	65				
Unknown Data for Members:	Same as those exhibited by members with similar known characteristics. If not specified, members are assumed to be male.				
Percent Married:	80%				
Age of Spouse:	Female spouses are on average three years younger than male spouses				
Benefit Election:	All members are assumed to elect the single life form of payment.				
Load for Summer Appointments:	2.20% of Academic & Administrative active member liability				

Actuarial Value of Assets:	Market value of assets less unrecognized returns in each of the last five years. Unrecognized return is equal to the difference between the actual market return and the expected return on the market value, and is recognized over a five-year period, further adjusted, if necessary, to be within 20% of the market value.
Actuarial Cost Method:	Entry Age Actuarial Cost Method. Entry Age is the age at date of employment or, if date is unknown, current age minus years of service. Normal Cost and Actuarial Accrued Liability are calculated on an individual basis and are allocated by salary, with Normal Cost determined using the plan of benefits applicable to each participant.
Models	Segal valuation results are based on proprietary actuarial modeling software. The actuarial valuation models generate a comprehensive set of liability and cost calculations that are presented to meet regulatory, legislative and client requirements. Our Actuarial Technology and Systems unit, comprised of both actuaries and programmers, is responsible for the initial development and maintenance of these models. The models have a modular structure that allows for a high degree of accuracy, flexibility and user control. The client team programs the assumptions and the plan provisions, validates the models, and reviews test lives and results, under the supervision of the responsible actuary.
Changes in Actuarial Assumptions:	There have been no changes in actuarial assumptions since the last valuation.

Exhibit II: Summary of Plan Provisions

This exhibit summarizes the major provisions of the Plan included in the valuation. It is not intended to be, nor should it be interpreted as, a complete statement of all plan provisions.

Plan Year:	October 1 through September 30
Plan Status:	Closed effective October 1, 2019
Membership:	Level One Member is one who was initially hired prior to October 1, 2012. Level Two Member is one who is hired or rehired on or after October 1, 2012 (except that a Qualified Member who was initially hired prior to October 1, 2012, earned a vested benefit, terminated service after earning such vested benefit, did not receive a lump sum payment, and is rehired by the University on or after October 1, 2012 shall be a Level One Member).
Normal Retirement:	<ul style="list-style-type: none">• Age Requirement: 65• Amount:<ul style="list-style-type: none">– Level One Members: Total years of service multiplied by 2.2% of compensation base– Level Two Members: Total years of service multiplied by 1.0% of compensation base• Compensation base: Average regular annual salary, excluding any incentive compensation and including any shift differential pay, of the member for the five consecutive highest salary years of employment. Salary year is September 1 through August 31.• Minimum Value Accumulation for Level One Members Only: Members shall receive an annual minimum benefit of the actuarial equivalent annuity of an account crediting 5% of each year's pay accumulated at 7.5% interest annually.
Benefit for Summer Employment:	<p>Academic Members who receive 9-month appointment designated as summer service earn separate benefit added to normal pension.</p> <ul style="list-style-type: none">• Amount:<ul style="list-style-type: none">– Level One Members: Total number of summer appointments multiplied by 2.2% of compensation base– Level Two Members: Total number of summer appointments multiplied by 1.0% of compensation base• Compensation base: Average of the 5 consecutive highest summer salaries earned during the summers worked. Summer salary may not exceed 3/9 of regular compensation (2/9 of regular compensation prior to May 1, 2011).
Early Retirement:	<ul style="list-style-type: none">• Age and Service Requirement: 60 with 5 years of credited service, or 55 with 10 years of credited service, with one year of credit earned after age 54• Amount: Normal pension reduced 3-1/3% for each year younger than age 65, or younger than age 62 with 25 years of credited service

Disability:	<ul style="list-style-type: none"> • Benefit is deferred to Normal or Early retirement age and is equal to normal pension reflecting compensation base at time of disability and years of service that member would have had if they remained in employment until actual retirement
Vesting:	<ul style="list-style-type: none"> • Age Requirement: 55 • Service Requirement: 5 years of credited service • Amount: Normal retirement pension reduced 6 2/3% for each of the first 5 years younger than age 65 and 3-1/3% for each of the next 5 years • Normal Retirement Age: 65
Pre-Retirement Death Benefit:	<p>Beneficiaries of members who die in active employment will receive the greater of the following:</p> <ul style="list-style-type: none"> • One times (Two times for Level One Member) base salary at time of death limited to 100 times the monthly normal retirement benefit accrued at time of death • Actuarial present value of benefit accrued as of date of death (reflecting minimum value accumulation for Level One members) • Beneficiaries of terminated vested participants will receive the lump sum member was eligible to receive at date of death with interest from date of termination to date of death.
Post-Retirement Death Benefit:	<p>If married, pension benefits are paid in the form of a joint and survivor annuity unless this form is rejected by the participant and spouse. If not rejected, the benefit amount otherwise payable is reduced to reflect the joint and survivor coverage. If not rejected, and the spouse predeceases the employee, a pop-up annuity has been elected, the employee's benefit amount will subsequently be increased to the unreduced amount payable had the joint and survivor coverage been rejected. If rejected, or if not married, benefits are payable for the life of the employee or in any other available optional form elected by the employee in an actuarially equivalent amount.</p>
Optional Forms of Benefits:	<p>Employee may elect any combination of 120-month certain and life annuity, 2 or 4% annual cost-of-living increases, or 50%, 75%, or 100% joint-and-survivor annuity with pop-up. Pension will be reduced accordingly for optional benefits added to form.</p> <p>Employees who terminate employment prior to eligibility for normal or early pension may elect to receive actuarial equivalent value of benefit as a lump sum payment</p> <p>Employees who terminate employment after eligibility for normal or early pension may elect to receive 10%, 20%, or 30% of actuarial equivalent value of benefit as a lump sum payment.</p>
Credited Service:	<p>Credited service is the number of continuous years and fractional parts thereof between date of employment and termination. A full year's credit shall be granted for twelve months of service with proportional credit for shorter periods of service. Special provisions are made for members on nine-month appointments.</p>
Changes in Plan Provisions:	<p>There were no changes in plan provisions with this valuation.</p>

Exhibit III: Contribution Rates

Member Contribution Rates	Effective July 1, 2009, members are required to contribute 1% of their salary up to \$50,000 plus 2% of their salary in excess of \$50,000. Contribution account balances are refunded with interest at 4% per year if the member terminates prior to becoming a Qualified Member. If the member terminates due to death prior to becoming a Qualified Member, the refund of the account balance is paid to the member's beneficiary.
Employer Contribution Rates	Equal to actuarially determined employer contribution

ACADEMIC, STUDENT AFFAIRS, RESEARCH AND ECONOMIC DEVELOPMENT COMMITTEE

Jeff L. Layman, Chair
Todd P. Graves
Greg E. Hoberock

The Academic, Student Affairs, Research and Economic Development Committee ("Committee") will review and recommend policies to enhance quality and effectiveness of academic, student affairs, research and economic development and align the available resources with the University's academic mission.

I. Scope

In carrying out its responsibilities, the Committee reviews and makes recommendations to the Board of Curators on strategies and policies relating to student and faculty welfare, academic standards, educational and instructional quality, intercollegiate athletics, degree programs, economic development, research initiatives, and associated programs.

II. Executive Liaison

The Senior Associate Vice President for Academic Affairs of the University, or some other person(s) designated by the President of the University, with the concurrence of the Board Chair and the Committee Chair, shall be the executive liaison to the committee and responsible for transmitting committee recommendations.

III. Ex Officio Member

The Student Representative to the Board of Curators shall be an ex officio member of the Committee.

IV. Responsibilities

In addition to the overall responsibilities of the Committee described above and in carrying out its responsibilities, the charge of the Committee shall include reviewing and making recommendations to the Board on the following matters:

- A. Selection of Curators' Distinguished Professors;
- B. Approval and review of new degree programs;
- C. Intercollegiate athletics, as specifically outlined in Section 270.060 of the Collected Rules and Regulations with a commitment to the academic success, and physical and social development of student-athletes;
- D. Changes to university-level admissions requirements, academic standards, student services, and graduation requirements;
- E. Quarterly and annual reports providing information on academic programs that have been added, deactivated, or deleted;
- F. Provide oversight over the University of Missouri System's diversity, equity and inclusion programs;
- G. Highlight successful research and economic development efforts and partnerships; linking research and commercialization from the University with business and industry across the state and around the world.
- H. Additional matters customarily addressed by the academic, student affairs, research & economic development committee of a governing board for an institution of higher education.

Executive Summary
Intercollegiate Athletics Annual Report - S&T

Pursuant to Collected Rule and Regulation 270.060 Intercollegiate Athletics Section (E) relating to Campus Athletic Directors and Compliance Officers, the Missouri University of Science and Technology attached report for the 2021-2022 academic year is submitted for your information. The report includes information relating to student-athlete admissions exceptions, academic progress of student-athletes, graduation rates by sport, financial performance, and other comments. More detailed information relating to the report can be found in the appendix of this section.

The S&T Athletic Director will be available to answer any questions you have regarding the contents of the report.



Office of the Chancellor

October 21, 2022

Mun Y. Choi, Ph.D.
President
University of Missouri System
105 Jesse Hall
Columbia, MO 65211

Dear Dr. Choi:

This letter serves as the 2021-22 annual Athletics report required by CRR 270.060 (E). More specifically, this letter summarizes data provided per subparts of CRR 270.060 (E) (1) through (5).

1. Rates of admissions exceptions for Athletics as compared to campus admissions exceptions.

- Admissions for student-athletes are handled in the same manner as the general student body. Athletics does not request admission exceptions. There were four admission exceptions for student-athletes as compared to 162 for the general student body. Student-athletes represented 2.47% of the total student body with admissions exceptions.

2. Academic progress rates by sport, as defined by the NCAA if applicable.

- NCAA Division II does not have Academic Progress Rates.
- NCAA Division II does have a different measure, Academic Success Rates, which are included on the attached report showing an 79% academic success rate for student-athletes.

3. Graduation rates by sport, as defined by the NCAA if applicable.

- Graduation rates for student-athletes continue to be significantly higher than the general student body. For the 2015 cohort, student-athletes were at 74% graduation rate while the general study body was at 65%.
- See attached report for disaggregated graduation rates data by sport.

4. Financial performance of all operations of the Department of Intercollegiate Athletics.

The revenue received from direct institutional support and student activity fees was reduced by \$204,985 from the previous year. To offset this reduction, the athletic department generated revenue through fundraisers, donations, ticket sales, concessions, and sponsorships. In addition, the department reduced expenses by not filling open positions created from the pandemic or positions vacated during the year. Remaining balance in fiscal closing was retained by athletics to offset expenses in 2022-23.



The following financial support was secured in athletics in 2021-22.

- \$242,361 was secured in endowments and investment income;
- \$125,000 was donated by John & Kristie Gibson to be used towards enhancements in Gibson Arena;
- \$96,080 was fundraised by athletic teams;
- \$53,353 was earned through athletic camps;
- And, a total of \$58,488 was secured through sponsorships, ticket sales, concessions, and parking.

5. Those items as the President may from time to time direct be added to the annual reports.

ACADEMIC HONORS

- 269 Academic All-GLVC Honorees (3.3 GPA+)
- 69 GLVC Brother Gaffney Distinguished Scholar Award (4.0 GPA)
- 32 GLVC Council of President Academic Excellence Award (3.5+ and exhausted eligibility)
- 9 GLVC Team Academic Awards (Team GPA 3.3+)
- 9 CoSIDA Academic All-District Selections
- 5 CoSIDA Academic All-America Selections
- 69 student-athletes with a 4.0 GPA

ATHLETIC HONORS

- 1 Great Lakes Valley Conference (GLVC) Team Championship in Men's Outdoor Track & Field
- 50 GLVC All-Conference Student-Athletes
- 18 GLVC Player of the Week Selections
- 7 GLVC Individual Champion Student-Athletes
- 1 GLVC Freshman of the Year
- 1 GLVC Richard Scharf Paragon Award (GLVC Male Athlete of the Year)
- 16 Individual NCAA Championship Appearances
- 15 NCAA All-America Honorees
- 3 USTFCCCA All-Region Honorees (indoor men's track & field)
- 7 USTFCCCA All-Region Honorees (outdoor men's track & field)

Sincerely,



Mo. Dehghani, Ph.D.
Chancellor

MMD:chg
Attachments

2021/2022 ANNUAL REPORT
Department of Intercollegiate Athletics

Missouri S&T

List of Sponsored Sports

Men's Sports

- ☒ Baseball
- ☒ Basketball
- ☒ Cross Country
- ☒ Football
- ☒ Golf
- ☒ Indoor Track & Field
- ☒ Outdoor Track & Field
- ☐ Rifle
- ☒ Soccer
- ☒ Swimming & Diving - SWIMMING ONLY
- ☐ Wrestling

Women's Sports

- ☒ Basketball
- ☒ Cross Country
- ☐ Golf
- ☐ Gymnastics
- ☒ Indoor Track & Field
- ☒ Outdoor Track & Field
- ☐ Rifle
- ☒ Soccer
- ☒ Softball
- ☐ Swimming & Diving
- ☐ Tennis
- ☒ Volleyball

Accomplishments for 2021-22

General

Nathan Swadley (Men's Track & Field) was named as the recipient of the men's Richard F. Scharf Paragon Award by the GLVC.

Baseball

Athletic Accomplishments

Recorded the second-longest winning streak in program history (nine games).

Aaron Berkhoff became the first player in school history to hit three home runs in a game.

Andrew Branson was named to the All-GLVC second team.

Academic Accomplishments

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team GPA 3.31

25 Academic All-GLVC (Criteria 3.3 GPA for academic year)

9 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for the academic year)

6 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Men's Basketball

Athletic Accomplishments

Team finished with its highest win total since the 2016-17 season and had its most GLVC wins since 2013-14

Team earned wins during the season over the teams seeded first and second in the GLVC Tournament.

All-GLVC selections: Julien Smith (second team), Kaden Froebe (All-Defensive), Dylan Singleton (All-Freshman).

Academic Accomplishments

8 Academic All-GLVC (Criteria 3.3 GPA for academic year)

2 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for the academic year)

1 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Men's Cross Country

Athletic Accomplishments

Team finished sixth at GLVC Championships and 16th out of 30 teams at the NCAA Midwest Regional.

Team won the Larry Young Invitational at Columbia College and second at the Border War Championship.

Academic Accomplishments

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team GPA 3.55

18 Academic All-GLVC (Criteria 3.3 GPA for academic year)

6 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

1 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Football

Athletic Accomplishments

Finished with a record above .500 for the fifth consecutive season; longest run of winning seasons since 1977-85.

Rallied from a 27-point deficit to win at Southwest Baptist, the largest comeback win in program history.

Ben Straatmann led NCAA Division II in quarterback sacks (school record 14) and was one of three players to earn All-America honors along with Breon Michel and Cameron Clemons.

Breon Michel set the team's single-game receiving record (234 yards) and finished with over 1,000 receiving yards.

Team had 17 All-GLVC selections, including four first-team picks.

Academic Accomplishments

2 CoSIDA Academic All-America

3 CoSIDA Academic All-District

49 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

12 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

7 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Men's Golf

Athletic Accomplishments

Team finished fifth at the GLVC Championships.

Carl Miltun finished third on an individual basis at the GLVC Championships to earn All-GLVC honors.

Team won tournaments hosted by Northwestern Oklahoma State and Lindenwood.

Academic Accomplishments

5 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

1 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

1 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Men's Soccer

Athletic Accomplishments

Team recorded its first five-game winning streak since the 2011 season.

Team shut out GLVC finalist and NCAA regional finalist Illinois Springfield.

Academic Accomplishments

1 CoSIDA Academic All-District

18 GLVC Team Academic Award (Criteria: 3.3 GPA for entire year)

2 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for the academic year)

6 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Swimming

Athletic Accomplishments

Team finished fourth at GLVC Championships and 19th at NCAA Division II Championships.

Team had 11 NCAA Division II qualifiers and earned 14 All-America awards at the national meet.

Noah Clancy broke the school record in the 100-yard backstroke with a time of 47.85 seconds.

Academic Accomplishments

1 CoSIDA Academic All-America

1 CoSIDA Academic All-District

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team 3.59

16 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

3 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for the academic year)

3 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Men's Track & Field

Athletic Accomplishments

Won GLVC Outdoor Track & Field Championships and won four individual titles in the meet.

Team finished third at the GLVC Indoor Championships and won three individual champions.

Team set 10 NCAA Division II provisional qualifying marks during the outdoor season and four during the indoor campaign.

Nathan Swadley finished sixth in the shot put at the NCAA Division II Indoor Championships and seventh at the NCAA Division II Outdoor Championships, earning All-America honors in both meets.

Nathan Swadley (shot put), Aaron Jones (triple jump) and Mitch Fairless (high jump) were named to the USTFCCA All-Midwest Region team for Indoor Track and Field.

Otto Knittel was named as the GLVC Freshman of the Year in outdoor track.

Shaun Meinecke was named GLVC Outdoor Coach of the Year.

Team established or tied four school records in both the indoor and outdoor seasons.

GLVC Champions: Mitch Fairless (indoor & outdoor high jump), Joseph Nickell (indoor & outdoor pole vault), Nathan Swadley (indoor shot put), Jacob Luebbert (hammer throw), Hayes Pateidl (3,000-meter steeplechase).

2nd-team All-GLVC: Nick Janke (indoor heptathlon), Nathan Swadley (outdoor shot put), Jarett Johnson (javelin), Lucas Rackers (outdoor 1,500-meters), Kyle Burke (110-meter hurdles), Aaron Toben (400-meter hurdles), Otto Knittel (outdoor decathlon).

USTFCCA All-Region for outdoor season: Jake Anderson (pole vault), Mitch Fairless (high jump), Jarett Johnson (javelin), Aaron Jones (triple jump), Otto Knittel (decathlon), Joseph Nickell (pole vault), Hayes Pateidl (3,000-meter steeplechase).

Academic Accomplishments

2 CoSIDA Academic All-America

2 CoSIDA Academic All-District

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team GPA 3.44

32 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

14 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

2 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Women's Basketball

Athletic Accomplishments

Team finished with its highest overall and conference win totals since the 2012-13 season.

Team earned a win over GLVC finalist Lewis.

Alex Kerr and Laura Rodriguez were named to the All-GLVC second team; both players scored their 1,000th career point during the season.

Academic Accomplishments

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team GPA 3.65

12 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

3 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

1 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Women's Cross Country

Athletic Accomplishments

Team finished eighth at the GLVC Championships. Team recorded a third place finish at the Border War Championships and finished fourth among 30 teams at the Chile Pepper Festival hosted by the University of Arkansas.

Academic Accomplishments

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team GPA 3.63

13 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

5 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

Women's Soccer

Athletic Accomplishments

Team reached the semifinals of the GLVC Championships in the team's first appearance since 2014; lost to eventual champion Drury in overtime.

Defeated Truman State in the opening round of the conference tournament.

Team recorded its highest overall and GLVC win totals since 2014.

All-GLVC selections: Sydney Gratz (first team), Kristin Steins (first team), Danielle Hopkins (third team).

Academic Accomplishments

1 CoSIDA Academic All-District

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team GPA 3.34

20 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

4 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

1 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA with no remaining eligibility)

Softball

Athletic Accomplishments

Team recorded a 17-game improvement in the win column for its highest win total since 2018 and finished in a tie for eighth in the GLVC standings.

Team recorded a seven-game winning streak during the season, its longest since the 2007 season.

Team swept a four-game conference weekend for the first time in 10 seasons.

Bryn Wooldridge struck out 13 in a one-hit shutout over Lincoln, the most strikeouts in a game by an S&T pitcher since 2010.

Academic Accomplishments

11 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

6 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

Women's Track & Field

Athletic Accomplishments

Team finished eighth at both GLVC championship meets.

Team had two NCAA Division II provisional qualifiers during the outdoor season.

Maya Washington set a new school record in the outdoor 100-meter dash and Jessica Rhoads set a new mark in the indoor weight throw. Annmarie Tyson was selected to compete at the NCAA Division II Championships in the high jump.

2nd-team All-GLVC: Annmarie Tyson (indoor high jump), Jessica Rhoads (discus throw).

USTFCCCA All-Midwest Region, outdoor season: Annmarie Tyson (high jump).

Academic Accomplishments

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team GPA 3.68

26 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

10 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

2 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA with no remaining eligibility)

Volleyball

Athletic Accomplishments

Finished second in the GLVC West Division and reached the GLVC Tournament for the third consecutive year.

Kiernan O'Boyle finished fourth in NCAA Division II in blocks per set (1.4).

Payton Gannaway finished eighth in NCAA Division II in service aces (school record 60) and was named All-Midwest Region by the AVCA. All-GLVC: Payton Gannaway (first team), Jordan Burton (second team), Shelby Ply (second team).

Academic Accomplishments

1 CoSIDA Academic All-District

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team GPA 3.53

13 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

4 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

1 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA with no remaining eligibility)

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Budget

Revenues:	Football	Men's Basketball	Women's Basketball	Other Sports	Non-Program Specific	Operating Total	Capital Projects	Total
Broadcast, Television, Radio, and Internet Rights						-		-
Contributions	7,174	40,769	11,591	66,623	36,742	162,899		162,899
Direct Institutional Support	1,396,783	390,648	350,173	2,534,206	607,939	5,279,749		5,279,749
Endowment and Investment Income	48,283	30,325	21,107	103,573	39,073	242,361		242,361
Guarantees	0	7,500	10,000	0	0	17,500		17,500
Indirect Facilities and Administrative Support						-		-
NCAA/Conference Distributions incl. All Tournament Revenues				23,355	17,932	41,287		41,287
Other Revenues	19,558	257	6,590	38,579	31,096	96,080		96,080
Program Sales, Concessions, Novelty Sales, and Parking						23,463		23,463
Royalties, Advertisements, and Sponsorships					17,700	17,700		17,700
Sports Camp Revenues	13,688	4,860	2,915	31,890	0	53,353		53,353
Student Activity Fee	113,013	149,479	150,977	286,918	245,126	945,513		945,513
Ticket Sales	0	0	0	0	17,325	17,325		17,325
Total Revenues	1,598,499	623,838	553,353	3,085,144	1,012,933	6,897,230	-	6,897,230

Expenses:	Football	Men's Basketball	Women's Basketball	Other Sports	Non-Program Specific	Operating Total	Capital Projects	Total
Athletic Facilities Debt Service, Leases and Rental Fee			(315)	(8,400)	(75)	(8,790)		(8,790)
Athletics Student Aid	(1,069,289)	(366,264)	(323,843)	(1,830,841)	(1,000)	(3,591,237)		(3,591,237)
Coaching Salaries, Benefits, & Bonuses Paid by the University	(336,550)	(136,682)	(130,288)	(664,757)	0	(1,268,277)		(1,268,277)
Direct Overhead and Administrative Expenses	(6,362)	(569)	(608)	(4,207)	(47,074)	(58,820)		(58,820)
Equipment, Uniforms, and Supplies	(31,056)	(15,561)	(13,259)	(83,640)	(129,957)	(273,473)		(273,473)
Fundraising, Marketing, and Promotion	(10,735)	(1,788)	(1,443)	(478)	(8,321)	(22,765)		(22,765)
Game Expenses	(22,155)	(29,775)	(19,061)	(61,689)	0	(132,680)		(132,680)
Guarantees						-		-
Indirect Facilities and Administrative Support						-		-
Medical Expense and Medical Insurance	(441)	0	0	0	(142,030)	(142,471)		(142,471)
Membership and Dues	(2,130)	(840)	(1,414)	(3,920)	(26,430)	(34,734)		(34,734)
Other Operating Expenses	(4,831)	(4,213)	(8,464)	(18,455)	(80,756)	(116,719)		(116,719)
Recruiting	(7,877)	(10,983)	(8,503)	(16,475)	0	(43,838)		(43,838)
Spirit Groups						-		-
Sports Camp Expense	(1,153)	(388)	(1,043)	(4,535)	0	(7,119)		(7,119)
Student-Athlete Meals (non-travel)	(34,608)	(4,482)	(7,118)	(8,728)	0	(54,936)		(54,936)
Support Salaries Paid by the University	(2,874)	(500)	(785)	(2,301)	(521,429)	(527,889)		(527,889)
Team Travel	(72,280)	(35,281)	(41,513)	(315,152)	0	(464,226)		(464,226)
Total Expenses	(1,602,341)	(607,326)	(557,342)	(3,023,578)	(956,997)	(6,747,974)	-	(6,747,974)
Excess (Deficiency of Revenues over Expenses)	(3,842)	16,512	(3,989)	61,566	55,936	149,256	-	149,256

Net Assets

Unrestricted

Restricted Expendable

Restricted Non-expendable

	30-Jun-21	30-Jun-22
Unrestricted	422,943	576,967
Restricted Expendable	539,846	541,277
Restricted Non-expendable	7,165,384	7,016,216
TOTAL	8,128,173	8,134,460

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Athletic Participation by Student Athletes

Men's Sports (indicate if not applicable--n/a)	Scholarship	Walk-On	Total
Baseball	37	13	50
Basketball	9	5	14
Football	96	23	119
Golf	6	3	9
Rifle	NA	NA	0
Soccer	22	23	45
Swimming & Diving	19	1	20
Track & Field/Cross Country	24	34	58
Wrestling	NA	NA	0
Subtotal	213	102	315

Women's Sports (indicate if not applicable--n/a)	Scholarship	Walk-On	Total
Basketball	13	3	16
Gymnastics	NA	NA	0
Golf	7	0	7
Rifle	NA	NA	0
Soccer	27	10	37
Softball	18	4	22
Swimming & Diving	NA	NA	0
Tennis	NA	NA	0
Track & Field/Cross Country	9	21	30
Volleyball	19	2	21
Subtotal	93	40	133

NOTE: Scholarship student-athletes include all students receiving athletic aid awards, including post-eligible and medical awards.

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Academic Success Rate

S&T and UMSL ONLY - Division II

21/22 for the 2015 cohort 79% 74%

Men's Sports (indicate if not applicable--n/a)	ASR score	Fed Rate
Baseball	82	74
Basketball	62	38
Cross Country/Track	80	83
Football	66	60
Golf	NA	NA
Indoor Track & Field	NA	NA
Outdoor Track & Field	NA	NA
Rifle	NA	NA
Soccer	86	82
Swimming & Diving	74	62
Wrestling	NA	NA

Women's Sports (indicate if not applicable--n/a)	ASR Score	Fed Rate
Basketball	71	71
Cross Country/Track	96	88
Golf	NA	NA
Gymnastics	NA	NA
Indoor Track & Field	NA	NA
Outdoor Track & Field	NA	NA
Rifle	NA	NA
Soccer	97	96
Softball	96	95
Swimming & Diving	NA	NA
Tennis	NA	NA
Volleyball	100	82

Division II's Academic Success Rate is similar to the Division I GSR, except it measures the academic success of all student-athletes, not just those who receive financial aid.

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Grade Point Averages by Semester

(indicate if not applicable - - n/a)

	2017-2018		2018-2019		2019-2020		2020-2021		2021-2022	
Men's Sports	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring
Baseball	3.221	3.269	3.361	3.29	3.332	3.612	3.431	3.467	3.302	3.34
Basketball	2.646	2.509	3.083	3.038	2.845	3.047	2.772	2.987	3.146	2.971
Football	2.685	2.741	2.599	2.825	2.754	3.407	2.97	2.96	3.033	3.186
Golf	3.043	3.201	3.452	3.378	3.489	3.745	3.531	3.603	3.395	3.034
Soccer	3.509	3.558	3.381	3.333	3.342	3.785	3.179	3.412	3.289	3.076
Swimming & Diving	3.342	3.188	3.276	3.186	3.315	3.642	3.264	3.561	3.709	3.507
Track & Field/Cross Country										
Cross Country	3.226	3.196	3.073	3.326	3.267	3.713	3.325	3.249	3.544	3.567
Indoor Track	3.207	3.208	3.264	3.311	3.243	3.709	3.359	3.241	3.529	3.385
Outdoor Track	3.176	3.202	3.264	3.311	3.243	3.709	3.359	3.241	3.533	3.395
Subtotal	3.117	3.119	3.195	3.222	3.203	3.597	3.243	3.302	3.408	3.333

	2017-2018		2018-2019		2019-2020		2020-2021		2021-2022	
Women's Sports	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring
Basketball	3.31	3.116	3.165	3.242	3.278	3.546	3.242	3.28	3.706	3.625
Golf	3.528	3.593	3.446	3.311	3.51	3.892	3.84	3.548		
Soccer	3.332	3.321	3.279	3.389	3.085	3.587	3.416	3.372	3.326	3.427
Softball	3.361	3.333	3.174	3.397	3.232	3.793	3.354	3.398	3.222	3.301
Track & Field/Cross Country										
Cross Country	3.174	3.385	3.23	3.228	3.41	3.826	3.477	3.592	3.709	3.599
Indoor Track	3.267	3.398	3.224	3.324	3.356	3.711	3.516	3.673	3.67	3.697
Outdoor Track	3.285	3.415	3.224	3.324	3.356	3.711	3.516	3.673	3.67	3.697
Volleyball	3.472	3.607	3.25	3.314	3.358	3.786	3.56	3.415	3.438	3.625
Subtotal	3.341	3.396	3.249	3.316	3.323	3.732	3.490	3.494	3.534	3.567

Grand Total	3.229	3.258	3.222	3.269	3.263	3.664	3.367	3.398	3.471	3.450
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STUDENT-ATHLETE GRADUATION RATES (Freshman cohort)

Four-year average (Federal IPEDS Rate)	All Students	Student Athletes	ASR	
2022 (15-16, 14-15, 13-14, 12-13 freshman cohort)	65%	74%	79%	2012-2015
2021 (14-15, 13-14, 12-13, 11-12 freshman cohort)	65%	76%	80%	2011-2014
2020 (13-14, 12-13, 11-12, 10-11 freshman cohort)	67%	77%	81%	2010-2013
2019 (12-13, 11-12, 10-11, 09-10 freshman cohort)	65%	75%	81%	2009-2012
2018 (11-12, 10-11, 09-10, 08-09 freshman cohort)	66%	74%	81%	2008-2011
2017 (10-11, 09-10, 08-09, 07-08 freshman cohort)	67%	72%	79%	2007-2010
2016 (09-10, 08-09, 07-08, 06-07 freshman cohort)	66%	71%	81%	2006-2009

2nd chart MU and UMKC only

Four-year average (Graduation Success Rate)	Student Athletes
2012 (05-06, 04-05, 03-04, 02-03 freshman cohort)	
2011 (04-05, 03-04, 02-03, 01-02 freshman cohort)	
2010 (03-04, 02-03, 01-02, 00-01 freshman cohort)	
2009 (02-03, 01-02, 00-01, 99-00 freshman cohort)	

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Admission Exceptions

	Summer 2021	Fall 2021	Winter 2022	Total
Student-Athlete Admission Exceptions (<i># of individual exceptions</i>)	0	4	0	4
All Student Admission Exceptions (<i># of individual exceptions</i>)	2	156	4	162
Percent of Admissions Exceptions who are Student-Athletes	0.00%	2.56%	0.00%	2.47%



BOARD OF CURATORS MEETING

MELISSA RINGHAUSEN, ATHLETIC DIRECTOR

2021-22 UPDATE

S&T ATHLETICS OVERVIEW

Women's Sport

- **Basketball**
- **Cross Country**
- **Soccer**
- **Softball**
- **Track & Field**
- **Volleyball**

Men's Sport

- **Baseball**
- **Basketball**
- **Cross Country**
- **Football**
- **Golf**
- **Soccer**
- **Swimming**
- **Track & Field**
- **Volleyball**

17

Varsity Sports

DII

Conference

434

Student-Athletes



GRADUATION RATES & ACADEMIC SUCCESS RATES (ASR)

Based on a 4-year cohort

	All Students	Student-Athletes	ASR
2022	65%	74%	79%
2021	65%	76%	80%
2020	67%	77%	81%
2019	65%	75%	81%
2018	66%	74%	81%

ACADEMIC PORTRAIT

Yearly Grade Point Average (GPA)

	Women's Sports	Men's Sports	All Sports
2021-22	3.551	3.371	3.461
2020-21	3.492	3.274	3.383
2019-20	3.528	3.400	3.464
2018-19	3.283	3.209	3.246
2017-18	3.369	3.115	3.242

ACADEMIC AWARDS

Great Lakes Valley Conference (GLVC)	2021-22	2020-21
GLVC Academic All-Conference (GPA 3.3+)	269	232
GLVC Brother Gaffney Distinguished Scholar Award (4.0 Yearly GPA)	69	41
GLVC COP Academic Excellence Award (Exhaust Eligibility with GPA 3.5+)	32	10
GLVC Academic Team Award (Team GPA 3.3+)	9	10
CoSIDA Academic All-American	5	6

ATHLETIC AWARDS & HONORS

GLVC Honors	2021-22
GLVC All-Conference Student-Athletes	50
GLVC Player of the Week Honors	18
GLVC Individual Championships	7
GLVC Coach of the Year	2
GLVC Freshman of the Year	1
GLVC Male Student-Athlete of the Year	1
GLVC Team Championship	1

NCAA Honors	2021-22
Individual NCAA Championship Appearances	16
NCAA All-America Honors	15

SPECIAL EVENTS & ALUMNI



Swimming Reunion



1970 Football Team



Academy of Miner Athletics



2011 Baseball Team



Soccer Alumni Weekend



Professional Life Skills Development

CHANGING THE CULTURE

Enhance the campus culture, Miner pride, and
a sense of belonging for all students.



QUESTIONS?



THANK YOU!

Executive Summary

Test Optional Undergraduate Admissions Pilot 1-Year Extension

The University of Missouri – Columbia (MU), Missouri University of Science and Technology (S&T), and University of Missouri – St. Louis (UMSL) request that the existing test optional pilot be extended for an additional year to cover the Fall 2024 recruitment cycle. The test optional pilot was originally enacted in 2020 due to the COVID-19 pandemic and extended in May 2022 to cover the Fall 2023 recruitment cycle. The University of Missouri – Kansas City (UMKC) announced it would be permanently test optional in early 2020.

As of Fall 2022, most first-time college students continue to submit a test score with their applications at MU (67%), S&T (76%), and UMSL (70%), and this trend is relatively stable across groups (Pell-eligible, underrepresented, rural, in-state, and out-of-state students).

The purpose of the extension is to allow additional assessment of the effects of test optional on student outcomes and to remain competitive in a rapidly shifting educational landscape in which most UM System peers continue test optional admissions on a permanent or pilot basis, including all Missouri public four-year universities and the majority of AAU, Big 10, Big 12, and SEC institutions. Preliminary data from MU suggest that high school core GPA is a better predictor of first-year college GPA than ACT/SAT score, and academic outcomes are not appreciably different. For example, the average first-year college GPA for regular admit MU students was 3.26 compared with 3.04 for test optional admits, both of which equate to a B average. Additional years of data will enable a better assessment of these trends.

The proposed one-year extension has received the approval of each institution's Chancellor and Provost, as well as the endorsement of their respective faculty governance bodies. The measure was approved by the MU Faculty Council on Thursday, March 16; the UMSL Faculty Senate on Tuesday, March 21; and the S&T Faculty Senate on Thursday, March 23.

No. 1

Recommended Action – Test Optional Undergraduate Admissions Pilot 1-Year Extension

It was recommended and endorsed by President of the University of Missouri Mun Y. Choi, recommended by the Academic, Student Affairs and Research & Economic Development Committee, moved by Curator _____, seconded by Curator _____ that the following action be approved:

that the University of Missouri – Columbia, Missouri University of Science and Technology, and University of Missouri – St. Louis extend the test optional undergraduate admissions pilot by one year to encompass the Fall 2024 admissions cycle.

Roll call vote of the Committee: YES NO

Curator Layman

Curator Graves

Curator Hoberock

The motion _____.

Roll call vote of Board: YES NO

Curator Brncic

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion _____.

Executive Summary
Amendments to CRR 300.020,
Faculty Bylaws of the University of Missouri – Kansas City

Background

The revisions to Collected Rules and Regulations, Section 300.020, Faculty Bylaws of the University of Missouri – Kansas City were designed to clarify the representation on the Faculty Senate and clarify several policies. Specific revisions include:

- Modifying the definition of term “faculty” to include anyone with an academic title, with exceptions.
- Modifying the definition of the term “Voting Faculty” for clarity to include T/TT, ranked NTT, and some full-time unranked NTT faculty.
- Articulating voting faculty’s right to vote for their unit’s Senators, which is not currently guaranteed in the Bylaws.
- Broadening who may participate in All-Faculty meetings.
- Clarifying eligibility requirements for being an Officer of the Senate.

The proposal was adopted by the UMKC Faculty on March 24, 2023, by a vote of 139 to 10.

No. 2

Recommended Action – Revisions to Collected Rules and Regulations 300.020,
Faculty Bylaws of the University of Missouri – Kansas City

It was recommended by Chancellor C. Mauli Agrawal, endorsed by President of the University of Missouri Mun Y. Choi, recommended by the Academic, Student Affairs and Research & Economic Development Committee, moved by Curator _____, seconded by Curator _____ that the following action be approved:

that Collected Rules and Regulations, Section 300.020, Faculty Bylaws of the University of Missouri – Kansas City, be revised as attached.

Roll call vote of the Committee:

YES

NO

Curator Layman

Curator Graves

Curator Hoberock

The motion _____.

Roll call vote of Board:

YES

NO

Curator Brncic

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion _____.

300.020 Faculty Bylaws of the University of Missouri-Kansas City

Min. 10-12-73; Amended Bd. Min. 11-18-77, 6-27-80, 11-19-82, 12-7-84, 6-6-08, 10-21-11, 6-14-13; Amended 4-10-15, Amended 6-17-16, Amended 2-6-20, Amended 4-20-23.

- A. **Purpose of the Governing Practices** -- The University of Missouri-Kansas City ("UMKC") Faculty will nurture the educational development of the student, the institution, and the community by transmitting knowledge, cultivating creativity, fostering leadership, sharing research, modeling civil discourse, and demonstrating critical engagement. The purpose of these Bylaws is to establish a body which represents the voice of the Faculty and to establish an effective vehicle for the needs and concerns of the Faculty to be presented for discussion and debate. These Bylaws assume that Faculty may participate in academic decision processes. The right of faculties to organize and to carry out the responsibilities and functions delegated to them by the Board is recognized in CRR 10.030.E.2.
- B. **Membership** – The University of Missouri-Kansas City Faculty (the "UMKC Faculty" or the "Faculty") shall consist of the President of the University, the Chancellor, and all academic appointees. An academic appointee is defined as one who has an academic title according to the University's human resources department, unless (i) the academic title is one that is primarily held by students or (ii) the Faculty Senate (the "Faculty Senate" or "Senate") determines that the position to which the title refers is one that is not engaged significantly in teaching, research, or clinical/professional practice or whose duties are not closely related to the University's instructional and research functions. Any such determination shall be recorded in the Faculty Senate Standard Operating Procedures and the Faculty Senate meeting minutes.
1. **Voting Faculty** – For purposes of campus- and University-wide elections, except with regard to issues specific to the promotion and tenure of tenured and tenure-track Faculty members ("T/TT Faculty Members") and except with regard to the election of the campus-wide, at-large non-tenure track Faculty member to serve on Senate (as provided in Section E.1), those individuals eligible to vote (the "UMKC Voting Faculty" or the "Voting Faculty") shall consist of the following:
 - a. All full-time T/TT Faculty Members;
 - b. all ranked non-tenure track Faculty members (as defined in CRR 310.035) who are paid directly by UMKC;

- c. all full-time, unranked non-tenure track Faculty members who (i) are paid directly by UMKC and (ii) have the academic title of “Instructor,” “Clinical Instructor,” “Field Instructor” or “Lecturer” or have a title that is determined by the Faculty Senate to be equivalent to Instructor, Clinical Instructor, Field Instructor or Lecturer in terms of responsibilities and qualifications. Any such determination shall be recorded in the Faculty Senate Standard Operating Procedures and the Faculty Senate meeting minutes; and
- d. all Faculty members who are not paid directly by UMKC but who routinely oversee and participate in the instructional mission of the University to an extent comparable to a full-time Faculty member (“Additional Voting Faculty Members”); provided, however, that inclusion of such persons as Additional Voting Faculty Members must be recommended by the respective academic unit and approved by the Faculty Senate Executive Committee (FSEC). To participate in a campus- or University-wide election or exercise any other right of Voting Faculty under these Bylaws, a person must be approved as an Additional Voting Faculty Member by the FSEC at least four weeks prior to the commencement of the election or the exercise of the right.

The foregoing voting eligibility rules are not intended to define the eligibility of Faculty members to vote in academic unit elections on matters other than representation in the Faculty Senate. The eligibility of Faculty members to vote on academic unit matters, other than Senate representation, shall be determined by each unit. The eligibility of Faculty members to vote for the unit’s representation in the Faculty Senate is provided for in Section E.2.b. Campus- and University-wide voting on issues specific to the promotion and tenure of T/TT Faculty Members will be limited to the T/TT Faculty Members or some appropriate subset thereof. The election of the campus-wide, at-large non-tenure track faculty member to serve on Senate is governed by Section E.1.

- 2. **Power** -- The powers of the UMKC Voting Faculty include authority in all matters pertaining to education, research and service as granted to the Faculty by the Board of Curators. It shall have such other authority as is delegated to it by the President and/or the Chancellor. These powers are vested in the UMKC Senate unless limited by the University’s Collected Rules and Regulations.
- 3. **Meetings** -- There shall be at least one meeting of the UMKC Faculty per year (the “All-Faculty Meeting”). The Chair of the Faculty Senate shall give notice of and shall preside at such meetings. The Faculty Senate shall report to the Faculty

at such meetings and shall invite input and advice from the Faculty on issues of concern.

- a. Additional meetings of the UMKC Faculty may be called by the Chancellor or the Chair of the Senate, or upon the request of 20 percent of the Senate or upon the written request of 10 percent of the Voting Faculty.
- b. Within ten days of the notice of placing of an item on the Senate agenda, upon the request of a majority of the Senate or upon the written request of 10 percent of the Voting Faculty, the Chair of the Senate shall transfer the item from the Senate agenda to the agenda of an All-Faculty Meeting for discussion by the Faculty and action by the Voting Faculty.

C. Schools, Conservatories, Libraries and Other Units

1. **Definitions** -- A school or conservatory (both of which are hereinafter referred to as a "School") is a unit which offers or supervises programs of study leading to baccalaureate or advanced degrees. A unit or combination of units offering courses which do not lead to a degree is not a School.
2. **Schools** – UMKC's Schools are: Henry W. Bloch School of Management; School of Science and Engineering; School of Dentistry; School of Education, Social Work, and Psychological Sciences; School of Graduate Studies; School of Humanities and Social Sciences; School of Law; School of Pharmacy; UMKC Conservatory; School of Medicine; and School of Nursing and Health Studies.
3. **Libraries** – UMKC's libraries include: Miller Nichols Library, Leon E. Bloch Law Library, and Health Sciences Library.

D. Faculties of the Schools

1. Membership

- a. The Faculty of a School shall consist of the President of the University, the Chancellor, the Dean of the School, and all members of the UMKC Faculty who are assigned to the School. The Faculty of a School shall be primarily responsible for the quality of the School's undertakings. The voting Faculty of a School, for School-level elections, shall be defined by the School's bylaws, subject to the requirement in Section E.2.b that all UMKC Voting Faculty assigned

to the School shall be eligible to participate in the election of the School's senators.

- b. Faculty whose work is divided between programs of two or more Schools (other than the School of Graduate Studies) may participate in deliberations of these Schools but shall be a voting member of only the School in which they hold their primary appointment.
 - c. The Faculty of the School of Graduate Studies consists of UMKC Faculty who hold graduate or doctoral appointments. Faculty of the School of Graduate Studies may vote and be elected to offices or committees in this School as well as to offices and committees of the School in which they hold their primary appointment.
- 2. **Meetings** -- At least four regular meetings of the Faculty of a School shall be called annually according to the procedures adopted by the School. A special meeting may be called at any time by the Chancellor or by the Dean of the School and must be called if requested by one-fourth of the membership of the Faculty of the School or as otherwise provided by the bylaws of the School. Written notification of any meeting of a School Faculty shall be communicated at least three days prior to the meeting to all members of the School Faculty except in the case of an emergency meeting in which case any action taken becomes an item for reconsideration on the agenda at the next regularly scheduled meeting of that School Faculty. Each School Faculty shall determine its own definition of a quorum of its membership and decide upon a procedure which enables the membership of that particular Faculty to carry out its business in a responsible as well as efficacious manner. Copies of the minutes of each meeting shall be made available to each Faculty member of the School and to the Chancellor.
- 3. **Powers** -- The Faculty of a School shall establish procedures and policies governing the work of the School.
 - a. **Bylaws** -- Each School shall have a written set of bylaws prepared in such a manner as is determined by the Faculty of that School. These bylaws shall implement the provisions of this section of the UMKC Bylaws. A copy of these bylaws and any subsequent amendment thereto shall be filed with the Chancellor and the Chair-elect of the Senate. The bylaws shall not contain any provisions inconsistent with the UMKC Bylaws.
 - b. **Curriculum and Degrees** -- The Faculty of a School and/or department, together with the appropriate administrative officers, shall be responsible for recommending all academic courses and

programs and for recommending candidates for degrees. The Faculty of each School, through its dean, shall file with the registrar a copy of its admission and retention standards, its degree requirements, and individual course additions and deletions. The registrar shall distribute copies of such standards, requirements and course additions and deletions to the Chancellor and the deans of the other Schools.

c. **Selection, Retention, Promotion and Tenure of Academic Faculty -**

- The Faculty of each School and/or department or other teaching unit shall establish criteria and specify procedures to be followed, as a general policy, in recommending the selection, retention and promotion of members of such Faculty.

(1) As a general policy all academic staff appointments to a School Faculty shall be made after the Dean of the School has received a written recommendation from a committee of an appropriate department or equivalent teaching unit. The Dean shall forward the recommendation of the committee with his/her own recommendation to the Chancellor.

(2) The role of the School Faculties, committees, and administrative officers in the selection, retention, promotion, and tenure of Faculty members is governed by CRRs 310.035 and 320.035.

d. **Selection of Deans** -- As a general policy, recommendations for the selection of deans in any School shall be made by the Chancellor after consultation with an appropriate committee which will include members of the Faculty of that School. This consultation procedure shall not abrogate the final responsibility and authority of the Chancellor to recommend a dean's appointment or replacement.

e. **Selection of Department Chairs, School Division Chairs and Directors** -- As a general policy, the Dean shall recommend appointment or replacement of a department Chairperson, School division Chairperson or Director only after consultation with the Faculty of the department, subdivision or sub-unit concerned. This consultation procedure shall not abrogate the final responsibility and authority of the Dean to recommend the appointment or replacement of a department Chairperson, School division Chairperson, or Director.

f. **Evaluation of Academic and Professional Administrators** -- The voting Faculty of each School shall participate in the regular evaluation of their academic and professional administrators. A

School Faculty, by formal action at a regular meeting, or through its elected School Executive Committee or such other elected committee as is designated by the School in its bylaws, may report on matters of common concern through the Faculty Senate Executive Committee, or directly to the Chancellor, and through him to the President of the University and the Board of Curators, and may make recommendations pertaining to any feature of the functioning of UMKC or the University.

- g. **Budget Committee** -- Each School shall have an elected budget committee composed of representative Faculty. The Budget Committee shall receive from the Dean in timely fashion all information regarding the budget process, shall share that information with the Faculty of the School, and shall advise the Dean regarding objectives and funding priorities as well as necessary allocations to achieve those objectives.

E. **The UMKC Faculty Senate**

1. **Composition of the Senate** -- The Senate shall consist of at least two elected Faculty representatives from Henry W. Bloch School of Management; School of Science and Engineering; School of Dentistry; School of Education, Social Work, and Psychological Sciences; School of Law; School of Pharmacy; UMKC Conservatory; School of Medicine; School of Nursing and Health Studies; and UMKC Libraries. For represented units whose number of Voting Faculty exceeds fifty members, an additional senator may be added for each increment of twenty-five Voting Faculty over a baseline of fifty Voting Faculty. Each represented unit and the Faculty Senate Executive Committee will review the respective unit's Voting Faculty numbers every three years and propose or invite an increase or decrease in number of senators as needed. The Faculty of a unit must make a formal request to the FSEC for consideration of additional senators. Currently seated senators or the Faculty Chairperson of the unit may make this request. The addition of senator positions beyond the minimum two senators will be determined jointly by the FSEC and the Senate. Additionally, there will be a campus-wide, at-large non-tenure track Faculty Senator (the "At-Large NTT Faculty Senator") chosen through an election by non-tenure track Faculty members who qualify as Voting Faculty members under Section B.1. The At-Large NTT Faculty Senator must meet the officer eligibility requirements provided in Section E.5. The Senate may elect to accept as non-voting members representatives of major campus constituencies, such as the Staff Council, the Part-Time Faculty Association, and the Clinical Faculty serving at UMKC Clinical Affiliate Institutions.

- a. In order that the Senate maintain close ties with the units, it is recommended that one representative from each unit be the Faculty Chairperson of the unit or member of its executive body.
- b. All members of the UMKC Voting Faculty are eligible to be members of the Faculty Senate. No one who is not a member of the UMKC Voting Faculty may be a member of the Faculty Senate.
- c. Officers of the Senate, including elected representatives of the Intercampus Faculty Cabinet ("IFC"), shall be members of the Senate.

2. Terms of Office and Elections

- a. Senate members representing a unit shall be elected by the represented unit in time to take office at the first Senate meeting in the fall semester.
- b. All members of a represented unit who are members of the UMKC Voting Faculty (as defined in Section B.1) shall be eligible to participate in the election of the unit's senators.
- c. Senate members elected to represent their units shall serve two-year terms, except for representatives who serve by virtue of their membership on a unit executive body; they may serve a term that coincides with their role on the unit executive body.
- d. Should a Senate member elected to represent a unit be unable to complete his/her term, that vacancy shall be filled by an election by that unit as soon as possible.
- e. Senate members elected to represent their units may succeed themselves without restriction.
- f. Senate officers (including the IFC representatives) shall be elected by the Voting Faculty by secret ballot. This election shall take place in the spring semester preceding the academic year in which their term is to begin.
- g. Senate officers (including the IFC Representatives) shall serve staggered, three-year terms.
- h. Senate officers are limited to two consecutive terms.

- i. Should a Senate officer be unable to complete his/her term, the filling of the vacancy shall be governed by Section E.5.d and E.5.e.
- 3. **Powers** -- The power of the UMKC Voting Faculty, as defined in Section B.2, shall be delegated to the Faculty Senate. The Senate may make recommendations pertaining to any feature of the functioning of the University to the Chancellor, and through the Chancellor to the President and/or the Board of Curators.
 - a. The Senate, in cooperation with the administration, shall provide for Faculty participation in the regular evaluation of those campus-wide officers of the administration included in the Academic Tenure Regulations.
 - b. The Senate, by formal action at an All-Faculty Meeting, or at a Senate meeting, may report to the Chancellor on matters of common concern, and through the Chancellor or through the Intercampus Faculty Cabinet to the President of the University and the Board of Curators, and may make recommendations pertaining to any feature of the functioning of UMKC or the University.
 - c. The Senate shall serve as a liaison between the Faculty and the Chancellor and the campus' administrative officers. The Senate shall serve as a liaison between the Faculty and the Intercampus Faculty Cabinet. The Senate shall serve as a liaison between the Faculty and the Student Government Association and the Intercampus Student Council.
- 4. **Meetings**
 - a. The meeting schedule for each semester shall be set by the Chair of the Senate; however, additional meetings may be called by the Chair, at the request of the Chancellor, or at the request of 20 percent of the Senate or 10 percent of the Voting Faculty.
 - b. Any Voting Faculty member may appear before the Senate to express his/her concerns by sending a written request to the Senate Chair-elect, who shall thereupon notify the Faculty member of the time and place of the next meeting and invite him/her to attend.
- 5. **Officers of the Faculty Senate** -- Individuals eligible to run for Senate officer positions shall consist of all members of the Voting Faculty who both (i) fall within the categories described in Section B.1.a or B.1.b and (ii) have

at least six years as members of the Voting Faculty at UMKC. Elected officers shall be the Chair-elect, Chair, Past-Chair, the two IFC representatives, and the At-Large NTT Faculty Senator, who collectively shall comprise the Faculty Senate Executive Committee. Each year, a Chair-elect will be elected for a three-year term in a manner consistent with these Bylaws. Each position will advance; the previous Chair-elect becomes Chair, and the previous Chair becomes the Past-Chair. The formal date of advancement shall be August 1. People elected as officers of the Senate, upon election, if not already members of the Senate, shall be eligible to participate in the deliberations of the Senate. Elections and terms for IFC members shall comply with CRR 20.100.B.

- a. The Chair is the presiding officer of the Senate. It shall be the responsibility of the Chair to set the meeting schedule of the Senate and of the All-Faculty Meetings. The Chair shall be responsible for setting the agenda for both the Senate meetings and the All-Faculty Meetings, and for their distribution to all members of the Faculty. The agenda shall be set after consultation with the Faculty Senate Executive Committee. The Chair shall serve on the IFC during his/her term in office.
- b. The Past-Chair shall preside in the absence of the Chair, shall serve as the parliamentarian of the Senate, and shall be the chair of Faculty Elections and the votes of the Voting Faculty.
- c. The Chair-elect shall serve as secretary, record the minutes of the All-Faculty Meetings and the Senate meetings, and make the minutes available to the Faculty through the Senate website. The Chair-elect shall excuse absences of Senate members and shall maintain attendance records.
- d. Should a Chair resign, that office will be assumed by the Chair-elect for the remainder of the term. Should the Chair-elect resign, a new special election will be held to fill the vacancy for the remainder of the term. Should the Past-Chair resign, the Senate will elect a senator to fill the role and duties of the Past-Chair for the remainder of the term. In the case of a Chair resignation, the Chair-elect will serve out the remainder of the resigning Chair's term for that year, and then serve the next year as the Chair as if normal progression had occurred.
- e. In the case of an IFC vacancy, the Senate shall determine at a regular meeting whether to fill the vacancy temporarily or for the duration of the unexpired term. For a temporary replacement, the Senate

shall elect a current or prior Senate member to fill the vacancy. For replacements for the unexpired term, nominations will be requested among current or prior Senate members, and a ballot containing the names of nominees will be sent to all members of the Voting Faculty. The person getting the highest number of votes will assume the office for the duration of the unexpired term. Should that person be unable to serve, the person with the next highest number of votes in that election will assume the office. In urgent cases, so as to provide full representation at IFC, the Faculty Senate Executive Committee may appoint a current senator to attend IFC meetings until the Senate can address the vacancy at its next regular or special meeting.

6. Committees

- a. The FSEC shall consist of all campus-wide elected members of the Senate (including the At-Large NTT Faculty Senator).
- b. The Senate may establish standing committees as deemed necessary, in accordance with the Senate Standard Operating Procedures. They will report to the Senate, and through the Senate to the Faculty at All-Faculty Meetings.
- c. The Senate may establish ad hoc committees as deemed necessary. They will report to the Senate, and through the Senate to the Faculty at All-Faculty meetings.
- d. When committee nomination requests are received from the campus administration or from the Student Government Association, the Senate will designate nominees if it deems such action to be appropriate, following all applicable Collected Rules and Regulations. The Senate shall report at the next All-Faculty Meeting all requests and actions taken.
- e. Each committee shall annually submit a written review of its actions which will be made available to the Faculty through the Faculty Senate website.

7. Operations: Standard Operating Procedures (SOP)

- a. The Faculty Senate shall have a written document of standard operating procedures (the “Standard Operating Procedures” or “SOP”).

- b. The procedures articulated in the SOP shall be consistent with these Bylaws.
- c. The FSEC shall be responsible for proposing the initial SOP and any amendments to the SOP to the Faculty Senate.
- d. The Faculty Senate shall adopt the SOP by majority vote.
- e. The Faculty Senate shall adopt any amendments to the SOP by majority vote.
- f. The FSEC shall ensure that the SOP be available on the Faculty Senate website.

F. Bylaws and Amending Procedures

- 1. These Bylaws are subordinate to all bylaws, rules, regulations and policies established by the University or adopted by The Curators of the University of Missouri.
- 2. Ratification of amendments
 - a. Amendments must have two readings in the Senate and be passed by secret ballot after the second reading.
 - b. Amendments, passed by the Senate, must be circulated to the Voting Faculty for an electronic election with two weeks allowed for voting.
 - c. Amendments are approved by a majority of the Voting Faculty who vote.
- 3. These Bylaws and amendments thereto become effective upon ratification by the Board of Curators.

300.020 Faculty Bylaws of the University of Missouri-Kansas City

Min. 10-12-73; Amended Bd. Min. 11-18-77, 6-27-80, 11-19-82, 12-7-84, 6-6-08, 10-21-11, 6-14-13; Amended 4-10-15, Amended 6-17-16, Amended 2-6-20, Amended 11-17-22, Amended 4-20-23.

- A. **Purpose of the Governing Practices** -- The University of Missouri-Kansas City ("UMKC") Faculty will nurture the educational development of the student, the institution, and the community by transmitting knowledge, cultivating creativity, fostering leadership, sharing research, modeling civil discourse, and demonstrating critical engagement. The purpose of these Bylaws is to establish a body which represents the voice of the Faculty and to establish an effective vehicle for the needs and concerns of the Faculty to be presented for discussion and debate. These Bylaws assume that Faculty may participate in academic decision processes. The right of faculties to organize and to carry out the responsibilities and functions delegated to them by the Board is recognized in Section CRR 10.030.E.2.
- B. **Membership** --- The University of Missouri-Kansas City Faculty (the "UMKC Faculty" or the "Faculty") shall consist of the President of the University, the Chancellor, and all ~~persons on benefits-eligible academic appointments~~. An academic appointee is defined as one who has an academic title according to the University's human resources department, unless (i) the academic title is one that is primarily held by students or (ii) the Faculty Senate (the "Faculty Senate" or "Senate") determines that the position to which the title refers is one that is not engaged significantly in teaching, research, or clinical/professional practice or whose duties are not closely related to the University's instructional and research functions. Any such determination shall be recorded in the Faculty Senate Standard Operating Procedures and the Faculty Senate meeting minutes.
1. **Voting Faculty** --- For purposes of campus- and University-wide elections, except with regard to issues specific to the promotion and tenure of tenured and tenure-track Faculty members ("T/TT Faculty Members") and except with regard to the election of the campus-wide, at-large non-tenure track Faculty member to serve on Senate (as provided in Section E.1), those individuals eligible to vote (the "UMKC Voting Faculty" or the "Voting Faculty") shall consist of ~~all tenured and tenure-track and all the~~ following:
- a. All full-time, T/TT Faculty Members;
 - b. all ranked and unranked, non-tenure track faculty, including Librarians I, II, III and IV; Faculty members (as defined in Section CRR 310.035A of 035) who are paid directly by UMKC;

- c. all full-time, unranked non-tenure track Faculty members who (i) are paid directly by UMKC and (ii) have the Collected Rules and Regulations, provided that the individual is .75 FTE or greater and holds an appointment of at least nine (9) months duration. In addition, faculty in any academic unit whose percentage of effort title of "Instructor," "Clinical Instructor," "Field Instructor" or "Lecturer" or have a title that is determined by the Faculty Senate to be equivalent to Instructor, Clinical Instructor, Field Instructor or Lecturer in terms of responsibilities and qualifications. Any such determination shall be recorded in the Faculty Senate Standard Operating Procedures and the Faculty Senate meeting minutes; and
- d. all Faculty members who are not paid directly by UMKC but who routinely overseeingoversee and participatingparticipate in the instructional mission of the University isto an extent comparable to the foregoing, but who are not paid directly by UMKC, shall be eligible to vote in campus- and University-wide elections. Criteria utilized by such units in determining its faculty whose percentage of effort in routinely overseeing and participating in the instructional mission of the University is comparable to the foregoing a full-time Faculty member ("Additional Voting Faculty Members"); provided, however, that inclusion of such persons as Additional Voting Faculty Members must be recommended by the respective academic unit and approved in advance by the Faculty Senate. by the Faculty Senate Executive Committee (FSEC). To participate in a campus- or University-wide election or exercise any other right of Voting Faculty under these Bylaws, a person must be approved as an Additional Voting Faculty Member by the FSEC at least four weeks prior to the commencement of the election or the exercise of the right.

1. The foregoing voting eligibility rules are not intended to define the eligibility of ~~faculty~~Faculty members to vote in ~~school or college~~academic unit elections ~~and on matters other than representation in the Faculty Senate. The eligibility of Faculty members to vote on academic unit matters, other than Senate representation, shall be determined by each unit. The eligibility of Faculty members to vote for the unit's representation in such school or college elections shall be defined by the rules of such school or college.~~the Faculty Senate is provided for in Section E.2.b. Campus- and University-wide ~~faculty votes~~voting on issues specific to the promotion and tenure or tenured/tenure track (of T/TT) faculty Faculty Members will be restricted ~~to T/TT faculty~~limited to the T/TT Faculty Members or some appropriate subset thereof. The election of the campus-wide, at-large non-tenure track faculty member to serve on Senate is governed by Section E.1.

2. **Power** -- The powers of the ~~voting~~UMKC Voting Faculty ~~of UMKC~~ include authority in all matters pertaining to education, research and service as granted to the Faculty by the Board of Curators. It shall have such other authority as is delegated to it by the President and/or the Chancellor. These powers are vested in the UMKC Senate unless limited by the University's Collected Rules and Regulations.
3. **Meetings** -- There shall be at least one ~~general~~ meeting of the ~~voting~~UMKC Faculty per year: (the "All-Faculty Meeting"). The Chair of the Faculty Senate shall give notice of and shall preside at such meetings. The Faculty Senate shall report to the ~~voting~~ Faculty at such meetings and shall invite input and advice from the Faculty on issues of concern.
 - a. Additional meetings of the ~~voting~~UMKC Faculty may be called by the Chancellor or the Chair of the Senate, or upon the request of 20 percent of the Senate or upon the written request of 10 percent of the ~~voting~~Voting Faculty.
 - b. Within ten days of the notice of placing of an item on the Senate agenda, upon the request of a majority of the Senate or upon the written request of 10 percent of the ~~voting~~Voting Faculty, the Chair of the Senate shall transfer the item from the Senate agenda to the agenda of ~~a meeting of the voting an All-Faculty Meeting~~ for discussion by the Faculty and action by ~~that group~~the Voting Faculty.

C. **~~Colleges,~~ Schools, Conservatories, Libraries and ~~other units~~Other Units**

1. **Definitions** -- A ~~college,~~ school or conservatory (both of which are hereinafter ~~colleges, schools, or conservatories will be~~ referred to as ~~schools~~) a "School" is a unit which offers or supervises programs of study leading to baccalaureate or advanced degrees. A unit or combination of units, offering courses which do not lead to a degree, is not a ~~school~~School.
2. **Schools** -- ~~Presently existent schools~~UMKC's Schools are: Henry W. Bloch School of Management; School of Science and Engineering; School of Dentistry; School of Education, Social Work, and Psychological Sciences; School of Graduate Studies; School of Humanities and Social Sciences; School of Law; School of Pharmacy; ~~the~~ UMKC Conservatory; School of Medicine; and School of Nursing and Health ~~Sciences~~Studies.
3. **Libraries** -- ~~Libraries~~ UMKC's libraries include: Miller Nichols Library, Leon E. Bloch Law Library, and Health Sciences Library.

D. Faculties of the Schools

1. Membership

- a. The Faculty of a School shall consist of the President of the University, the Chancellor, the Dean of the School, and all ~~persons with academic appointments~~ members of the UMKC Faculty who are assigned to the ~~school~~ School. The Faculty of a School shall be primarily responsible for the quality of the ~~school's~~ School's undertakings. ~~Other non-regular, administrative or extension personnel who hold appointments within the school may be added to the~~ The voting Faculty of the school as a School, for School-level elections, shall be defined by the ~~school's~~ School's bylaws, subject to the requirement in Section E.2.b that all UMKC Voting Faculty assigned to the School shall be eligible to participate in the election of the School's senators.
 - b. Faculty whose work is divided between programs of two or more ~~schools~~ Schools (other than the School of Graduate Studies) may participate in deliberations of these ~~schools,~~ Schools but shall be a voting member of only the ~~school~~ School in which they hold their primary appointment.
 - c. The Faculty of the School of Graduate Studies consists of UMKC Faculty ~~(Section 300.020.B)~~ who hold graduate or doctoral appointments. Faculty of the School of Graduate Studies may vote and be elected to offices or committees in this ~~school~~ School as well as to offices and committees of the ~~school~~ School in which they hold their primary appointment.
2. **Meetings** -- At least four regular meetings of the Faculty of a School shall be called annually according to the procedures adopted by the ~~school~~ School. A special meeting may be called at any time by the Chancellor or by the Dean of the ~~school~~ School and must be called if requested by one-fourth of the membership of the Faculty of the School or as otherwise provided by the ~~Bylaws~~ bylaws of the ~~school~~ School. Written notification of any meeting of a School Faculty shall be ~~mailed~~ communicated at least three days prior to the meeting to all members of the School Faculty except in the case of an emergency meeting in which case any action taken becomes an item for reconsideration on the agenda at the next regularly scheduled meeting of that School Faculty. Each School Faculty shall determine its own definition of a quorum of its membership and decide upon a procedure which enables the membership of that particular Faculty to carry out its business in a responsible as well as efficacious manner. Copies of the minutes of each meeting shall be ~~supplied~~ made available to each Faculty member of the ~~school~~ School and to the Chancellor.

3. **Powers** -- The Faculty of a ~~school~~School shall establish procedures and policies governing the work of the ~~school~~School.
- a. **Bylaws** -- Each ~~school~~School shall have a written set of ~~Bylaws~~bylaws prepared in such a manner as is determined by the Faculty of that ~~school~~School. These ~~Bylaws~~bylaws shall implement the provisions of this section of the UMKC Bylaws. A copy of these ~~Bylaws~~bylaws and any subsequent amendment thereto shall be filed with the Chancellor and the Chair-elect of the Senate. The ~~Bylaws~~bylaws shall not contain any provisions inconsistent with the UMKC Bylaws.
- b. **Curriculum and Degrees** -- The Faculty of a ~~school~~School and/or department, together with the appropriate administrative officers, shall be responsible for recommending all academic courses and programs and for recommending candidates for degrees.
- ~~(1)~~ The Faculty of each ~~school~~School, through its dean, shall file with the registrar a copy of its admission and retention standards, its degree requirements, and individual course additions and deletions. The registrar shall distribute copies of such standards, requirements and course additions and deletions to the Chancellor and the deans of the other ~~schools~~Schools.
- c. **~~Selection and, Retention, Promotion and Tenure~~ of Academic Faculty** -- The Faculty of each ~~school~~School and/or department or other teaching unit shall establish criteria and specify procedures to be followed, as a general policy, in recommending the selection, retention and promotion of members of ~~the~~such Faculty.
- € (1) As a general policy all academic staff appointments to a School Faculty shall be made after the Dean of the ~~school~~School has received a written recommendation from ~~a committee of~~ an appropriate department ~~committee~~ or equivalent teaching unit. The Dean shall forward the recommendation of the committee with his/her own recommendation to the Chancellor.
- ~~(2) Recommendations for promotion and/or tenure, and to reappoint or not to reappoint, shall be made by the Dean of the school after receiving a written recommendation from an appropriate department committee or equivalent teaching unit. The Dean shall forward the recommendation of the committee with his/her own recommendation to the Chancellor.~~
- (2) The role of the School Faculties, committees, and administrative officers in the selection, retention, promotion, and tenure of Faculty members is governed by CRRs 310.035 and 320.035.

- d. **Selection of Deans** -- As a general policy, recommendations for the selection of deans in any ~~school~~School shall be made by the Chancellor after consultation with an appropriate committee which will include members of the Faculty of that ~~school~~School. This consultation procedure shall not abrogate the final responsibility and authority of the Chancellor to recommend a dean's appointment or replacement.
- e. **Selection of Department Chairs, School Division Chairs and Directors** -- As a general policy, the Dean shall recommend appointment or replacement of a department Chairperson, ~~school~~School division Chairperson or Director only after consultation with the Faculty of the department, subdivision or sub-unit concerned. This consultation procedure shall not abrogate the final responsibility and authority of the Dean to recommend the appointment or replacement of a department Chairperson, ~~school~~School division Chairperson, or Director.
- f. **Evaluation of Academic and Professional Administrators** -- The voting Faculty of each ~~school~~School shall participate in the regular evaluation of their academic and professional administrators.
~~(1)~~ A School Faculty, by formal action at a regular meeting, or through its elected School Executive Committee or such other elected committee as is designated by the ~~school~~School in its ~~Bylaws~~bylaws, may report on matters of common concern through the Faculty Senate Executive Committee ~~of the Senate~~, or directly to the Chancellor, and through him to the President of the University and the Board of Curators, and may make recommendations pertaining to any feature of the functioning of UMKC or the University.
- g. **Budget Committee** -- Each ~~school~~School shall have an elected budget committee composed of representative Faculty. The Budget Committee shall receive from the Dean in timely fashion all information regarding the budget process; ~~it~~ shall share that information with the Faculty of the ~~school~~School, and shall advise the Dean regarding objectives and funding priorities as well as necessary allocations to achieve those objectives.

E. The UMKC Faculty Senate

- 1. **Composition of the Senate** -- The Senate shall consist of at least two elected Faculty representatives from ~~the~~ Henry W. Bloch School of Management; ~~the~~ School of Science and Engineering; School of Dentistry; School of Education, Social Work, and Psychological Sciences; School of Law; ~~the~~ School of Pharmacy; ~~the~~ UMKC Conservatory; School of Medicine; School of Nursing and Health Studies; and UMKC Libraries. For ~~schools~~represented units whose number of ~~voting faculty~~Voting Faculty exceeds fifty members, an additional senator may be

added for each increment of twenty-five ~~voting faculty~~Voting Faculty over a baseline of fifty ~~voting faculty~~Voting Faculty. Each ~~school~~represented unit and the Faculty Senate Executive Committee (~~FSEC~~) will review the respective ~~school's voting faculty~~unit's Voting Faculty numbers every three years and propose or invite an increase or decrease in number of senators as needed. The Faculty of a ~~School~~unit must make a formal request to the FSEC for consideration of additional senators. Currently seated senators or the Faculty Chairperson of the ~~School~~unit may make this request. The addition of senator positions beyond the minimum two senators will be determined jointly by the FSEC and the Senate. Additionally, there will be ~~an at-large NTT Faculty representative determined by NTT voting faculty~~a campus-wide, at-large non-tenure track Faculty Senator (the "At-Large NTT Faculty Senator") chosen through an election by non-tenure track Faculty members who qualify as Voting Faculty members under Section B.1. The At-Large NTT Faculty Senator must meet the officer eligibility requirements provided in Section E.5. The Senate may elect to accept as non-voting members representatives of major campus constituencies, such as the Staff Council, the Part-Time Faculty Association, and the Clinical Faculty serving at UMKC Clinical Affiliate Institutions.

- a. In order that the Senate maintain close ties with the units, it is recommended that one representative from each unit be the Faculty Chairperson of the unit or member of its executive body.
- b. ~~Those who~~All members of the UMKC Voting Faculty are eligible to be members of the Faculty Senate. No one who is not a member of the UMKC Voting Faculty may be a member of the Faculty Senate.
- c. ~~Officers of the Senate serve as, including elected representatives shall be UMKC voting Faculty. Members of the Executive Committee must be voting Faculty.~~
- d. ~~Elected representatives to the of the Intercampus Faculty Cabinet, known as ("IFC;"), shall be members of the UMKC Faculty Senate for the duration of their termsSenate.~~
- e. ~~d. Officers of the Senate shall be members of the Senate for the duration of their terms.~~

2. Terms of Office and Elections

- a. Senate members representing a unit shall be elected ~~early by the represented unit~~in the winter semester, time to take office at the first Senate meeting in the following fall semester.

~~b. Senate officers shall serve staggered, three-year terms.~~

~~c. IFC All members shall serve three-year terms and shall be Senate of a represented unit who are members for of the duration of their terms on the IFC.~~

~~b. Elected UMKC Voting Faculty representatives (as defined in Section B.1) shall be eligible to participate in the election of the unit's senators.~~

~~d.c. Senate members elected to represent their units shall serve two-year terms, except for representatives who serve by virtue of their membership on a unit executive body; they shall serve one-year terms. may serve a term that coincides with their role on the unit executive body.~~

~~e. Members may succeed themselves without restriction. Officers are limited to two consecutive terms.~~

~~f.d. Should a Senate member elected representative to represent a unit be unable to complete his/her term, that vacancy shall be filled by an election by that unit as soon as possible.~~

~~g.e. Senate members shall be elected by the represented to represent their units. may succeed themselves without restriction.~~

~~h.f. Senate officers and (including the IFC representatives) shall be elected by the voting Voting Faculty by secret ballot. This election shall take place in the spring semester preceding the academic year in which their term is to begin.~~

~~g. Senate officers (including the IFC Representatives) shall serve staggered, three-year terms.~~

~~h. Senate officers are limited to two consecutive terms.~~

~~i. Should a Senate officer be unable to complete his/her term, the filling of the vacancy shall be governed by Section E.5.d and E.5.e.~~

3. **Powers** -- The power of the ~~voting~~ UMKC Voting Faculty ~~of UMKC~~, as defined in ~~CRR-300.020-Section~~ B.2, shall be delegated to the Faculty Senate. The Senate may make recommendations pertaining to any feature of the functioning of the University to the Chancellor, and through the Chancellor to the President and/or

the Board of Curators.

- a. The Senate, in cooperation with the administration, shall provide for Faculty participation in the regular evaluation of those campus-wide officers of the administration included in the Academic Tenure Regulations.
- b. The Senate, by formal action at ~~a meeting of the general an All~~ Meeting, or at a Senate meeting, may report to the Chancellor on matters of common concern, and through the Chancellor or through the Intercampus Faculty Cabinet to the President of the University and the Board of Curators, and may make recommendations pertaining to any feature of the functioning of UMKC or the University.
- c. The Senate shall serve as a liaison between the Faculty and the Chancellor and the campus' administrative officers. The Senate shall serve as a liaison between the Faculty and the Intercampus Faculty Cabinet. The Senate shall serve as a liaison between the Faculty and the Student Government Association and the Intercampus Student Council.

4. Meetings

- a. The meeting schedule for each semester shall be set by the Chair of the Senate; however, additional meetings may be called by the Chair, at the request of the Chancellor, or at the request of 20 percent of the Senate or 10 percent of the Voting Faculty.
- b. Any Voting Faculty member may appear before the Senate to express his/her concerns by sending a written request to the Senate Chair-elect, who shall thereupon notify the Faculty member of the time and place of the next meeting and invite him/her to attend.

5. **Officers of the Faculty Senate** -- Individuals eligible to run for Senate officer positions shall consist of all members of the Voting Faculty who ~~are ranked with both (i) fall within the categories described in Section B.1.a tenured/tenure track appointment; ranked faculty with a non-tenure track appointment of the Associate rank or higher; B.1.b and Librarians II, III, or IV. All candidates must (ii)~~ have at least six years ~~experience~~ as members of the Voting Faculty at UMKC. Elected officers shall be the Chair-elect, Chair, Past-Chair, the two IFC representatives, and the ~~at-large~~ At-Large NTT ~~representative~~ Faculty Senator, who collectively shall comprise the Faculty Senate Executive Committee ~~(FSEC)~~. Each year, a Chair-elect will be elected for a three-year term in a manner consistent with ~~the~~ these Bylaws. Each position will advance; the previous Chair-elect becomes Chair, and the previous Chair becomes the Past-Chair. The formal

date of advancement shall be August 1. ~~Upon~~People elected as officers of the Senate, upon election, ~~the Chair-elect, Chair, Past-Chair, IFC-elect, and at-large NTT-elect,~~ if not already members of the Senate, shall be eligible to participate ~~ex-officio~~ in the deliberations of the Senate. ~~IFC and Senate Officer elections~~Elections and terms ~~for IFC members shall~~ comply with ~~section 300.020-E.2. and CRR 20.100 of the UM System CRRs, B.~~

- a. The Chair is the presiding officer of the Senate. It shall be the responsibility of the Chair to set the meeting schedule of the Senate and of the ~~general-All-Faculty meetings~~Meetings. The Chair shall be responsible for setting the agenda for both the Senate meetings and the ~~general-All-Faculty meetings~~Meetings, and for their distribution to all members of the ~~voting~~ Faculty. The agenda shall be set after consultation with the Faculty Senate Executive Committee. The Chair shall serve on the IFC during his/her term in office.
- b. The Past-Chair shall preside in the absence of the Chair, shall serve as the parliamentarian of the Senate, and shall be the chair of Faculty Elections and ~~validate the votes of the Voting Faculty~~votes.
- c. The Chair-elect shall serve as secretary, ~~and~~ record the minutes of the ~~general-All-Faculty meetings~~Meetings and the Senate meetings, and ~~distribute them to all Faculty members, and make them the minutes~~ available ~~on-line to the Faculty~~ through the Senate website. The Chair-elect shall excuse absences of Senate members and shall maintain attendance records.
- d. Should a Chair resign, that office will be assumed by the Chair-elect for the remainder of the term. Should the Chair-elect resign, a new special election will be held to fill the vacancy for the remainder of the term. Should the Past-Chair resign, the Senate will elect a ~~Senator~~senator to fill the role and duties of the Past-Chair for the remainder of the term. In the case of a Chair resignation, the Chair-elect will serve out the remainder of the resigning Chair's term for that year, and then serve the next year as the Chair as if normal progression had occurred.
- e. In the case of an IFC vacancy, the Senate shall determine at a regular meeting whether to fill the vacancy temporarily or for the duration of the unexpired term. For a temporary replacement, the Senate shall elect a current or prior Senate member to fill the vacancy. For replacements for the unexpired term, nominations will be requested among current or prior Senate members, and a ballot containing the names of nominees will be sent to all ~~voting~~members of the Voting Faculty. The person getting the highest number of votes will assume the office for the

duration of the unexpired term. Should that person be unable to serve, the person with the next highest number of votes in that election will assume the office. In urgent cases, so as to provide full representation at IFC, the Faculty Senate Executive Committee may appoint a current ~~Senator~~senator to attend IFC meetings until the Senate can address the vacancy at its next regular or special meeting.

~~f. Faculty Senate Executive Committee members shall not serve more than two consecutive terms of office.~~

6. Committees

- a. The FSEC shall consist of all campus-wide elected members of the Senate. ~~(including the At-Large NTT Faculty Senator).~~
- b. The Senate may establish standing committees as deemed necessary, in accordance with the Senate Standard Operating Procedures. They will report to the Senate, and through the Senate to the Faculty at ~~regular~~ general ~~All~~-Faculty ~~meetings~~Meetings.
- c. The Senate may establish ad hoc committees as deemed necessary. They will report to the Senate, and through the Senate to the Faculty at ~~a regular general~~ All-Faculty ~~meeting~~meetings.
- d. When committee nomination requests are received from the campus administration or from the Student Government Association, the Senate will designate nominees if it deems such action to be appropriate, following all applicable Collected Rules and Regulations. The Senate shall report at the next ~~general~~ All-Faculty ~~meeting~~Meeting all requests and actions taken.
- e. Each committee shall annually submit a written review of its actions which will be ~~forwarded~~ made available to the Faculty ~~along with~~ through the ~~minutes of the Senate's final meeting of the year~~ Faculty Senate website.

7. Operations: Standard Operating Procedures (SOP)

- a. The Faculty Senate shall have a written document of standard operating procedures (the "Standard Operating Procedures" or "SOP").
- b. The procedures articulated in the SOP shall be consistent with these Bylaws.

- c. The FSEC shall be responsible for proposing the initial SOP and any amendments to the SOP to the Faculty Senate.
- d. The Faculty Senate shall adopt the SOP by majority vote.
- e. The Faculty Senate shall adopt any amendments to the SOP by majority vote.
- f. The FSEC shall ensure that the SOP be available on the Faculty Senate website.

F. Bylaws and Amending Procedures

1. These Bylaws are subordinate to all ~~Bylaws~~bylaws, rules, regulations and policies established by the University or adopted by The Curators of the University of Missouri.
2. Ratification of amendments
 - a. Amendments must have two readings in the Senate and be passed by secret ballot after the second reading.
 - b. Amendments, passed by the Senate, must be circulated to the ~~voting~~Voting Faculty for an electronic election with two weeks allowed for voting.
 - c. Amendments are approved by a majority of the ~~faculty~~Voting Faculty who vote, ~~as defined in B.1 of these bylaws~~.
3. These Bylaws and amendments thereto become effective upon ratification by the Board of Curators.

Executive Summary
Amendments to CRR 300.030,
Faculty Bylaws of the Missouri University of Science and Technology

Background

The revisions to Collected Rules and Regulations, Section 300.030, Faculty Bylaws of the Missouri University of Science and Technology were designed to modernize and align the Faculty Senate's policies with current practices. Specific revisions include:

- Re-introducing references to colleges and deans, which were previously removed from the Bylaws when S&T did not have colleges.
- Creates a process for the reorganization of academic departments, emphasizing administrator and faculty collaboration, modeled after the process used for recent reorganizations.
- Permits the Faculty Senate to consider matters via electronic ballot.
- Creates a new subcommittee on Environmental Health and Safety and a subcommittee to oversee Commencement planning.
- Numerous clarifications to ensure alignment with current practices and CRRs that have been modified/introduced since the last revision of the Bylaws.

The proposal was adopted by the S&T Faculty by a vote of 49 to 4.

No. 3

Recommended Action – Revisions to Collected Rules and Regulations 300.030,
Faculty Bylaws of the Missouri University of Science and
Technology

It was recommended by Chancellor Mohammad Dehghani, endorsed by President of the
University of Missouri Mun Y. Choi, recommended by the Academic, Student Affairs and
Research & Economic Development Committee, moved by Curator _____,
seconded by Curator _____ that the following action be approved:

that Collected Rules and Regulations, Section 300.030, Faculty Bylaws of the
Missouri University of Science and Technology, be revised as attached.

Roll call vote of the Committee: YES NO

Curator Layman

Curator Graves

Curator Hoberock

The motion _____.

Roll call vote of Board: YES NO

Curator Brncic

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion _____.

Chapter 300: Faculty Bylaws

300.030 Faculty Bylaws of the Missouri University of Science and Technology

Bd. Min. 6-25-71, p. 35,936; Amended Bd. Min. 10-12-73, p. 36,845; Bd. Min. 10-31-75, p. 37,462; Bd. Min. 11-13-81, 5-7-82 & 6-22-84; Bd. Min. 6-13-86; Bd. Min. 6-24-88; Bd. Min. 6-23-89; Bd. Min. 10-13-89; Bd. Min. 8-3-90, 7-30-92; Amended Bd. Min. 3-20-97; Bd. Min. 3-22-02; Bd. Min. 10-16-03; Bd. Min. 11-29-07; Bd. Min. 1-29-10; Bd. Min. 4.11.19; **Amended 4-20-23.**

- A. **Preamble** The faculty of the Missouri University of Science and Technology in order to facilitate communications and to provide for effective academic governance, for participation in decision making, and for shared responsibility in academic affairs, do establish and subscribe to these Bylaws.
- B. **Executive Authority**
 - 1. **University**—The President of the University of Missouri is its chief executive and academic officer.
 - 2. **Campus**—The Chancellor of the Missouri University of Science and Technology is the chief executive and academic officer of the campus. The Provost is the executive officer for academic affairs.
- C. **General Faculty**
 - 1. **Membership**—The General Faculty of the Missouri University of Science and Technology consists of all tenured, tenure-track, and ranked non-tenure track full-time faculty members, the President, the Chancellor, the Vice-Chancellor of Graduate Studies and Research, the Provost, the Vice-Provost and Dean of each college, the Registrar, the Dean of the Library, and any other person who may be elected by a two-thirds majority vote of the General Faculty. Voting members of the General Faculty are the full time tenured and tenure-track faculty of the Missouri University of Science and Technology. All members of the General Faculty have the right to participate in discussions.
 - 2. **Duties, Powers, Responsibilities & Privileges**—The primary functions of the faculty are education, research, and service. The responsibilities and duties of the faculty are those derived from its authority to organize as granted by the Board of Curators. It shall have such other authority as delegated to it by the President and/or the Chancellor. The General Faculty is responsible for academic programs concerning the Missouri University of Science and Technology or those involving more than one Department, and for matters affecting the welfare of the institution, including but not limited to: academic standards and courses of instruction; and general standards to be met by educational, research, and service programs. Participatory authority and functions of the faculty are expressed through faculty involvement in the campus committee structure including those committees which govern academic and administrative matters affecting the campus, faculty and students. The faculty participates in the selection of administrative officers. The faculty participates in the monitoring of administrative and academic operating procedures. The faculty may make recommendations to the Chancellor on: institutional facilities, personnel and resources, professional standards, employment qualifications, tenure, promotion, salary, retirement, and other factors affecting faculty morale and welfare; and student affairs including health, welfare, conduct, and morale of the students.
 - 3. **Faculty Rights**
 - a) **Academic Rights**—Each faculty member has the right to freedom of inquiry, discourse, teaching, research and publication, as well as the responsibilities correlative with this right (as prescribed by The University of Missouri Board of Curators Collected Rules and Regulations).
 - b) **Civil Rights**—Faculty members are not required to relinquish any of their constitutional rights (as prescribed by The University of Missouri Board of Curators Collected Rules and Regulations).

- c) **Employment Rights**—Faculty members shall have rights consistent with their continuous appointment or term appointment (during the term), except for cause, retirement or financial exigencies (as stated in The Curators of the University of Missouri Collected Rules and Regulations).
 - d) **Notification of Appointment**—Faculty members shall be notified of their appointments promptly (as stated in The Curators of the University of Missouri Collected Rules and Regulations).
 - e) **Right to be Kept Informed**—The faculty shall be kept informed of actions and activities of committees and the executive officers of the General Faculty, and of other occurrences that pertain to the Missouri University of Science and Technology. Where possible such information shall be made available to the faculty before being made available to the general public.
4. **Officers of the General Faculty**—The officers of the General Faculty shall consist of the President of the University, the Chancellor, the President of the Faculty Senate, a Secretary, and a Parliamentarian.
- a) **Chancellor**—The Chancellor of the Missouri University of Science and Technology is the presiding officer of the General Faculty. The Chancellor presides at meetings of the General Faculty but may extend this right to the President of the University when present.
 - b) **President**—The President of the Faculty Senate presides at meetings of the General Faculty in the absence of or at the discretion of the Chancellor.
 - c) **Secretary**—The Secretary is appointed by the Chancellor and need not be a member of the General Faculty. The Secretary keeps minutes of the proceedings of the General Faculty meetings. The Secretary is required to distribute an agenda prior to each meeting, and the minutes after each meeting, to all members of the General Faculty.
 - d) **Parliamentarian**—The Parliamentarian is appointed by the Chancellor and must be a member of the General Faculty.
5. **Meetings**—All meetings are called by the Chancellor. A quorum shall consist of ten (10) percent of the voting members when business described in the published agenda is being considered and fifty (50) percent of the voting members when other items of business are being considered.
- a) **Regular Meetings**—There shall be at least three (3) regular meetings of the General Faculty each academic year.
 - b) **Special Meetings**
 - (1) Special meetings are called upon the request of the President of the University; of the Chancellor; of the Faculty Senate; and by written petition of five (5) percent of the members of the General Faculty.
 - (2) All Special Meetings shall be called within ten (10) school days after the request is presented to the Chancellor.
 - (3) Only topics designated in the call for a Special Meeting may be discussed or acted upon at said meeting.
 - c) **Notice of Meetings**—Notice of all meetings of the General Faculty shall be sent to each member of the General Faculty at least five (5) school days prior to the meeting. Such notice includes the agenda for the meeting.
 - d) **Restriction on Voting at Regular Meetings**—In general, business coming before the General Faculty for action at a regular meeting shall be placed on the agenda before coming to a vote. Any other matters may be placed before the General Faculty and acted upon at a regular meeting without being placed on the agenda, unless five (5) voting members of the General Faculty request a delay. If such a request for delay is presented, the presiding officer shall delay the vote until the next regular meeting of the General Faculty at which time the matter will automatically be placed on the agenda, unless the matter has been acted upon at a special meeting before the next regular meeting is held.
 - e) **Minutes of Meetings**—Minutes of all General Faculty meetings will be distributed by the Secretary to all members of the General Faculty within ten (10) school days after the meeting.
 - f) **Rules of Order**—Unless otherwise addressed in these bylaws, meetings of the General Faculty are conducted in accordance with Robert's Rules of Order.

- D. **Faculty Organizations**—The primary functional unit of the faculty is the Department. For its governing purposes the faculty is further organized into the General Faculty, the Graduate Faculty, the Faculty Senate, Standing Committees, Judicial Committees, and Special Programs.

1. **Departments**

a) **Organization and Membership**

(1) Departments are the primary functional units of the campus. The program of a department is conducted by its faculty through the chairperson, who has general responsibility over the department. The chairperson shall act as the administrative representative of the department in its official relations with the University.

(2) Members of the department are those members of the faculty who hold the rank of Instructor or above in the department, and such other persons who teach in or conduct research in the department structure and are accepted by a majority vote of the department members.

(3) Academic departments are those that are responsible to conduct teaching, research, and service on behalf of the University.

b) **Academic Department Reorganization**

(1) There shall be a process followed for academic unit reorganization. Unit(s) in this document shall refer to college, department, program, or special programs as defined in the Missouri University of Science and Technology Faculty Bylaws.

(2) Affected unit(s) shall refer to the academic department(s) considered in a reorganization, which could vary in number and that would be reorganized as a result of this process.

(3) Reorganization of academic units may occur at the impetus of the faculty or the chancellor and his/her designates. In the case of department-initiated recommendations, there shall be a process agreed by the the chancellor or his/her delegates and the faculty senate. In the case of administratively initiated reorganizations, the chancellor must explain the reasons, consult in good faith with the faculty, and provide ample time for deliberation.

c) **Operation and Meetings**

(1) Department meetings are held throughout the academic year and are conducted according to democratic procedures. All matters concerning the department are open to discussion.

(2) When a department position is to be filled, knowledge of the qualifications of the applicants is to be made available to the department members. Their opinions on the choice of candidates shall be sought by the chair before final recommendations for appointment are submitted.

d) **Responsibility and Authority**

(1) Faculty members direct and perform the work of instruction, coordinate and conduct research within the department, and provide service within the University, to the academic community, and to the public.

(2) Faculty members are also concerned about the internal administration of the department and should be kept fully informed consistent with Section 20.110 of The Curators of the University of Missouri Collected Rules and Regulations about all matters related to the department excepting only matters that are explicitly protected by written university policy, or confidentiality, or privacy laws that prevent disclosure.

(3) Proposals for changes in curriculum or courses may be initiated by the department and submitted to the Curricula Committee.

(4) Each department, acting in accordance with the Collected Rules and Regulations established by the Board of Curators and Campus Policies, shall have delegated directly to it by the General Faculty jurisdiction over matters primarily of interest only to that department. This includes but is not limited to: entrance requirements for degree programs; the curricula of the department; action concerning petitions for changes in prescribed courses of study presented by individual students enrolled in the department; decisions concerning the scholastic standing of students enrolled in the department; recommendations to the General Faculty concerning the granting of degrees to

students enrolled in the department; and primary responsibility for maintaining and improving the academic excellence of the department.

(5) All academic coursework shall be offered by departments, with the exception of courses offered through Special Programs.

2. **Special Programs**

- a) **Definition of Special Programs.** Special Programs are academic programs that are highly interdisciplinary, or for some other reason may not readily conform to the Department structure.
- b) **Creation of Special Programs.** The Provost may propose, with the appropriate academic rationale and suggested structure, that a Special Program be formed or an existing Special Program be changed. The Provost forwards the proposed program, or changes to an existing program, with his/her recommendations, and the suggested constituencies from which the Program Representatives will be drawn, to the Faculty Senate for approval.
- c) **Governance of Special Programs.** Each Special Program will be governed by a Board of Program Representatives. The mechanism for selection of the Program Representatives must be delineated in the Special Program proposal from full time, ranked, faculty – to be elected by and from the faculty of the participating Academic Departments. The election of Program Representatives shall be conducted by the Provost, or his/her designee. The Provost will inform the Faculty Senate of the composition of the Program Representatives upon initial creation of the Program, and annually thereafter.
- d) **Program Leader.** The Program Representatives shall normally select a Program Leader from their ranks. The Program Leader is authorized, upon a vote of the Program Representatives, to submit curricula changes to the Provost, then the Campus Curricula Committee and then the Faculty Senate for approval. The Program Leader may act as the approval authority for items within the purview of the Program.
- e) **Scope of Special Programs.** Special Programs shall not duplicate, or infringe, on Academic Department responsibilities. .
- f) **Modification and Deletion of Special Programs.** Requests to alter the number of Program Representatives, method of selection of Program Representatives, or the Academic Departments that they represent, must be approved by both the Provost and the Faculty Senate. Elimination of a Special Program also requires the approval of the Provost and Faculty Senate.

3. **Graduate Faculty**

- a) **Responsibility and Authority**—The Graduate Faculty is responsible for maintaining an environment that will encourage the pursuit of scholarly work beyond the Bachelor's degree and for implementing the policies of the Board of Curators in the administration of graduate studies at Missouri S&T.
- b) **Membership and Activities**—Rules regarding membership, activities, and subcommittees of the Graduate Faculty are established by the Rules and Regulations of the Graduate Faculty.

4. **Faculty Senate**

- a) **Authority and Responsibility**—The Faculty Senate is the legislative and policy-making body of the General Faculty. It carries out the responsibilities of the Faculty (see above: §C.2) **not specifically reserved** to the General Faculty and shall consider all matters referred to it by the Board of Curators, the President of the University, the Chancellor, and the individual faculty members. The Faculty Senate, **as the primary representative faculty voice, shall advise the administration and the faculty on the implementation of policies concerning the educational and research operations of the campus and other matters affecting the welfare of the campus, the faculty and the students.**
- b) **Membership and Voting Rights**
 - (1) Members of the Faculty Senate are elected during the second semester of the academic year, and serve from August 1 until the end of their term.
 - (2) Faculty representatives are elected from and by each department as follows: each department elects one representative for the first ten (10), or fraction

thereof, full-time faculty members in that department, and an additional representative for each additional ten (10) full-time faculty members in that department, rounded off to the nearest ten (10) faculty members, with five (5) being rounded upward.

(3) Ex officio non-voting members of the Faculty Senate consist of the Officers of the Faculty Senate (as described in **§D.4.c. below**) as described elsewhere in these Bylaws, the President of the University, the Chancellor, the Provost, the Vice Provost and Dean of the Colleges, the Registrar, the Staff Council President, the Student Council President and Vice President, and the Council of Graduate Students President. Faculty Senate officers who are also elected departmental representatives will retain their voting rights. However, the chairperson of the Faculty Senate meeting normally does not vote at meetings unless required to break a tie.

(4) All members of the General Faculty are eligible to vote for, be elected to, and serve on the Faculty Senate.

(5) Terms of Office

(a) Departmental representatives serve two-year (2-year) terms. Any departmental representative unable to serve during a given semester may be replaced by special election in the department. The elected replacement either finishes the original term or serves for the semester in question, at the discretion of the department.

(b) Departmental representatives are permitted to allow a proxy member of their department to serve in their stead should they need to miss a meeting.

(c) Student members are selected to a 1-year term.

- c) **Officers of the Faculty Senate**—The officers of the Faculty Senate consist of a Past President, the President, the President-Elect, the Parliamentarian, and the Secretary, all of whom must be members of the General Faculty. Department chairs and other persons who devote 50% or more of their time to administrative duties shall not be eligible to serve as Faculty Senate Officers. The new officers are elected annually. The election is held during the last regular meeting of the second semester of the academic year, and officers begin their duties August 1.

(1) The President presides at the meetings of the Faculty Senate. The President is the official spokesperson of the Faculty Senate and maintains open communications with the faculty, administration, staff, and students. The President is responsible for supervising all authority delegated by the Faculty Senate and for executing the decisions made by the Faculty Senate.

(2) The President-Elect serves in the capacity of the President during the latter's absence, or upon the President's request. The President-Elect is also an assistant to the President.

(3) The Parliamentarian makes recommendations to the President (or his/her/their delegate) on questions of parliamentary procedure for the Faculty Senate.

(4) The Secretary is responsible for all records, minutes, resolutions, and correspondence of the Faculty Senate. The Secretary supervises the publications of the agenda and the minutes of the meetings. The minutes shall be distributed by the Secretary of the Faculty Senate to all members of the General Faculty within ten (10) school days after the meeting.

- d) **Meetings and Rules of Order**

(1) The Faculty Senate meets on Thursdays (determined by the Faculty Senate) at 2:00 p.m., at least three times each semester and once during the summer term. Faculty Senate members shall be relieved from other time-conflicting duties, and this time is considered to be a part of their full-time effort.

(2) The agenda of the Faculty Senate meetings is distributed to all faculty members no later than 5 school days in advance of the meetings.

(3) Meetings of the Faculty Senate are conducted in accordance with Robert's Rules of Order. Should a conflict arise among Robert's Rules of Order, the Faculty Bylaws of the General Faculty, and the Procedural and general

Resolutions for the Faculty Senate and General Faculty, the order of precedence shall be firstly The Curators of the University of Missouri Collected Rules and Regulations, secondly the Faculty Bylaws, thirdly the Procedural and general Resolutions for the Faculty Senate and General Faculty, and finally Robert's Rules of Order.

(4) Faculty Senate meetings are open to the public except as prohibited by law, but only the Senators are entitled to vote.

(5) Two-thirds of the voting membership of the Faculty Senate constitutes a quorum.

(6) A session of the Faculty Senate is defined as meetings occurring between 1 August and 31 July of the academic year.

(7) The effective date of all actions is thirty (30) days after the action has been communicated to the faculty, unless four-fifths of the Faculty Senate members approve a motion that an action become effective immediately or unless action to veto or amend is initiated by the General Faculty within the thirty (30) day period. No action taken by the Faculty Senate shall be implemented prior to its certification at a meeting of the General Faculty if a petition to veto or to amend such action is submitted to the Chancellor by more than ten (10) percent of the members of the General Faculty.

- e) **Special Meetings**—Special Meetings are to be called upon the request of the President of the University; the Chancellor; the President of the Faculty Senate; or, by written petition of five percent (5%) of the Senators of the Faculty Senate.

(1) All special meetings shall be called within ten (10) school days after the request is presented to the President of the Faculty Senate.

(2) Only topics designated in the call for a special meeting may be discussed or acted upon at said meeting.

- f) **Electronic Voting**— Electronic voting on issues that do not require significant discussion is permitted by the approval of a majority of the Faculty Senate officers. Voting may be done by E-mail, online survey, or other tool deemed appropriate by the officers and these actions are to be included in the minutes of the next scheduled meeting. All electronic ballots shall keep voting open for at least one (1) week or until a majority decision of all Senators is obtained. If within that time, ten percent (10%) of the Senators object to the electronic vote to the President of the Faculty Senate, the electronic vote shall be cancelled and the issue referred to an in-person faculty senate meeting.

- g) **Delegation of Authority**

(1) Since the authority of the Faculty Senate is delegated to it by the General Faculty, the actions and policies enacted by the Senate are subject to over-rule by the General Faculty.

(2) All authority delegated by the Faculty Senate to committees or individuals is subject to change or over-rule by the Faculty Senate.

(3) Standing Committees of the General Faculty shall report to the Faculty Senate at regular meetings upon one week's notification by the President or President-Elect of the Faculty Senate.

5. **Standing Committees:**

- a) Each standing Committee formulates and recommends actions and policies related to the scope of their mandated areas. Authority to act is limited to the specific mandates for which this power is delegated in the following sections of these Bylaws or by the functions prescribed by The Curators of the University of Missouri Collected Rules and Regulations.
- b) Standing committees report to and through the Faculty Senate unless otherwise provided for in these Bylaws.
- c) A faculty member shall concurrently serve on no more than two (2) Standing Committees, excluding the Rules, Procedures and Agenda (RP&A) Committee. If any department lacks sufficient faculty members for representation on all Faculty Senate committees, that department may select representatives to serve on committees of its choice until such time as the number of faculty

members increases to the point where the department can be represented on all committees.

- d) All full- or part-time students in good standing are eligible to serve on standing committees that include one (1) or more student members.
- e) The Chancellor may appoint one non-voting member to any standing committee, for a one-year (1-year) term.
- f) Chairs of standing committees shall be tenured faculty. Department chairs, and other persons who devote 50% or more of their time to administrative duties shall not be eligible to serve as standing committee chairs. Standing committee chairpersons shall be elected annually, from and by the membership of the standing committee, unless otherwise provided for in these Bylaws.
- g) For each academic year, the membership and chair of each standing committee should be finalized by April 30 of the previous academic year. Standing Committees will be responsible for their duties from August 1 through July 31 of the following year.
- h) The Rules, Procedures and Agenda (RP&A) Committee has the authority to call a meeting of any standing committee. Upon a determination by the RP&A that a standing committee is not acting in a timely manner to resolve an issue to which it has been referred to address, the RP&A can call a meeting of the committee and appoint an ad hoc chair for that meeting.
- i) Judicial Committees are not subject to the provisions applicable to Standing Committees.

6. **Faculty Standing Committees**

a) **Academic Freedom and Standards Committee (AF&SC)**

(1) This committee is concerned with the academic freedom of faculty and promoting academic excellence. It recommends and reviews policies concerning requirements for admission, graduation and academic standards.

(2) Each department may nominate one faculty member for service on the Academic Freedom and Standards Committee. The Faculty Senate will select from these nominees eight (8) faculty members to serve on the committee. Faculty members serve a two-year (2-year) term with approximately one half elected each year.

b) **Administrative Review Committee (ARC)**

(1) This committee sets policies and procedures for reviews of campus administrators ranking from Chancellor to Department Chair. The committee recommends the evaluation questionnaires and a plan/schedule for conducting reviews to the Faculty Senate. The committee conducts the reviews; oversees the sending of the evaluation forms to the evaluating persons; oversees the collection and collation of the resulting evaluations; and, along with the officers of the Faculty Senate, reviews and forwards the results of the evaluation to the Faculty Senate and the supervisors of the individual evaluated.

(2) The committee consists of six (6) representatives nominated by the Rules, Procedures and Agenda Committee (with the possibility of nominations from the floor) and elected by a vote of the Faculty Senate. Committee members serve for two (2) years, terms to be staggered with the election of three (3) faculty members each year, and shall be full-time, tenured faculty members with an administrative component of 50% or less.

c) **Budgetary Affairs Committee (BAC)**

(1) This committee makes recommendations to the Faculty Senate, the Chancellor and the Vice-Chancellor of Finance and Operations or the equivalent administrative office on matters concerning the long-range vision of the campus; plans to fulfill this vision; and budgetary matters as a consequence of the vision. These recommendations include, but are not limited to: all matters of a budgetary nature; and policies and priorities for strategic and tactical plans with goals of teamwork, fiscal transparency and shared governance. The committee studies the Campus budget, keeps informed of its preparation and status, and consults with and advises the Chancellor on all matters pertaining to budgetary affairs.

(2) Each department may nominate one faculty member for service on the

Budgetary Affairs Committee. The committee consists of two (2) faculty members elected from and by the Faculty Senate, four (4) elected by the Faculty Senate from the Department nominations, two from and by the Graduate Faculty, one (1) student chosen by the Student Council, and one (1) administrative member appointed by the Chancellor. Elected members serve for a two-year (2-year) term, one half being elected each year.

d) **Campus Curricula Committee (CCC)**

(1) This committee acts as an advisor and coordinator in regard to the disciplinary appropriateness and quality of curricular proposals, policies, and all course offerings. Proposals for curricula and course changes shall be submitted to the CCC via the Discipline-Specific Curricula Committee (DSCC) associated with the proposal. The DSCC recommendations shall be submitted with the proposal. Special Programs are not normally associated with a DSCC, and may submit proposals directly to the Campus Curricula Committee. Within 10 school days after receipt of the proposal, the CCC shall distribute copies to all departments via their DSCC representatives. Counter proposals submitted to the committee by the departmental representative of the concerned department should be considered when the original proposals are discussed. The recommendation of the committee shall be forwarded to the Faculty Senate for appropriate action.

(2) The CCC will submit proposals for new graduate programs or any changes to existing graduate programs to the Graduate Faculty committee for approval prior to being considered by the Faculty Senate.

(3) The committee consists of representatives from the Faculty Senate, Graduate Faculty committee and DSCC committees. Two (2) faculty members will be elected from and by the Faculty Senate, each serving a two-year (2-year) term. The Senate will attempt to stagger the terms of the representatives. The Curricula Committee of the Graduate Faculty Committee will elect one (1) representative to serve a two-year (2-year) term. The program leader of each DSCC will be an ex-officio, voting, member of the CCC.

e) **Committee for Effective Teaching (CET)**

(1) This committee makes recommendations to the Faculty Senate and the Provost, regarding the instruments to be used for evaluations of teaching, the procedures for conducting these evaluations, and policies related to the public disclosure of the evaluation results. The scope of the committee's responsibilities includes evaluation of all aspects of teaching in courses providing academic credit.

(2) In addition to student evaluations, the committee is to consider alternate methods of evaluating teaching, may suggest methods and programs for improving teaching, and makes recommendations on the selection process and criteria for campus-wide teaching awards.

(3) The committee consists of one (1) faculty member, elected from, and by, each department desiring representation, one (1) student selected by the Student Council, and one (1) graduate student selected by the Council of Graduate Students. Faculty representatives serve three-year (3-year) terms, and students serve a one (1) year term. In addition, the Provost may appoint up to three (3) non-voting members to this committee.

f) **Discipline-Specific Curricula Committee (DSCC)**

(1) A DSCCs assists in coordinating curricular proposals generated by the degree programs as specified in the charter of that DSCC.

(2) The Provost may propose, with appropriate academic rationale and suggested structure, changes to the DSCC(s). The Provost forwards the proposals with his/her recommendations, and the suggested constituencies from which the committee members will be drawn by the following rules, to the Faculty Senate for approval.

(a) Every DSCC shall be identified by a discipline name.

(b) Every degree program shall be associated with one, and only one, DSCC. These associations will be stated in the charter of each DSCC, and may be altered only with the approval of the Provost and the Faculty Senate.

- (c) Each DSCC program leader shall serve a (1) one-year term, and be elected from, and by, its members. Each DSCC program leader shall serve as a voting member of the CCC.
- g) **Environmental Health, Safety, and Security Committee (EHSS)**
 (1) This committee reviews and makes recommendations to the Faculty Senate, the Chief of Police, and appropriate administrative officials concerning policies, priorities, and training related to environmental health, safety, and physical security on campus.
 (2) The voting members of the committee consist of one (1) person elected from each academic department desiring representation, two (2) representatives of the Department of Environmental Health and Safety, the Chief of Campus Police or his/her appointee, one (1) administrative member appointed by the Vice Chancellor for Finance and Operations, one (1) student selected by the Student Council, one (1) graduate student selected by the Council of Graduate Students, and one (1) representative of Staff Council. In addition, the Provost may appoint one (1) non-voting member to this committee. Department representatives serve for a two-year (2-year) term with approximately one third elected each year. The remaining committee members shall be elected, or appointed, annually.
 (3) The chairperson of the committee is elected by and from the committee's voting membership. The chairperson should work closely with the Environmental Health and Safety and Campus Police departments to keep the committee and campus constituents abreast of both acute and long-term issues facing the university.
- h) **Facilities Planning Committee (FPC)**
 (1) This committee studies and makes recommendations to the Faculty Senate and appropriate administrative official(s) concerning policies and priorities for physical facilities, including buildings, equipment, and land acquisition and use. The committee also makes recommendations to the Faculty Senate on policies pertaining to parking, security, traffic and matters affecting campus safety.
 (2) Each Department may nominate one (1) faculty member for service on the Facilities Planning Committee. The committee shall consist of three (3) faculty members elected from and by the Faculty Senate; four (4) members elected by the Faculty Senate from a list of departmental nominees; one (1) administrative member appointed by the Chancellor, one (1) student selected by the Student Council, one (1) graduate student selected by the Council of Graduate Students, and one (1) non-voting member selected by the Chief Information Officer. Each faculty member shall serve for a two-year (2-year) term with approximately one-half of the faculty membership to be selected each year. The remaining committee members shall be elected, or appointed, annually.
- i) **Honorary Degrees Committee (HDC)**
 (1) This committee meets at least annually, and reviews current and previous recommendations from the Campus for honorary degrees. The committee shall submit its recommendations first to the Faculty Senate and then to the Chancellor. After appropriate review by the Chancellor, recommendations are forwarded to the University of Missouri (UM) System Honors Committee. All names shall be held in strict confidence, with public announcements to be made only by the University of Missouri Board of Curators or the Chancellor.
 (2) Each Department may nominate one (1) faculty member for service on the Honorary Degrees committee. The committee consists of the Provost and four (4) members elected by the Faculty Senate from the list of department nominees. Elected committee members serve one-year (1-year) terms.
- j) **Information Technology / Computing Committee (ITCC)**
 (1) This committee advises the Provost and the Chief Information Officer on the formulation and implementation of information technology (IT) and computing activities on campus. These activities include but are not limited to networking, email, academic computing, electronic data bases, web publishing, distance learning, electronic classrooms, academic software and

procurement of equipment for faculty, student and staff desktops and campus IT/computing facilities.

(2) The voting members of the committee consist of one (1) person elected from each academic department desiring representation, the Director of the Library or his/her appointee, two students selected by the Student Council, and one graduate student selected by the Council of Graduate Students. The non-voting members of the committee include the Provost, the Vice Chancellor for Finance and Operations and the Chief Information Officer. Department representatives serve for a three-year (3-year) term with approximately one third elected each year. The representative of the library serves for a three-year (3-year) term, while students serve for one year.

k) **Intellectual Property Committee (IPC)**

(1) This committee, in conjunction with Technology Transfer and Economic Development, is concerned with the formulation and implementation of policies and procedures related to intellectual property. It reviews and makes recommendations to the Faculty Senate, Chancellor and Provost on patent and copyright matters.

(2) The committee consists of seven (7) members of which six (6) are faculty members elected by the Faculty Senate and one (1) is an administrative member appointed annually by the Provost, which can be the Director of Technology Transfer and Economic Development or its proxy. The faculty members shall serve for two (2) years with three (3) members elected each year. The committee shall be chaired by a faculty member. Priority for nominated members should be those with patent and/or copyright experience and appropriate representation from engineering, liberal arts, management and science academic departments.

l) **Intercampus Faculty Cabinet**

(1) IFC is a University of Missouri System Faculty Cabinet comprised of faculty representatives from each of the U.M. System campuses that serves as a liaison committee between the President and his staff and the four campus faculties.

(2) Membership of this committee is comprised of the Past President, President, and President-Elect of the Faculty Senate. In the event that one of these officers cannot serve on the IFC, the Faculty Senate will elect the replacement campus representative for a one (1) year term.

m) **Library and Learning Resources Committee (LLRC)**

(1) This committee makes recommendations to the Faculty Senate and appropriate administrative officials with respect to the administration of the Library and Learning Resources facilities and on rules governing use by students, faculty, and others. It shall consider all problems concerning the operation of the Library and its facilities.

(2) Each Department may nominate one (1) faculty member for service on the Library and Learning Resources Committee. The committee consists of eight (8) elected by the Faculty Senate from the list of department nominees with each faculty member serving a two-year (2-year) term with approximately one half to be elected each year; one graduate student selected by the Council of Graduate Students and one undergraduate student to be selected by the Student Council and the Dean of the Library.

n) **Personnel Committee (PC)**

(1) This committee recommends to the Faculty Senate general policies on the conditions of appointment, employment, compensation, and retirement of faculty and administrative officers. It also recommends reporting schemes and procedures regarding the annual salary and wage raise pool.

(2) Each Department may nominate one faculty member for service on the Personnel Committee. The committee consists of two faculty members elected from and by the Faculty Senate, four (4) elected by the Faculty Senate from the list of department nominees, one (1) faculty member elected from and by the Graduate Faculty, one (1) faculty member selected by the Staff Council, and one (1) administrative member appointed by the Chancellor. Elected

members serve a two-year (2-year) term with approximately one half elected each year.

o) **Public Occasions Committee (POC)**

(1) This committee makes general plans for University-sponsored assemblies, programs and public occasions such as Open House Days, Homecoming, and Commencement. It recommends policy for faculty and student programs, guest speakers and ad hoc events, and makes recommendations to the chancellor on the academic calendar at least one and no more than three years in advance.

(2) The committee consists of six (6) faculty members elected from and by the General Faculty, one administrator appointed by the Chancellor, three (3) students selected by the Student Council, and one (1) student selected by the Council of Graduate Students. Faculty members shall serve for a two-year (2-year) term with one half elected each year.

(3) The Commencement subcommittee of the POC is charged with planning and overseeing the implementation of plans for Commencement ceremonies and other events related to Commencement. This subcommittee is appointed with the authority of the Faculty Senate, given that its activities require assistance from individuals outside the POC. The subcommittee will report to the POC, and not directly to Faculty Senate. An annual report of activities of the Commencement subcommittee will be included in the annual report submitted by the POC.

(4) Two (2) members elected by and from the POC are to serve on the Commencement subcommittee. As is the norm for events within the jurisdiction of the POC, changes deemed significant, as determined by the two subcommittee members, to the form or function of the Commencement ceremonies are subject to approval by Faculty Senate.

p) **Rules, Procedures and Agenda Committee (RP&A)**

(1) This committee oversees the application of these Bylaws, any Rules and Regulations of bodies established by them, and the process of Bylaw amendment as described elsewhere in these Bylaws. It may investigate and make recommendations on procedure to the Faculty Senate.

(2) The committee is responsible for the conduct and supervision of Faculty Senate, General Faculty, and Graduate Faculty elections. It shall receive nominations from the faculty for elections, adding, but not deleting, names as necessary to provide candidates for all offices and committees and shall obtain the consent of all nominees. The committee shall also be responsible for submitting slates of candidates nominated for serving on the standing committees for Faculty Senate elections, appropriately distributed among the disciplines. In the event that nominations for committees from departments are fewer than the number of positions to be filled, RP&A may add additional departmental nominees to fill the positions which would otherwise become vacant.

(3) It is the responsibility of this committee to prepare the agenda for Faculty Senate meetings and to assist the Secretary of the General Faculty in the preparation of the agenda for General Faculty meetings.

(4) The voting members of the committee consists of the Past President, the President, President-Elect, Secretary, and Parliamentarian of the Faculty Senate; one graduate student selected by the Council of Graduate Students; one student selected by the Student Council; and the chairs of the following standing committees: Academic Freedom and Standards, Budgetary Affairs, Curricula, Facilities Planning, Personnel, Student Affairs, and Tenure Policy. Other Faculty Standing Committee chairs are ex-officio non-voting members.

(5) The Past President officer of the Faculty Senate is the chairperson of RP&A. If the Past President is unable to serve, the Faculty Senate will elect a chairperson.

q) **Student Affairs Committee (SAC)**

(1) This committee makes recommendations to the Faculty Senate regarding relationships between students and Missouri S&T, including, but not limited to,

the following: student-teacher relationships; student-administration relationships; scheduling of classes and examinations; budgeting and distribution of funds paid by students for student activities; rules and regulations pertaining to student housing, health and services for students, University counseling services, departmental advisement practices; rules and regulations pertaining to student organizations, including varsity and intramural athletics; oversight and discipline of student organizations, including review of all sanctions, withdrawals or denials; operations of the University Center; student publications; and civil rights of all students.

(2) Each department may nominate one (1) faculty member for service on the Student Affairs committee. The committee consists of four (4) faculty members elected by the Faculty Senate from the list of departmental nominees, one (1) faculty member elected by and from the Faculty Senate; four (4) students selected by the Student Council; and one (1) student selected by the Council of Graduate Students. The Director of Student Life, the Vice Chancellor for Student Affairs, the Dean of Students, and the Registrar are ex-officio non-voting members of the committee.

r) **Student Awards and Financial Aids Committee (SA&FAC)**

(1) This committee recommends policies regarding the administration of student awards and financial aids, including loans and scholarships, consistent with specifications of the respective donors and grantors. It shall be the duty of the committee to consider and rule on appeals that may be submitted by students regarding awards and financial aids.

(2) The committee consists of three (3) faculty members elected from and by the Faculty Senate, two (2) faculty members elected from and by the General Faculty, two (2) undergraduates selected by the Student Council, one (1) graduate student selected by the Council of Graduate Students, the Provost, the Director of Student Financial Aid, and such other appointees as the Chancellor names. Each member has voice and vote when considering new or revised policy. When considering student appeals, only the elected faculty members, the Provost and the Director of Student Financial Aid have voice and vote. At the request of the appealing student, the undergraduate members—for an undergraduate—or graduate student member—for graduate students—may participate with voice and vote. Faculty members are elected for two-year (2-year) terms; students are selected annually.

s) **Tenure Policy Committee (TPC)**

(1) This committee is concerned with the tenure rights of faculty. It functions according to the principles stated in the Academic Tenure Regulations adopted by the University of Missouri Board of Curators. It may also make recommendations for policy changes through the Faculty Senate to the Board of Curators. It also serves as the judicial hearing committee for cases of research dishonesty and make recommendations of Dismissal for Cause (section 310.060 of The Curators of the University of Missouri Collected Rules and Regulations) to the Provost.

(2) This committee consists of one (1) faculty member from each academic department whose faculty is eligible for tenure. The faculty of each academic department shall, during the second semester of each academic year, elect one of its eligible faculty members to membership on the TPC to serve for the following academic year, and also elect an alternate faculty member who shall serve whenever the regular committee member is unable to serve.

(3) Faculty members shall be elected from the eligible Professors on continuous appointment. If there are no eligible Professors within a department, then faculty members shall be elected from the eligible Associate Professors. Vice Provosts, department chairs, and other persons who devote 49% or more of their time to administrative duties shall not be eligible for membership on the TPC.

7. **Judicial Committees**

a) **Equity Resolution Hearing Panel (ERHP)**

(1) Per Chapter 600 of The Curators of the University of Missouri Collected Rules and Regulations, the Faculty Senate shall annually propose a list of twenty (20) faculty members to the Chancellor, from which ten (10) are selected by the Chancellor to serve in the panelist pool. The Chancellor also selects staff members to serve in the panelist pool. The University thereby creates and will annually train a pool of not less than ten (10) faculty and ten (10) administrators and/or staff to serve as hearing panel members in the Hearing Panel Resolution Process. Service in the panelist pool is a renewable one-year term.

(2) Hearing Panels at Missouri S&T will include at least one faculty member and one administrator or staff member. Up to two (2) alternates from the pool may be designated to observe the process and to serve as a panel member if a panel member becomes unavailable.

b) **Grievance Hearing Panel (GHP)**

(1) This panel is concerned with the fair and equitable resolutions of faculty grievances with the University. It functions according to the principles stated in the Academic Grievance Procedure (section 370.010) adopted by the University of Missouri Board of Curators. It may also make recommendations for policy changes through the Faculty Senate to the Board of Curators.

(2) The GRP is not involved in Equity Resolution Processes, which are covered under section 600 of The Curators of the University of Missouri Collected Rules and Regulations.

(3) One (1) panel or two (2) panels of two (2) faculty members are elected by the Faculty Senate from nominations from academic departments to three years renewable terms on a rotational schedule. Whether one (1) or two (2) panels are populated is subject to determination by majority vote of the Faculty Senate.

c) **Grievance Oversight Committee (OC)**

(1) A member of the OC will be appointed to each grievance case following receipt of a Grievance Filing Form by the GRP. The OC representatives are observers of the confidential grievance processes: The OC representative may not participate in the deliberations or rendering of findings and recommendations by the GRP but provides a summative, evaluative report of each grievance process without conveying substantive information. The representatives also monitor the implementation of remedies that result from a grievance process.

(2) Three (3) members are elected to three year terms on a yearly, staggered basis by the Faculty Senate from departmental nominees.

(3) One (1) member is elected to OC from and by the Faculty Senate not as an oversight representative but rather to serve as the chairperson for the committee, who assigns members to grievances and who prepares the annual report to Faculty Senate as required by section 370.010 of The Curators of the University of Missouri Collected Rules and Regulations.

d) **Parking, Security and Traffic Committee (PS&T)**

(1) The committee oversees application of rules and regulations concerning parking and traffic. It functions according to the principles stated in The Curators of the University of Missouri Collected Rules and Regulations.

(2) Each Department may nominate one (1) faculty member for service on the Parking, Security and Traffic committee. The committee shall be composed of twelve (12) faculty members elected by the Faculty Senate from the list of department nominees for a two-year (2-year) term with one-half being elected each year, two (2) undergraduate students selected by the Student Council, one (1) graduate student selected by the Council of Graduate Students, one (1) member selected by the Staff Council, and one (1) member selected the Director of the Physical Plant. Student terms shall be for one (1) year. The Director of the University Police shall be a member ex-officio. Two (2) additional committee members may be appointed by the Chancellor.

(3) The PS&T shall elect one of the faculty committee members as chairperson for a one (1) year term.

e) **Student Conduct Committee (SCC)**

(1) This committee conducts hearings and makes dispositions under the Rules and Procedures in Student Conduct Matters as provided in Section 200.020 of The Curators of the University of Missouri Collected Rules and Regulations. It may also provide aggregate information regarding its decisions to the Faculty Senate, and make recommendations on policies relating to student discipline to the Faculty Senate for forwarding to the Board of Curators.

(2) The committee consists of members as prescribed by the Board of Curators. All members of the committee shall have the same voting privileges and responsibilities. Faculty members serve two-year (2-year) terms with approximately one half elected each year.

f) **Student Scholastic Appeals Committee (SSA)**

(1) This committee establishes procedures for individual student scholastic appeals. The committee shall consider and rule on all individual cases of appeal relating to student scholastic performance, including but not limited to: graduation with honors, probation and dropping from school, readmission after being dropped for scholastic reasons, scholastic deficiencies and evaluation of credit and transfer of credits, grades and honor points from other campuses to Missouri S&T. It serves as an appeals board for cases of students on scholastic probation who are involved in the activities of organizations.

(2) The committee shall consist of eight (8) members: three (3) faculty members are elected from and by the Faculty Senate; two (2) members are elected from and by the General Faculty; two (2) student members are selected by the Student Council; and one (1) student member is selected by the Council of Graduate Students. Faculty members serve a two-year (2-year) term with approximately one-half elected each year. Student members serve a one-year (1-year) term.

g) **Tuition and Residence Committee (TRC)**

(1) This committee assists the Cashier, when requested, in determining the residence status of a student relative to the required non-resident tuition fees established under the applicable regulations of the Board of Curators. The committee also considers properly filed appeals by students taking exception to the Cashier's ruling relative to their residence or tuition status.

(2) This committee consists of three (3) faculty members and three (3) administrative members appointed for a one-year (1-year) term by the Chancellor, who shall designate one member as Chairperson.

8. **Special Committees**

- a) Special Committees addressing issues not presently in the purview of the Faculty Standing Committees or Judicial Committees may be authorized as needed by the Chancellor, the General Faculty, the Faculty Senate, the colleges, or departments. However, when the faculty or the administration establishes any committee having campus-wide responsibilities or authority, they shall file with the Secretary of the Faculty Senate a statement specifying the responsibilities, authority, and composition of the committee, timeline of authority for the committee, together with a list of current members.
- b) When deemed appropriate by the Chancellor, by the General Faculty, or by the Faculty Senate, reports of Special Committees shall be distributed to all members of the General Faculty. Each Special Committee shall prepare an annual report to be made available to all faculty members.
- c) Whenever possible, Special Committees shall be organized prior to September 1 and be responsible for their duties from August 1 through July 31 of the following year.

E. **Student Regulations**

- 1. The Student Council is the official voice for the undergraduate students to the Faculty; the Council of Graduate Students of the Missouri University of Science and Technology is the official voice for the graduate students.
- 2. Rules and disciplinary regulations, which apply to students, and the "University of Missouri Rules of Procedure in Student Disciplinary Matters" shall be printed in the "Manual of Information" and distributed to all students.

3. Student Participation in Academic Governance
 - a) Students shall be eligible to serve on the Faculty Senate and/or on committees as designated by these Bylaws.
 - b) Individual students and student organizations may recommend changes in policies governing students to the appropriate committee. These recommendations, when submitted in writing, must be considered promptly by the committee or referred to the RP&A for proper assignment, and the students kept informed in writing of the disposition of the recommendations.
- F. **Rules and Regulations**—All committees and any other permanent body established by these Bylaws, shall make rules and regulations necessary for the successful operation of their organizations by at least a simple majority of the body. Copies shall be filed with the Secretary of the General Faculty for general availability.
- G. **Amending the Bylaws**—Amendments may be proposed by twenty (20) faculty members of the General Faculty by submitting them to the Rules, Procedures, and Agenda Committee. This committee must transmit the proposal to the General Faculty within fifteen (15) school days and then include the proposal in the agenda of the next General Faculty meeting. Voting on the proposed amendment shall be by a mail ballot and shall take place within fifteen (15) school days after completion of its consideration at a meeting of the General Faculty. A two-thirds (2/3) majority of those voting shall be required for the adoption of the proposed amendment. If adopted, the amendment is presented by the Chancellor to the Board of Curators at their next meeting for consideration and will become effective immediately upon approval by the Board of Curators.
- H. **Publication of the Bylaws and Committee Membership**—The Secretary of the General Faculty shall maintain, on a publicly accessible, open location (such as a world-wide web site), the current edition of these Bylaws, a list of the officers of the General Faculty, a list of the officers and members of the Faculty Senate, and the membership of all Standing and Judicial committees defined elsewhere in these Bylaws. The name, responsibilities, authority and current members of all other committees which have campus-wide responsibilities or authority will be similarly posted. The information shall be updated within thirty (30) days of any change in committee status.

Chapter 300: Faculty Bylaws

300.030 Faculty Bylaws of the Missouri University of Science and Technology

Bd. Min. 6-25-71, p. 35,936; Amended Bd. Min. 10-12-73, p. 36,845; Bd. Min. 10-31-75, p. 37,462; Bd. Min. 11-13-81, 5-7-82 & 6-22-84; Bd. Min. 6-13-86; Bd. Min. 6-24-88; Bd. Min. 6-23-89; Bd. Min. 10-13-89; Bd. Min. 8-3-90, 7-30-92; Amended Bd. Min. 3-20-97; Bd. Min. 3-22-02; Bd. Min. 10-16-03; Bd. Min. 11-29-07; Bd. Min. 1-29-10; Bd. Min. 4.11.19-; Amended 4-20-23.

- A. Preamble The faculty of the Missouri University of Science and Technology in order to facilitate communications and to provide for effective academic governance, for participation in decision making, and for shared responsibility in academic affairs, do establish and subscribe to these Bylaws.
- B. Executive Authority
 1. University—The President of the University of Missouri is its chief executive ~~officer~~ and academic officer.
 2. Campus—The Chancellor of the Missouri University of Science and Technology is the chief executive and academic officer of the campus. The Provost is the executive officer for academic affairs.
- C. General Faculty
 1. Membership—The General Faculty of the Missouri University of Science and Technology consists of all tenured, tenure-track, and ranked non-tenure track full-time faculty members, ~~ranked faculty holding the rank of instructor or above~~, the President, the Chancellor, the Vice-Chancellor of Graduate Studies and Research, the Provost, the Vice-Provost and Dean of each college, the Registrar, the ~~Director~~ Dean of the Library, and any other person who may be elected by a two-thirds majority vote of the General Faculty. Voting members of the General Faculty are the full time tenured and tenure-track faculty of the Missouri University of Science and Technology. All members of the General Faculty have the right to participate in discussions.
 2. Duties, Powers, Responsibilities & Privileges—The primary functions of the faculty are education, research, and service. The responsibilities and ~~duties~~ functions of the faculty are those derived from its authority to organize as granted ~~to it~~ by the Board of Curators. It shall have such other authority as delegated to it by the President and/or the Chancellor. The General Faculty is responsible for academic programs concerning the Missouri University of Science and Technology or those involving more than one Department, and for matters affecting the welfare of the institution, including but not limited to: academic standards and courses of instruction; and general standards to be met by educational, research, and service programs. Participatory authority and functions of the faculty are expressed through faculty involvement in the campus committee structure including those committees which govern academic and administrative matters affecting the campus, faculty and students. The faculty participates in the selection of administrative officers. The faculty participates in the monitoring of administrative and academic operating procedures. The faculty may ~~also~~ make recommendations to the Chancellor on: institutional facilities, personnel and resources, professional standards, employment qualifications, tenure, promotion, salary, retirement, and other factors affecting faculty morale and welfare; and student affairs including health, welfare, conduct, and morale of the students.
 3. Faculty Rights ~~and Responsibilities~~
 - a) Academic Rights—Each faculty member has the right to freedom of inquiry, discourse, teaching, research and publication, as well as the responsibilities correlative with this right (as prescribed by The University of Missouri Board of Curators the U.M. System Board's Collected Rules and Regulations).
 - b) Civil Rights—Faculty members are not required to relinquish any of their constitutional rights (as prescribed by The University of Missouri Board of Curators the U.M. System Board's Collected Rules and Regulations).

- c) Employment Rights—Faculty members shall have rights consistent with their continuous appointment or term appointment (during the term), except for cause, retirement or financial exigencies (as stated in [The Curators of the University of Missourithe U.M.-System Board's-Collected](#) Rules and Regulations).
 - d) Notification of Appointment—Faculty members shall be notified of their appointments promptly (as stated in [The Curators of the University of Missourithe U.M.-System Board's-Collected](#) Rules and Regulations).
 - e) Right to be Kept Informed—The faculty shall be kept informed of actions and activities of committees and [the](#) executive officers [of the General Faculty](#), and of other occurrences that pertain to the Missouri University of Science and Technology. Where possible such information shall be made available to the faculty before being made available to the general public.
4. Officers of the General Faculty—The officers of the General Faculty shall consist of the President of the University, the Chancellor, the President of the Faculty Senate, a Secretary, and a Parliamentarian.
- a) Chancellor—The Chancellor of the Missouri University of Science and Technology is the presiding officer of the General Faculty. The Chancellor presides at meetings of the General Faculty but may extend this right to the President of the University when present.
 - b) President—The President of the Faculty Senate presides at meetings of the General Faculty in the absence of or at the discretion of the Chancellor.
 - c) Secretary—The Secretary is appointed by the Chancellor and need not be a member of the General Faculty. The Secretary keeps minutes of the proceedings of the General Faculty meetings. The Secretary is required to distribute an agenda prior to each meeting, and the minutes after each meeting, to all members of the General Faculty.
 - d) Parliamentarian—The Parliamentarian is appointed by the Chancellor and must be a member of the General Faculty.
5. Meetings—All meetings are called by the Chancellor. A quorum shall consist of ten (10) percent of the voting members when business described in the published agenda is being considered and fifty (50) percent of the voting members when other items of business are being considered.
- a) Regular Meetings—There shall be at least three (3) regular meetings of the General Faculty each academic year.
 - b) Special Meetings
 - (1) Special meetings are called upon the request of the President of the University; of the Chancellor; of the Faculty Senate; and by written petition of five (5) percent of the members of the General Faculty.
 - (2) All Special Meetings shall be called within ten (10) school days after the request is presented to the Chancellor.
 - (3) Only topics designated in the call for a Special Meeting may be discussed or acted upon at said meeting.
 - c) Notice of Meetings—Notice of all meetings of the General Faculty shall be sent to each member of the General Faculty at least five (5) school days prior to the meeting. Such notice includes the agenda for the meeting.
 - d) Restriction on Voting at Regular Meetings—In general, business coming before the General Faculty for action at a regular meeting shall be placed on the agenda before coming to a vote. Any other matters may be placed before the General Faculty and acted upon at a regular meeting without being placed on the agenda, unless five (5) voting members of the General Faculty request a delay. If such a request for delay is presented, the presiding officer [shall](#) delays the vote until the next regular meeting of the General Faculty at which time the matter will automatically be placed on the agenda, unless the matter has been acted upon at a special meeting before the next regular meeting is held.
 - e) Minutes of Meetings—Minutes of all General Faculty meetings will be distributed by the Secretary to all members of the General Faculty within ten (10) school days after the meeting.
 - f) Rules of Order—[Unless otherwise addressed in these bylaws, m](#)Meetings of the General Faculty are conducted in accordance with Robert's Rules of Order.

- D. Faculty Organizations—The primary functional unit of the faculty is the Department. For its governing purposes the faculty is further organized into the General Faculty, the Graduate Faculty, the Faculty Senate, Standing Committees, Judicial Committees, and Special Programs.

1. Departments

a) Organization and Membership

(1) Departments are the primary functional units of the campus. The program of a department is conducted by its faculty through the chairperson, who has general responsibility over the department. The chairperson shall act as the administrative representative of the department in its official relations with the University.

(2) Members of the department are all those members of the faculty who hold the rank of Instructor or above in the department, and such other persons who teach in or de-conduct research in the department structure and are accepted by a majority vote of the department members.

(3) Academic departments are those that are responsible to conduct teaching, research, and service on behalf of the University.

b) Academic Department Reorganization

(1) There shall be a process followed for academic unit reorganization. Unit(s) in this document shall refer to college, department, program, or special programs as defined in the Missouri University of Science and Technology Faculty Bylaws.

(2) Affected unit(s) shall refer to the academic department(s) considered in a reorganization, which could vary in number and that would be reorganized as a result of this process.

(3) There shall be separate procedures for reorganization of departments as defined in b(1) above where the Faculty/Units or the Administration are the impetus for the change. Administration refers to Chancellor, Provost, or Vice-Provost and Dean. Reorganization of academic units may occur at the impetus of the faculty or the chancellor and his/her designates. In the case of department-initiated recommendations, there shall be a process agreed by the the chancellor or his/her delegates and the faculty senate. In the case of administratively initiated reorganizations, the chancellor must explain the reasons, consult in good faith with the faculty, and provide ample time for deliberation

(4) The process shall be agreed upon by the Chancellor, Provost, Vice-Provost and Deans, and Faculty Senate.

a)c) Operation and Meetings

(1) Department meetings are held throughout the academic year and are conducted according to democratic procedures. All matters concerning the department are open to discussion.

(2) When a department position is to be filled, knowledge of the qualifications of the applicants is to be made available to the department members. Their opinions on the choice of candidates shall be sought by the chair before final recommendations for appointment are submitted.

d) Responsibility and Authority

(1) Faculty members direct and perform the work of instruction, coordinate and conduct research within the department, and provide service within the University, to the academic community, and to the public.

(2) They Faculty members are also concerned about the internal administration of the department and should be kept fully informed consistent with Section 20.110 of The Curators of the University of Missourithe U-M-System Collected Rules and Regulations about all matters related to the department excepting only-any matters that is-are explicitly protected by written university policy, or confidentiality, or privacy laws that preventing disclosure.

(3) Proposals for changes in curriculum or courses may be initiated by the department and submitted to the Curricula Committee.

(4) Each department, acting in accordance with the Collected Rules and Regulations established by the Board of Curators and Campus Policiesy, shall have delegated directly to it by the General Faculty jurisdiction over matters

primarily of interest only to that department. This includes but is not limited to: entrance requirements for degree programs; the curricula of the department; action concerning petitions for changes in prescribed courses of study presented by individual students enrolled in the department; decisions concerning the scholastic standing of students enrolled in the department; recommendations to the General Faculty concerning the granting of degrees to students enrolled in the department; and primary responsibility for maintaining and improving the academic excellence of the department.

(5) All academic coursework shall be offered by departments, with the exception of courses offered through Special Programs.

2. Special Programs

- a) Definition of Special Programs. Special Programs are academic programs that are highly interdisciplinary, or for some other reason may not readily conform to the Academic-Department structure.
- b) Creation of Special Programs. The Provost may propose, with the appropriate academic rationale and suggested structure, that a Special Program be formed or an existing Special Program be changed. The Provost forwards the proposed program, or changes s to an existing program, with his/her recommendations, and the suggested constituencies from which the Program Representatives will be drawn, to the Faculty Senate for approval.
- c) Governance of Special Programs. Each Special Program will be governed by a Board of Program Representatives. The mechanism for selection of the Program Representatives must be delineated in the Special Program proposal from full time, ranked, faculty – to be elected by and from the faculty of the participating Academic Departments. The election of Program Representatives shall be conducted by the Provost, or his/her designee. The Provost will inform the Faculty Senate of the composition of the Program Representatives upon initial creation of the Program, and annually thereafter.
- d) Program Leader. The Program Representatives shall normally select a Program Leader from their ranks. The Program Leader is authorized, upon a vote of the Program Representatives, to submit curricula changes to the Provost, then the Campus Curricula Committee and then the Faculty Senate for approval. The Program Leader may act as the approval authority for items within the purview of the Program.
- e) Scope of Special Programs. Special Programs shall not duplicate, or infringe, on Academic Department responsibilities. ~~Special Programs shall not offer Bachelors, Masters, or Ph.D., or Eng.D. degrees, but may offer Certificates, Minors, or other acknowledgements of a student's participation in a Special Program. Special Programs may offer a limited number of courses provided they are no more than one credit hour.~~
- f) Modification and Deletion of Special Programs. Requests to alter the number of Program Representatives, method of selection of Program Representatives, or the Academic Departments which that they represent, must be approved by both the Provost and the Faculty Senate. Elimination of a Special Program also requires the approval of the Provost and Faculty Senate.

3. Graduate Faculty

- a) Responsibility and Authority—The Graduate Faculty is responsible for maintaining an environment that will encourage the pursuit of scholarly work beyond the Bachelor's degree and for implementing the policies of the Board of Curators in the administration of graduate studies at Missouri S&T.
~~Membership—The membership of the Graduate Faculty shall consist of the following: The President of the University of Missouri, the Chancellor, the Provost, all Academic Vice Provosts, chairs of departments authorized to offer graduate degree programs, and other ranked members of the instructional and research faculty, who are accepted under the rules of the Graduate Faculty to assume the responsibilities and authorities delegated to it.~~
- b) Membership and Activities—Rules regarding membership, activities, and subcommittees of the Graduate Faculty are established by the Rules and Regulations of the Graduate Faculty. Meetings—Regular meetings of the

~~Graduate Faculty shall be held, upon the call of the Provost, at least once each semester. The call for meetings shall be mailed communicated to all members of the Graduate Faculty at least one week in advance of the meetings. A quorum shall consist of those members in attendance when considering items included in an agenda sent to members at least one week in advance of the meeting. No business shall be conducted on other items without a quorum consisting of fifty (50) percent of the members of the Graduate Faculty. The Provost is the presiding officer. Minutes of Graduate Faculty meetings shall be distributed to all members of the General Faculty within ten days.~~

- ~~c) Special Meetings—Special meetings are called upon the request of the Provost and by written petition of five (5) percent of the membership of the Graduate Faculty. All special meetings shall be called within ten (10) school days after the request has been made.~~

- ~~4. Responsibility and Authority—The Graduate Faculty, acting in accordance with the Rules and Regulations of the Board of Curators and Campus Policy legislated by the General Faculty, is responsible for the establishment of the policies, rules, and regulations governing all graduate studies on the campus. Specific functions of the Graduate Faculty are:~~

- ~~(1) To exercise responsibility for research and for creative or scholarly work on the graduate level and to make recommendations to the Chancellor and the General Faculty concerning the fostering of these activities.~~
~~(2) To have special regard for campus problems involving graduate students, to make regulations concerning eligibility and requirements for graduate degrees and to consider and to act on recommended curricula and course offerings within the graduate programs.~~
~~(3) To recommend to the Chancellor, for presentation for approval to the General Faculty, names of acceptable candidates for graduate degrees.~~
~~(4) To administer graduate fellowships, scholarships, and similar awards.~~

~~5.4.~~ Faculty Senate

- a) Authority and Responsibility—The Faculty Senate is the legislative and policy-making body of the General Faculty. It carries out the ~~functions and responsibilities~~ of the Faculty (see above: §C.2) not specifically reserved assigned to it by the General Faculty and shall consider all matters referred to it and by the Board of Curators, the President of the University, the Chancellor, and the individual faculty members. The Faculty Senate, as the primary representative faculty voice, shall advise the administration and the faculty on acting in accordance with the Rules and Regulations of the Board of Curators and the General Faculty, formulates, recommends and assists in the implementation of policies concerning the educational and research operations of the campus and other matters affecting the welfare of the campus, the faculty and the students.

~~b)~~ Membership and Voting Rights

- (1) Members of the Faculty Senate are elected during the second semester of the academic year, and serve from August 1 until the end of their term.
(2) Faculty representatives are elected from and by each department as follows: each department elects one representative for the first ten (10) or fraction thereof, full-time faculty members in that department, and an additional representative for each additional ten (10) full-time faculty members in that department, rounded off to the nearest ten (10) faculty members, with five (5) being rounded upward.
(3) Ex officio non-voting members of the Faculty Senate consist of the Officers of the Faculty Senate (as described in in §D.4.c. below) as described elsewhere in these Bylaws, the President of the University, the Chancellor, the Provost, the Vice Provost and Dean of the Colleges, Vice-Chancellor for Student Affairs, the Registrar, the Staff Council President, the Student Council President and Vice President, and the Council of Graduate Students President. If a Faculty Senate officer who are is also an elected departmental representatives, they will retain their voting rights. The-However, the chairperson of the Faculty Senate

meeting normally does not vote at meetings unless~~President always has the right to vote, if~~ required to break a tie.

(4) All members of the General Faculty are eligible to vote for, ~~to~~ be elected to, and ~~to~~ serve on the Faculty Senate.

(5) Terms of Office

(a) Departmental representatives serve two-year (2-year) terms. Any departmental representative unable to serve during a given semester ~~may~~will be replaced by special election in the department. The elected replacement either finishes the original term or serves for the semester in question, at the discretion of the department.

(b) Departmental representatives are permitted to allow a proxy member of their department to serve in their stead should they need to miss a meeting.

~~(cb)~~ Student members are selected to a 1-year term.

~~b)c)~~ ~~(c)~~ Officers of the Faculty Senate—The officers of the Faculty Senate consist of a Past President, the President, the President-Elect, the Parliamentarian, and the Secretary ~~and Parliamentarian~~, all of whom must be members of the General Faculty. Department chairs and other persons who devote 50% or more of their time to administrative duties shall not be eligible to serve as Faculty Senate Officers. The new officers, ~~with the exception of the Past President,~~ are elected annually. The election is held during the last regular meeting of the second semester of the academic year, and officers begin their duties August 1.

(1) The President presides at the meetings of the Faculty Senate. The President is the official spokesperson~~man~~ of the Faculty Senate and maintains open communications with the faculty, administration, staff, and students. The President is responsible for supervising all authority delegated by the Faculty Senate ~~and execution of~~ and for executing the decisions made by the Faculty Senate.

(2) The President-Elect serves in the capacity of the President during the latter's absence, or upon the President's request. The President-Elect is also an assistant to the President.

(43) The Parliamentarian makes recommendations to the President (or his/her/their delegate) on questions of parliamentary procedure for the Faculty Senate.

~~(34)~~ The Secretary is responsible for all records, minutes, resolutions, and correspondence of the Faculty Senate. The Secretary supervises the publications of the agenda and the minutes of the meetings. The minutes shall be distributed by the Secretary of the Faculty Senate to all members of the General Faculty within ten (10) school days after the meeting.

~~(4) The Parliamentarian makes recommendations on questions of parliamentary procedure for the Faculty Senate.~~

~~d)~~ Meetings and Rules of Order

(1) The Faculty Senate meets on ~~a~~ Thursdays (determined by the Faculty Senate) at ~~1:30~~2:00 p.m., at least three times each semester and once during the summer term. Faculty Senate members shall be relieved from other time-conflicting duties, and this time is considered to be a part of their full-time effort.

(2) ~~Agenda~~ The agenda of the Faculty Senate meetings ~~is~~ are distributed to all faculty members no later than ~~one week~~5 school days in advance of the meetings.

(3) Meetings of the Faculty Senate are conducted in accordance with Robert's Rules of Order. Should a conflict arise among Robert's Rules of Order, the Faculty Bylaws of the General Faculty, and the Procedural and general Resolutions for the Faculty Senate and General Faculty, the order of precedence shall be firstly The Curators of the University of Missouri Collected Rules and Regulations, secondly the Faculty Bylaws, ~~second-thirdly~~ the Procedural and general Resolutions for the Faculty Senate and General Faculty, and ~~then finally~~ Robert's Rules of Order.

(4) Faculty Senate meetings are open to the public except as prohibited by law, but only the ~~members~~ Senators are entitled to vote.

(5) Two-thirds of the voting membership of the Faculty Senate constitutes a quorum.

(6) A session of the Faculty Senates is defined as meetings occurring between 1 August and 31 July of the academic year.

~~(67)~~ The effective date of all actions is thirty (30) days after the action has been communicated to the faculty, unless four-fifths of the Faculty Senate members approve a motion that an action become effective immediately or unless action to veto or amend is initiated by the General Faculty within the thirty (30) day period. No action taken by the Faculty Senate shall be implemented prior to its certification at a meeting of the General Faculty if a petition to veto or to amend such action is submitted to the Chancellor by more than ten (10) percent of the members of the General Faculty.

e) ~~Special Meetings—Special Meetings are to be called upon the request of the President of the University; ~~of~~ the Chancellor; ~~of~~ the President of the Faculty Senate; and/or, by written petition of five ~~(5)~~ percent (5%) of the ~~members~~ Senators of the Faculty Senate.~~

~~(a1)~~ All special meetings shall be called within ten (10) school days after the request is presented to the President of the Faculty Senate.

~~(b2)~~ Only topics designated in the call for a special meeting may be discussed or acted upon at said meeting.

~~e)f)~~ Electronic Voting— Electronic voting on issues that do not require significant discussion is permitted by the approval of a majority of the Faculty Senate officers. Voting may be done by E-mail, online survey, or other tool deemed appropriate by the officers and these actions are to be included in the minutes of the next scheduled meeting. All electronic ballots shall keep voting open for at least one (1) week or until a majority decision of all Senators is obtained. If within that time, ten percent (10%) of the Senators object to the electronic vote to the President of the Faculty Senate, the electronic vote shall be cancelled and the issue referred to an in-person faculty senate meeting.

~~d)g)~~ Delegation of Authority

(1) Since the authority of the Faculty Senate is delegated to it by the General Faculty, the actions and policies enacted by the Senate ~~it~~ are ~~is~~ subject to over-rule by the General Faculty.

(2) All authority delegated by the Faculty Senate to committees or individuals is subject to change or over-rule revocation by the Faculty Senate.

(3) Standing Committees of the General Faculty shall report to the Faculty Senate at regular meetings upon one week's notification by the President or President-Elect of the Faculty Senate.

6-5. Standing Committees:

~~a)~~ Each Standing Committees report to the Faculty Senate. Standing Committees report through the Faculty Senate unless otherwise provided for in these Bylaws. These Standing committees formulates and recommends actions and policies in related to the scope of their assigned area of each mandated areas. Authority to act is limited to the specific functions mandates for which this power is delegated in the following sections of these Bylaws or by the functions prescribed by The Curators of the University of Missouri the U.M. System Collected Rules and Regulation the Board of Curators in its Rules and Regulations.

~~a)b)~~ Standing committees report to and through the Faculty Senate unless otherwise provided for in these Bylaws.

~~b)~~ Each Standing Committee prepares an annual report to be distributed to all faculty members. The Standing Committees shall monitor and assess the status and implementation of their policy recommendations. The policies, implementation, details, and assessments shall be included in the annual report.

c) ~~A faculty member shall concurrently serve on no more than two (2) Standing Committees, excluding the Rules, Procedures and Agenda (RP&A) Committee at the same time. If any department lacks sufficient faculty members for representation on all Faculty Senate committees, that department may select representatives to serve on committees of its choice until such time as the~~

number of faculty members increases to the point where the department can be represented on all committees.

- d) All full- ~~or part~~-time students in good standing are eligible to serve on standing committees that include one (1) or more student members.
- e) ~~Whenever possible, the Standing Committee members shall be elected as described in these Bylaws and organize during the second semester of the academic year and be responsible for their duties to carry out their mandates from August 1 through July 31 of the following year.~~
- e) The Chancellor may appoint one non-voting member to any standing committee, for a one-year (1-year) term.
- f) Chairs of standing committees shall be tenured faculty. Department chairs, and other persons who devote 50% or more of their time to administrative duties shall not be eligible to serve as standing committee chairs. Standing committee chair persons shall be elected annually, from and by the membership of the standing committee, unless otherwise provided for in these Bylaws.
- e)g) For each academic year, the membership and chair of each standing committee should be finalized by April 30 of the previous academic year. Standing Committees will be responsible for their duties from August 1 through July 31 of the following year.
- e)h) The Rules, Procedures and Agenda (RP&A) Committee has the right authority to call a meeting of any standing committee. Upon a determination by the RP&A that a standing committee is not acting in a timely manner to resolve an issue to which it has been asked-referred to address, the RP&A can call a meeting of the committee and appoint an ad hoc chair for that meeting.
- f)i) Judicial ~~e~~Ccommittees are not subject to the provisions applicable to ~~s~~Standing committeesCommittees.

7-6 Faculty Standing Committees

- a) Academic Freedom and Standards Committee (AF&SC)
 - (1) This committee is concerned with the academic freedom of faculty and promoting academic excellence. It recommends and reviews policies concerning requirements for admission, graduation and academic standards.
 - (2) Each Department department may nominate one faculty member for service on the Academic Freedom and Standards Committee. The Faculty Senate will select from these nominees eight (8) faculty members to serve on the committee. Faculty members serve a two-year (2-year) term with approximately one half elected each year.
- b) Administrative Review Committee (ARC)
 - (1) This committee sets policies and procedures for reviews of campus administrators ranking from Chancellor to Department Chair. The committee recommends the evaluation questionnaires and a plan/schedule for conducting reviews to the Faculty Senate. The committee conducts the reviews; oversees the sending of the evaluation forms to the evaluating persons; oversees the collection and collation of the resulting evaluations; and, along with the officers of the Faculty Senate, reviews and forwards the results of the evaluation to the Faculty Senate and the supervisors of the individual evaluated.
 - (2) The committee consists of ~~four-six~~ (46) representatives nominated by the Rules, Procedures and Agenda Committee (with the possibility of nominations from the floor) and elected by a vote of the Faculty Senate. Committee members serve for two (2) years, terms to be staggered with the election of ~~two-three~~ (3) faculty members each year, and shall be full-time, tenured faculty members with an administrative component of 50% or less.
- c) Budgetary Affairs Committee (BAC)
 - (1) This committee makes recommendations to the Faculty Senate, the Chancellor and the Vice-Chancellor of Administrative Services Finance and Operations or the equivalent administrative office on matters concerning the long-range vision of the campus; plans to fulfill this vision; and budgetary matters as a consequence of the vision. ~~This-These recommendations~~ includes, but areis not limited to: all matters of a budgetary nature; and policies and priorities for strategic ~~action-and tactical~~ plans with goals of teamwork, fiscal

transparency and shared governance. The committee studies the Campus budget, keeps informed of its preparation and status, and consults with and advises the Chancellor on all matters pertaining to budgetary affairs.

(2) Each department may nominate one faculty member for service on the Budgetary Affairs Committee. The committee consists of two (2) faculty members elected from and by the Faculty Senate, four (4) elected by the Faculty Senate from the Department nominations, two from and by the Graduate Faculty, one (1) student chosen by the Student Council, and one (1) administrative member appointed by the Chancellor. Elected members serve for a two-year (2-year) term, one half being elected each year.

d) Campus Curricula Committee (CCC)

(1) This committee acts as an advisor and coordinator in regard to the disciplinary appropriateness and quality of curricular proposals, policies, and all course offerings. Proposals for curricula and course changes shall be submitted to the Campus Curricula Committee CCC via the Discipline--Specific Curricula Committee (DSCC) associated with the proposal. The DSCC recommendations shall be submitted with the proposal. Special Programs are not normally associated with a DSCC, and may submit proposals directly to the Campus Curricula Committee. Within two weeks 10 school days after receipt of the proposal, the Campus Curricula Committee CCC shall distribute copies to all departments via their DSCC representatives. Counter proposals submitted to the committee by the departmental representative of the concerned department should be considered when the original proposals are discussed. The recommendation of the committee shall be forwarded to the Faculty Senate for appropriate action.

(2) The Campus Curricula Committee CCC will submit proposals for new graduate programs or significant any changes to existing graduate programs to the Graduate Faculty committee for approval prior to being considered by the Faculty Senate.

(3) The committee consists of representatives from the Faculty Senate, Graduate Council-Faculty committee and DSCC committees. Two (2) faculty members will be elected from and by the Faculty Senate, each serving a two-year (2-year) term. The Senate will attempt to stagger the terms of the representatives. The Curricula Committee of the Graduate Council-Faculty Committee will elect one (1) representative to serve a two-year (2-year) term. The program leader of each DSCC will be an ex-officio, voting, member of the Campus Curricula Committee CCC.

e) Committee for Effective Teaching (CET)

(1) This committee makes recommendations to the Faculty Senate, and the Provost, regarding the instruments to be used for student evaluations of teaching, the procedures for conducting these evaluations, and policies related to the public disclosure of the evaluation results. The scope of the committee's responsibilities includes evaluation of all aspects of teaching in courses with providing academic credit.

(2) In addition to student evaluations, the committee may-is to consider alternate methods of evaluating teaching, may suggest methods and programs for improving teaching, and makes recommendations on the selection process and criteria for campus-wide teaching awards.

(3) The committee consists of one (1) faculty member, elected from, and by, each department desiring representation, one (1) student selected by the Student Council, and one (1) graduate student selected by the Council of Graduate Students. Faculty representatives serve for three-year (3-year) terms, and students serve for a one (1) year term. In addition, the Provost may appoint up to three (3) non-voting members to this committee.

f) Discipline--Specific Curricula Committees (DSCC)

(1) One, or more, Discipline Specific Curricula Committees (A DSCCs) shall be created. These committees will assists in coordinating curricular proposals generated by the degree programs as specified in the if charters of that DSCC.

(2) The Provost shall-may propose, with appropriate academic rationale and

suggested structure, ~~changes to the DSCC(s). that Discipline Specific Curriculum Committees (one or more DSCC(s)) be formed.~~ The Provost forwards the proposals with his/her recommendations, and the suggested constituencies from which the committee members will be drawn by the following rules, to the Faculty Senate for approval.

(a) Every DSCC shall be identified by a discipline name.

(b) Every degree program shall be associated with one, and only one, DSCC. ~~These~~ associations will be stated in the charter of each DSCC, and may be altered only with the approval of the Provost and the Faculty Senate.

(c) Each DSCC program leader shall serve a (1) one-year term, and be elected from, and by, its members. ~~The Each~~ DSCC program leader shall ~~be serve as an ex-officio, voting, member of the Campus Curricula CommitteeCCC.~~

g) Environmental Health, Safety, and Security Committee (EHSS)

(1) This committee reviews and makes recommendations to the Faculty Senate, the Chief of Police, and appropriate administrative officials concerning policies, priorities, and training related to environmental health, safety, and physical security on campus.

(2) The voting members of the committee consist of one (1) person elected from each academic department desiring representation, two (2) representatives of the Department of Environmental Health and Safety, the Chief of Campus Police or his/her appointee, one (1) administrative member appointed by the Vice Chancellor for Finance and Operations, one (1) student selected by the Student Council, one (1) graduate student selected by the Council of Graduate Students, and one (1) representative of Staff Council. In addition, the Provost may appoint one (1) non-voting member to this committee. Department representatives serve for a two-year (2-year) term with approximately one third elected each year. The remaining committee members shall be elected, or appointed, annually.

(3) The chairperson of the committee is elected by and from the committee's voting membership. The chairperson should work closely with the Environmental Health and Safety and Campus Police departments to keep the committee and campus constituents abreast of both acute and long-term issues facing the university.

h) Facilities Planning Committee (FPC)

(1) This committee studies and makes recommendations to the Faculty Senate and appropriate administrative official(s) ~~the Chancellor~~ concerning policies and priorities for physical facilities, including buildings, equipment, and land acquisition and use. The committee also makes recommendations to the Faculty Senate on policies pertaining to parking, security, traffic and matters affecting campus safety.

(2) Each Department may nominate one (1) faculty member for service on the Facilities Planning Committee. The committee shall consist of three- (3) faculty members elected from and by the Faculty Senate; four (4) members elected by the Faculty Senate from ~~the a~~ list of departmental nominees; one (1) administrative member appointed by the Chancellor, one (1) student selected by the Student Council, ~~and~~ one (1) graduate student selected by the Council of Graduate Students, and one (1) non-voting member selected by the Chief Information Officer. ~~Each f~~ Faculty members shall serve for a two-year (2-year) term with approximately one-half of the faculty membership to be selected each year. The remaining committee members shall be elected, or appointed, annually.

i) Honorary Degrees Committee (HDC)

(1) This committee meets at least annually, and reviews current and previous recommendations from the Campus for honorary degrees. The committee shall submit its recommendations first to the Faculty Senate and then to the Chancellor. After appropriate review by the Chancellor, recommendations are forwarded to the University of Missouri (UM) System Honors Committee ~~the UM System President and Board of Curators, a list of candidates is then submitted~~

~~to the General Faculty, which may choose from the recommended nominees through a three-fourths vote of those casting ballots at the General Faculty meeting where the matter is considered.~~ All names shall be held in strict confidence, with public announcements ~~to be~~ made only by the [University of Missouri](#) Board of Curators or the Chancellor.

(2) Each Department may nominate one (1) faculty member for service on the Honorary Degrees committee. The committee consists of the Provost and four (4) [members](#) elected by the Faculty Senate from the list of department nominees. Elected committee members serve one-year (1-year) terms.

j) [Information Technology / Computing Committee \(ITCC\)](#)

(1) This committee advises the Provost and the Chief Information Officer on the formulation and implementation of information technology (IT) and computing activities on campus. These activities include but are not limited to networking, email, academic computing, electronic data bases, web publishing, distance learning, electronic classrooms, academic software and procurement of equipment for faculty, student and staff desktops and campus IT/computing facilities.

(2) The voting members of the committee consist of one (1) person elected from each academic department desiring representation, the Director of the Library or his/her appointee, two students selected by the Student Council, and one graduate student selected by the Council of Graduate Students. The non-voting members of the committee include the Provost, the Vice Chancellor for ~~Administrative Services~~[Finance and Operations](#) and the Chief Information Officer. Department representatives serve for a three-year (3-year) term with approximately one third elected each year. The representative of the library serves for a three-year (3-year) term, while students serve for one year. ~~Subcommittees may be formed by the committee to assist in timely decision making.~~

k) [Intellectual Property Committee \(IPC\)](#)

(1) This committee, ~~in conjunction with Technology Transfer and Economic Development,~~ is concerned with the formulation and implementation of [policies and procedures related to](#) intellectual property ~~policies and procedures~~. It reviews and makes recommendations to the Faculty Senate, Chancellor and Provost on patent and copyright matters.

(2) The committee consists of seven (7) members of which six (6) are faculty members elected by the Faculty Senate and one (1) is an administrative member appointed annually by the Provost, ~~which can be the Director of Technology Transfer and Economic Development or its proxy~~. The faculty members shall serve for two (2) years with three (3) members elected each year. The committee shall be chaired by a faculty member. Priority for nominated members should be those with patent and/or copyright experience and appropriate representation from engineering, liberal arts, management and science academic departments.

l) ~~Intercampus Faculty Cabinet~~[Intercampus Faculty Council \(IFC\)](#)

~~(1) IFC is a University of Missouri System Faculty Cabinet~~[Council comprised of faculty representatives from each of the U.M. System campuses that serves as a liaison committee between the President and his staff and the four campus faculties.](#)

~~(2) Membership of this committee is comprised of the Past President, President, and President-Elect of the Faculty Senate. In the event that one of these officers can not~~[cannot serve on the IFC, the Faculty Senate will elect the replacement campus representative for a one \(1\) year term.](#)

m) [Library and Learning Resources Committee \(LLRC\)](#)

(1) This committee makes recommendations to the Faculty Senate and appropriate administrative officials with respect to the administration of the Library and Learning Resources facilities and on rules governing use by students, faculty, and others. It shall consider all problems concerning the operation of the Library and its facilities.

(2) Each Department may nominate one (1) faculty member for service on the

Library and Learning Resources Committee. The committee consists of eight (8) elected by the Faculty Senate from the list of department nominees with each faculty member serving a two-year (2-year) term with approximately one half to be elected each year; one graduate student selected by the Council of Graduate Students and one undergraduate student to be selected by the Student Council and the [Director-Dean of the Library and Learning Resources](#).

n) Personnel Committee (PC)

(1) This committee recommends to the Faculty Senate general policies on the conditions of appointment, employment, compensation, and retirement of faculty and administrative officers. ~~Also, it also~~ recommends reporting schemes and procedures regarding the annual salary and wage raise pool.

(2) Each Department may nominate one faculty member for service on the Personnel Committee. The committee consists of two faculty members elected from and by the Faculty Senate, four (4) elected by the Faculty Senate from the list of department nominees, one (1) faculty member elected from and by the Graduate Faculty, one (1) faculty member selected by the Staff Council, and one (1) administrative member appointed by the Chancellor. Elected members serve a two-year (2-year) term with approximately one half elected each year.

o) Public Occasions Committee (POC)

(1) This committee makes general plans for University-sponsored assemblies, programs and public occasions such as [Open House Days](#), [University Day](#), [Parents Day](#), Homecoming, and Commencement. It recommends policy for faculty and student programs, guest speakers and ad hoc events. ~~The committee may appoint special subcommittees and delegate its responsibilities in order to assure appropriate preparation and execution of these activities. and makes recommendations to the chancellor on the It also supervises a calendar of events for the campus and approval of intercollegiate athletic schedules the academic calendar at least one and no more than three years in advance.~~

(2) The committee consists of six (6) faculty members elected from and by the General Faculty, one administrator appointed by the Chancellor, three (3) students selected by the Student Council, and one (1) student selected by the Council of Graduate Students. Faculty members shall serve for a two-year (2-year) term with one half elected each year.

[\(3\) The Commencement subcommittee of the POC is charged with planning and overseeing the implementation of plans for Commencement ceremonies and other events related to Commencement. This subcommittee is appointed with the authority of the Faculty Senate, given that its activities require assistance from individuals outside the POC. The subcommittee will report to the POC, and not directly to Faculty Senate. An annual report of activities of the Commencement subcommittee will be included in the annual report submitted by the POC.](#)

[\(4\) Two \(2\) members elected by and from the POC are to serve on the Commencement subcommittee. As is the norm for events within the jurisdiction of the POC, changes deemed significant, as determined by the two subcommittee members, to the form or function of the Commencement ceremonies are subject to approval by Faculty Senate.](#)

p) Rules, Procedures and Agenda Committee (RP&A)

(1) This committee oversees the application of these Bylaws, any Rules and Regulations of bodies established by them, and the process of Bylaw amendment as described elsewhere in these Bylaws. It may investigate and make recommendations on procedure to the Faculty Senate.

(2) The committee is responsible for the conduct and supervision of Faculty Senate, ~~and~~ General Faculty, ~~and~~ Graduate Faculty elections. It shall receive nominations from the faculty for elections, adding, but not deleting, names as necessary to provide candidates for all offices and committees and shall obtain the consent of all nominees. The committee shall also be responsible for submitting slates of candidates nominated for serving on the standing

committees for Faculty Senate elections, appropriately distributed among the disciplines. In the event that nominations for committees from departments are fewer than the number of positions to be filled, RP&A may add additional departmental nominees to fill the positions which would otherwise become vacant.

(3) It is the responsibility of this committee to prepare the agenda for Faculty Senate meetings and to assist the Secretary of the General Faculty in the preparation of the agenda for General Faculty meetings.

(4) The voting members of the committee consists of the Past President, the President, President-Elect, Secretary, and Parliamentarian of the Faculty Senate; one graduate student selected by the Council of Graduate Students; one student selected by the Student Council; and the chairs of the following standing committees: Academic Freedom and Standards, Budgetary Affairs, Curricula, Facilities Planning, Personnel, Student Affairs, and Tenure Policy. Other Faculty Standing Committee chairs are ex-officio non-voting members.

(5) The Past President officer of the Faculty Senate is the chairperson of this committeeRP&A. If the Past President is unable to serve, the committee Faculty Senate will elect a chair person.

q) Student Affairs Committee (SAC)

(1) This committee makes recommendations to the Faculty Senate regarding relationships between students and Missouri S&T, including, but not limited to, the following: student-teacher relationships; student-administration relationships; scheduling of classes and examinations; budgeting and distribution of funds paid by students for student activities; rules and regulations pertaining to student housing, health and services for students, University counseling services, departmental advisement practices; rules and regulations pertaining to student organizations, including varsity and intramural athletics; oversight and discipline of student organizations, including review of all sanctions, withdrawals or denials; operations of the University Center; student publications; and civil rights of all students. The committee may appoint subcommittees and delegate its responsibility to them. Members of such subcommittees need not be members of the Faculty Senate or the Student Affairs Committee.

(2) Each department may nominate one (1) faculty member for service on the Student Affairs committee. The committee consists of four (4) faculty members elected by the Faculty Senate from the list of departmental nominees, one (1) faculty member elected by and from the Faculty Senate; four (4) students selected by the Student Council; and one (1) student selected by the Council of Graduate Students. The Director of Student Life, the Vice Chancellor for Student Affairs, the Dean of Students, and the Registrar are ex-officio non-voting members of the committee.

r) Student Awards and Financial Aids Committee (SA&FAC)

(1) This committee recommends policies regarding the administration of student awards and financial aids, including loans and scholarships, consistent with specifications of the respective donors and grantors. It shall be the duty of the committee to consider and rule on appeals that may be submitted by students regarding awards and financial aids.

(2) The committee consists of three (3) faculty members elected from and by the Faculty Senate, two (2) faculty members elected from and by the General Faculty, two (2) undergraduates selected by the Student Council, one (1) graduate student selected by the Council of Graduate Students, the Provost, the Director of Student Financial Aid, and such other appointees as the Chancellor names. Each member has voice and vote when considering new or revised policy. When considering student appeals, only the elected faculty members, the Provost and the Director of Student Financial Aid have voice and vote. At the request of the appealing student, the undergraduate members—for an undergraduate—or graduate student member—for graduate students—may participate with voice and vote. Faculty members are elected for two-year (2-year) terms; students are selected annually.

s) Tenure Policy Committee (TPC)

(1) This committee is concerned with the tenure rights of faculty. It functions according to the principles stated in the Academic Tenure Regulations adopted by the University of Missouri Board of Curators. It may also make recommendations for policy changes through the Faculty Senate to the Board of Curators. It also serves as the judicial hearing committee for cases of research dishonesty and make recommendations of Dismissal for Cause (section 310.060 of The Curators of the the University of Missouri Collected Rules and Regulations) to the Provost.

(2) This committee consists of one (1) faculty member from each academic department whose faculty is eligible for tenure. The faculty of each academic department shall, during the second semester of each academic year, elect one of its eligible faculty members to membership on the committee-TPC to serve for the following academic year, and also elect an alternate faculty member who shall serve whenever the regular committee member is unable to serve.

(3) Faculty members shall be elected from the eligible Professors on continuous appointment. If there are no eligible Professors within a department, then faculty members shall be elected from the eligible Associate Professors. Vice Provosts, department chairs, and other persons who devote ~~50-49%~~ or more of their time to administrative duties shall not be eligible for membership on the committee-TPC.

~~(4) During the second semester of each academic year, the committee shall place the names of nominate three (3) of its faculty members in nomination before to the General Faculty for election to two-year (2-year) terms on the University-Wide Tenure Committee. In the general a General Faculty election, each General Faculty member shall be permitted to vote for two (2) of the nominees. The nominee receiving the largest number of votes shall fill the position of member of the University-Wide Tenure committeeCommittee. The nominee receiving the next largest number of votes shall serve as anthe alternate member.~~

7. Judicial Committees

a) Equity Resolution Hearing Panel (ERHP)

(1) Per Chapter 600 of The Curators of the University of Missourithe U-M-System Collected Rules and Regulations, the Faculty Senate shall annually propose a list of twenty (20) faculty members to the Chancellor, from which ten (10) are selected by the Chancellor to serve in the panelist pool. The Chancellor also selects staff members to serve in the panelist pool. The University thereby creates and will annually train a pool of not less than ten (10) faculty and ten (10) administrators and/or staff to serve as hearing panel members in the Hearing Panel Resolution Process. Service in the panelist pool is a renewable one-year term.

(2) Hearing Panels at Missouri S&T will include at least one faculty member and one administrator or staff member. Up to two (2) alternates from the pool may be designated to observe the process and to serve as a panel member if a panel member becomes unavailable.

b) Grievance Hearing Panel (GHP)

(1) This panel is concerned with the fair and equitable resolutions of faculty grievances with the University. It functions according to the principles stated in the Academic Grievance Procedure (section 370.010) adopted by the University of Missouri Board of Curators. It may also make recommendations for policy changes through the Faculty Senate to the Board of Curators.

(2) The GRP is not involved in Equity Resolution Processes, which are covered under section 600 of The Curators of the University of Missourithe U-M-System Collected Rules and Regulations.

(3) One (1) panel or two (2) panels of two (2) faculty members are elected by the Faculty Senate from nominations from academic departments to three years renewable terms on a rotational schedule. Whether one (1) or two (2) panels are populated is subject to determination by majority vote of the

~~Faculty Senate. This panel consists of thirty (30) faculty members, fifteen (15) selected by the Faculty Senate and fifteen (15) appointed by the Chancellor.~~

~~Members will serve a three-year (3-year) term. One third of the panel will be chosen by the Faculty Senate and the Chancellor each year.~~

c) Grievance Oversight Committee (OC)

(1) A member of the OC will be appointed to each grievance case following receipt of a Grievance Filing Form by the GRP. The OC representatives are observers of the confidential grievance processes. The OC representative may not participate in the deliberations or rendering of findings and recommendations by the GRP but provides a summative, evaluative report of each grievance process without conveying substantive information. The representatives also monitor the implementation of remedies that result from a grievance process.

(2) Three (3) members are elected to three year terms on a yearly, staggered basis by the Faculty Senate from departmental nominees.

(3) One (1) member is elected to OC from and by the Faculty Senate not as an oversight representative but rather to serve as the chairperson for the committee, who assigns members to grievances and who prepares the annual report to Faculty Senate as required by section 370.010 of The Curators of the University of Missouri the U.M. System Collected Rules and Regulations.

d) Parking, Security and Traffic Committee (PS&T)

(1) The committee oversees application of rules and regulations concerning parking and traffic. It functions according to the principles stated in The Curators of the University of Missouri Collected Rules and Regulations, the Board of Curators' description of the Missouri S&T Traffic Regulations.

(2) Each Department may nominate one (1) faculty member for service on the Parking, Security and Traffic committee. The committee shall be composed of twelve (12) faculty members elected by the Faculty Senate from the list of department nominees for a two-year (2-year) term with one-half being elected each year, two (2) undergraduate students selected by the Student Council, one (1) graduate student selected by the Council of Graduate Students, one (1) member selected by the Staff Council, and one (1) member selected the Director of the Physical Plant. Student terms shall be for one (1) year. The Director of the University Police shall be a member ex-officio. Two (2) additional committee members may be appointed by the Chancellor.

(3) The Chancellor PS&T shall designate-elect one of the faculty committee members as chairperson for a one (1) year term.

e) Student Conduct Committee (SCC)

(1) This committee conducts hearings and makes dispositions under the Rules and Procedures in Student Conduct Matters as provided in Section 200.020 of The Curators of the University of Missouri Collected Rules and Regulations the Collected Rules and Regulations of the University of Missouri. It may also provide aggregate information regarding its decisions to the Faculty Senate, and make recommendations on policies relating to student discipline to the Faculty Senate for forwarding to the Board of Curators.

(2) The committee consists of members as prescribed by the Board of Curators. All members of the committee shall have the same voting privileges and responsibilities. Faculty members serve two-year (2-year) terms with approximately one half elected each year.

f) Student Scholastic Appeals Committee (SSA)

(1) This committee establishes procedures for individual student scholastic appeals. The committee shall consider and rule on all individual cases of appeal relating to student scholastic performance, including but not limited to: graduation with honors, probation and dropping from school, readmission after being dropped for scholastic reasons, scholastic deficiencies and evaluation of credit and transfer of credits, grades and honor points from other campuses to Missouri S&T. It serves as an appeals board for cases of students on scholastic probation who are involved in the activities of organizations.

(2) The committee shall consist of eight (8) members: three (3) faculty members are elected from and by the Faculty Senate; two (2) members are elected from and by the General Faculty; two (2) student members are selected by the Student Council; and one (1) student member is selected by the Council of Graduate Students. Faculty members serve a two-year (2-year) term with approximately one-one-half elected each year. Student members serve a one-year (1-year) periodterm.

g) Tuition and Residence Committee (TRC)

(1) This committee assists the Cashier, when requested, in determining the residence status of a student relative to the required non-resident tuition fees established under the applicable regulations of the Board of Curators. The committee also considers properly filed appeals by students taking exception to the Cashier's ruling relative to their residence or tuition status.

(2) This committee consists of three (3) faculty members and three (3) administrative members appointed for a one-year (1-year) term by the Chancellor, who shall designate one member as Chairperson.

8. Special Committees

- a) Special Committees addressing issues not presently in the purview of the Faculty Standing Committees or Judicial Committees may be authorized from time to time, as needed, by the Chancellor, the General Faculty, the Faculty Senate, the colleges, and-or departments. However, when the faculty or the administration establishes any committee having campus-wide responsibilities or authority, they shall file with the Secretary of the Faculty Senate a statement specifying the responsibilities, authority, and composition of the committee, timeline of authority for the committee, together with a list of current members.
- b) When deemed appropriate by the Chancellor, by the General Faculty, or by the Faculty Senate, reports of Special Committees shall be distributed to all members of the General Faculty. Each Special Committee shall prepare an annual report to be made available to all faculty members.
- c) Whenever possible, Special Committees shall be organized prior to September 1 and be responsible for their duties from August 1 through July 31 of the following year.

E. Student Regulations

1. The Student Council is the recognized-official voicespokesman for the undergraduate students to the Faculty, and the Council of Graduate Students of the Missouri University of Science and Technology for-is the official voice for the graduate students.
2. Rules and disciplinary regulations, which apply to students, and the "University of Missouri Rules of Procedure in Student Disciplinary Matters" shall be printed in the "Manual of Information" and distributed to all students.
3. Student Participation in Academic Governance
 - a) Students shall be eligible to serve on the Faculty Senate and/or on committees as designated by these Bylaws.
 - b) Individual students and student organizations may recommend changes in policies governing students to the appropriate committee. These recommendations, when submitted in writing, must be considered promptly by the committee or referred to the RP&A for proper assignment, and the students kept informed in writing of the disposition of the recommendations.

F. Rules and Regulations—All committees and any other permanent body established by these Bylaws, shall make rules and regulations necessary for the successful operation of their organizations by at least a simple majority of the body. Copies shall be filed with the Secretary of the General Faculty for general availability.

G. Amending the Bylaws—Amendments may be proposed by twenty (20) faculty members of the General Faculty by submitting them to the Rules, Procedures, and Agenda Committee. This committee must transmit the proposal to the General Faculty within fifteen (15) school days and then include the proposal in the agenda of the next General Faculty meeting. Voting on the proposed amendment shall be by a mail ballot and shall take place within fifteen (15) school days after completion of its consideration at a meeting of the General Faculty. A two-thirds (2/3) majority of those voting shall be required for the adoption of the proposed amendment.

If adopted, the amendment [is presented by the Chancellor to the Board of Curators at their next meeting for consideration and](#) will become effective immediately upon approval by the Board of Curators.

- H. Publication of the Bylaws and Committee Membership—The Secretary of the General Faculty shall maintain, on a publicly accessible, open~~r~~ location (such as a world-wide web site), the current edition of these Bylaws, a list of the officers of the General Faculty, a list of the officers and members of the Faculty Senate, and the membership of all Standing and Judicial committees defined elsewhere in these Bylaws. The name, responsibilities, authority and current members of all other committees which have campus-wide responsibilities or authority will be similarly posted. The information shall be updated within thirty (30) days of any change in committee status.

Executive Summary

MU School of Medicine Student Honor Code Revisions

CRR 200.020 E.7 authorizes the adoption of student honor systems to investigate facts, hold hearings and impose sanctions relating to student conduct in academic programs within the University, subject to Chancellor and Board of Curators approval. Student honor systems shall contain at minimum the same standards set forth in CRR 200.010, Standard of Conduct. Pursuant to these rules, the University of Missouri-Columbia School of Medicine is proposing certain revisions to its current Honor Code to achieve the following:

- to define clear standards of conduct to which medical students will be held accountable;
- to clarify the process for evaluating alleged violations of the standards;
- to expand and clarify the rights of the Respondent in the hearings; and
- to delineate the sanctions that may be imposed for violations of the standards of conduct.

Attached is a summary of the specific revisions which were reviewed and approved by key stakeholders within the School of Medicine, including faculty, staff and students. The revisions have also been reviewed and approved by the Dean of the School of Medicine, General Counsel and by the University of Missouri-Columbia Chancellor.

No. 4

Recommended Action – Revisions to the MU School of Medicine Student Honor Code

It was recommended and endorsed by President of the University of Missouri Mun Choi, recommended by the Academic, Student Affairs and Research & Economic Development Committee, moved by Curator _____, and seconded by Curator _____, that the following action be approved:

that the University of Missouri – Columbia School of Medicine Student Honor Code, pursuant to Collected Rules and Regulations, Section 200.020.E.7., be revised as attached.

Roll call vote of the Committee: YES NO

Curator Layman

Curator Graves

Curator Hoberock

The motion _____.

Roll call vote of Board: YES NO

Curator Brncic

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion_____.

University of Missouri – Columbia

School of Medicine

Student Honor Code

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PREAMBLE

Upon graduation from medical school to enter the profession of medicine, it is customary that the graduates pledge themselves to abide by a set of principles which will guide them in adhering to and upholding the ethics and high standards of the profession of medicine. The Hippocratic Oath is commonly administered in such commencement exercises. Paraphrased, it indicates that as physicians we:

- Will be loyal to the profession of medicine, just and generous to its members
- Will lead our lives and practice our art in uprightness and honor
- Will enter whatsoever house for the good of the sick to the utmost of our power
- Will hold ourselves far aloof from wrong, from corruption, from tempting of others to vice
- Will exercise our art solely for the care of patients and will give no drug, perform no operation for a criminal purpose even if solicited, far less suggest it
- Will keep inviolably secret whatsoever we shall see or hear of the lives of men which is not fitting to be spoken

Alternatively, and with increasing frequency, graduating classes of medical students elect to adhere to the Declaration of Geneva.

By the act of matriculation at the University of Missouri-Columbia School of Medicine, we pledge ourselves to uphold the principles of these declarations which define the ethics and high standards of the profession of medicine to which we aspire.

In particular, recognizing our specific role as students aspiring to practice medicine, we additionally pledge ourselves to the tenets set forth in Article 1 of this Honor Code.

Article I – Standards of Professional Conduct

A. Professional Integrity

1. Honesty

A student shall deal honestly with people including, but not limited to, colleagues, instructors, representatives of the University, patients, attending physicians, and other members of the health care team. Students are expected to demonstrate honesty and integrity in all aspects of their interactions with patients and staff — particularly in assuring accuracy and completeness of their documentation in medical records. The student shall be willing to admit errors and must not mislead others or promote the student at the patient's expense. Students shall strive to report those

students who violate these Standards of Professional Conduct ("Standards").

Scientists and students who participate in research have a responsibility to provide research results of the highest quality; to gather facts meticulously; to keep impeccable records of work done; to interpret results realistically, not forcing them into preconceived molds or models; and to report new knowledge through appropriate channels. Co-authors of research reports must be sufficiently acquainted with the work of their co-workers so they can personally vouch for the integrity of the study and validity of the findings, and must have been active in the research itself.

In all cases of academic dishonesty, the instructor shall make an academic judgment about the student's grade on that work and in that course. The instructor shall also report the alleged academic dishonesty.

Examples of academic dishonesty include, but are not limited to, the following:

Cheating — 1) use of any unauthorized assistance including, but not limited to, notes, textbooks, unauthorized electronic devices or prohibited internet resources (including but not limited to Box, Google drive, Microsoft teams or other stated resources on the exam sheet), in taking quizzes, tests, or examinations; 2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; 3) acquisition or possession without permission of tests or other academic material belonging to a member of the University faculty, staff, or students; 4) in any way giving assistance to others who are participating in any of the three preceding types of behavior; 5) falsifying attendance records or other official documents; or 6) submitting the same paper, project, or document for a grade or credit in multiple courses.

Plagiarism — 1) use by paraphrase or direct quotation of the published or unpublished work of another person without fully and properly crediting the author with footnotes, citations or bibliographical reference; 2) unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials; or 3) unacknowledged use of original work/material that has been produced through collaboration with others without release in writing from collaborators. The detection may involve the use of commercially available software.

Sabotage — unauthorized interference with, modification of, or destruction of the work or intellectual property of another member of the University community.

Examples of dishonesty related to clinical practice include, but are not limited to, the following:

Falsification of Patient's Medical Record — writing progress notes regarding the patient's status that are false including, but not limited to, clinical observations or results in the patient's chart when the student has not seen or evaluated the patient, or using incorrect times of data entry.

Falsification of Patient's Medical Information — reporting medical information such as physical examination findings, lab values, test results, and any other relevant patient information to other students, residents, attending physicians, preceptor, the patient, the patient's family, or other relevant medical personnel that has been fabricated by the student.

2. Responsibility

Students must not be harmful, dangerous, or negligent to the mental or physical health of a patient or the public. Negligent means the failure to use that degree of skill and learning ordinarily used under the same or similar circumstances by other students.

Students must be familiar with and follow the rules and regulations of School of Medicine, the University, and the applicable health care professional organizations. Students shall be familiar with and comply with the policies and procedures of clinical sites where they are assigned.

While the University and School of Medicine are committed to the rights of students to free expression, they also have the responsibility to restrict certain conduct which violates the law or University policy, or otherwise directly interferes with the functioning of the University or School of Medicine and/or its clinical affiliates. Students are expected to be knowledgeable of and comply with the limits on free expression as set forth in the University "Commitment to Free Expression," available at <https://freespeech.missouri.edu/commitment-to-free-expression/>.

Students shall be responsible in their use of personal and professional social media accounts. "Social media" includes any electronic communication or networking using an online service, platform, or site to share information, ideas, personal messages, images, photographs, or other content including, but not limited to, emails, Facebook, Twitter,

LinkedIn, YouTube, Snapchat, Instagram, GROUPE, TikTok, Reddit, Tumblr, and blogs. Students shall use appropriate judgment and be respectful and professional in all social media communications. Information shall be truthful and not misleading or deceptive. Content on social media is considered to be published material and therefore must comply with Federal copyright laws.

B. Professional Behavior

1. Prohibition Against Discrimination, Harassment, and Sexual Misconduct

A student shall be dedicated to providing supervised, competent health care services with compassion, respect for human dignity, and without discrimination.

Students shall not harass, engage in sexual harassment, sexual discrimination, or sexual misconduct with any other individual, or discriminate on the basis of race, color, national origin, ancestry, religion, sex, pregnancy, sexual orientation, gender identity, gender expression, age, disability, protected veteran status, or any other status protected by applicable Missouri or Federal law, either in person or on social media. (See Section 600.010 CRR.)

2. Representation

A student shall accurately represent the student to others including, but not limited to, colleagues, instructors, representatives of the University, patients, attending physicians, and other members of the health care team.

Examples of misrepresentation include, but are not limited to, the following:

- a. A student shall never use the title of “Doctor” or M.D., as this clearly misrepresents the student’s position, knowledge, and authority.
- b. Use of fraud, deception, lies, or bribery in securing any certificate of registration or authority, diploma, permit or license issued, or in obtaining permission to take any examinations.
- c. Impersonation of any person holding a certificate of registration or authority, permit, license or allowing any person to use his/her certificate of registration or authority, permit, license, or diploma from any school.
- d. Forgery, alteration, or misuse of a patient's medical records or knowingly furnishing false information to the health care team and/or professional organizations.

Representations on social media shall accurately reflect that any opinions voiced are those of the student and the student is not speaking on behalf of the University, or School of Medicine and/or its clinical affiliates.

The student is expected to be thoughtful and professional when interacting with patients and their families, attending physicians, preceptors, supervising residents, and other students, and whenever their behavior may influence adversely the judgments of others about School of Medicine and/or its clinical affiliates, or the University. Students shall comply with the code of ethics for their applicable health care profession both on campus and at clinical affiliates, by conduct and speech, and when using social media.

Students shall maintain a neat and clean appearance, and dress in attire that is generally accepted as professional by the patient populations served and in compliance with any policies of clinical affiliates.

Students are required to learn about a patient's values, traditions, and beliefs as they relate to the care and treatment options available to the patient. The goal is to develop mutual trust between the patient and student, and to develop an effective student-patient relationship. If there is an irresolvable conflict between the ethical beliefs and values of a student and a patient, the student needs to avoid argument, judgment of the patient's personal integrity, or any action that would cause the patient to avoid seeking appropriate medical treatment and care. The student should seek to understand the patient's value system. A student avoids making assumptions based on stereotypes or preconceived ideas, and asks questions of patients about their beliefs, values, and lifestyle in a respectful, open, and empathetic manner. The student's role is to explain the options available to the patient thoroughly and objectively, giving appropriate time and emphasis to each option while remaining sensitive to the patient's value system. Should a patient wish to pursue an option of treatment or care that the student is not comfortable with, the student should discuss the situation with a supervisor.

3. Confidentiality and Privacy

A student shall respect the rights of patients, colleagues, and other health care professionals, and shall safeguard the confidentiality and privacy of patient communications and protected health information within the constraints of the law. The patient's right to privacy in regard to his/her medical record, which includes privacy of personal and social history, is a fundamental tenet to health care.

The discussion in public of the problems of an identified patient, without the patient's permission, by students violates patient confidentiality and privacy laws and is unethical. Under no circumstances can any medical

record be removed from an institution. Names and any other identifiers of patients shall be omitted from any documents used for these presentations unless disclosures are permitted by the HIPAA Laws.

Any protected health information of patients, or any patient identifiers, hospital room numbers, or photographs of patients or their hospital or clinic rooms shall not be posted on social media.

Students are prohibited from communicating with patients and/or their authorized representatives or family members on social media. Any conversations regarding specific patient health care conditions, treatments, or particular processes in a clinical setting can be mutually beneficial for the professional community; however, these must only occur without identifying patients and when using professional social media sites that maintain the privacy and security of communications with registered users.

4. Assessment of Personal Competence (Self-Evaluation)

Students shall seek consultation and supervision whenever their ability to play their role in the care for a patient is inadequate because of lack of knowledge or experience.

Students are expected to respond to constructive criticism by appropriate modification of behavior.

It is unacceptable for a student to attempt procedures or to prescribe therapies without supervision.

5. Awareness of Impairments

The student will not use alcohol or drugs or practice while under a physical or mental health condition if such impairs his/her ability to perform the work of the profession or results in compromised patient care. It is also the responsibility of every student to strive to protect the public from an impaired colleague and to assist that colleague whose capability is impaired because of alcohol or drug use, or a physical or mental health condition. Students shall self-report and/or seek assistance if they are aware of any potential self-impairment. Additionally, any student who displays signs of impairment should be reported by a peer or School of Medicine faculty or staff member. Any retaliation against a student for good faith reporting of a peer suspected of impairment shall constitute a violation of professional conduct.

CONSTITUTION

To implement and administer this Honor Code, we establish the following Constitution under which we shall operate.

Article I - The Hearing Committee

Section 1:

The Hearing Committee shall determine whether there is sufficient evidence that violations of the Honor Code may have occurred.

Section 2:

The Hearing Committee shall consist of two elected members of each class who are not affiliated with the Honor Council in any way.

Section 3:

Elections of members to serve on the Hearing Committee of the M-1 class shall be held on or in the week following the date of the first grade release of the academic year. Members' terms begin on the day of election and continue to the Monday following spring commencement of that academic year. M-3 and M-4 classes shall elect Hearing Committee members prior to May 1 and terms shall run for one year, beginning the Monday following spring commencement of that year.

The Hearing Committee shall meet prior to the date of spring commencement to elect a Chair. The Chair is responsible for assigning a member of the Hearing Committee to take minutes during any proceedings. The Honor Code shall be reviewed for meaning and clarity so that all Hearing Committee members understand all of its provisions. A Hearing Committee member will also orient the M-1 members to the responsibilities of the Hearing Committee as soon as they are elected.

Section 4:

An alleged violation of the Honor Code should be reported as soon as possible after observed or known by any student or any faculty member of the School of Medicine to any member of the Hearing Committee. The reporter will be asked to submit a written or emailed report to a Hearing Committee member, stating the possible violation, describing the facts related to the possible violation, and naming all people involved and possible witnesses.

If the reporter/Respondent is a member of the Hearing Committee or Honor Council, the individual will abstain from participating as a member of that Committee/Council while the investigation is active. The individual will not converse with members of

that Committee/Council in any capacity other than as the reporter/Respondent of an incident.

Section 5:

Upon receipt of the aforementioned report, a copy, with the reporter's name withheld, will be forwarded at once to the involved student ("Respondent") and then a formal investigation shall be called by the Hearing Committee member involved. A preliminary meeting will be scheduled within 48 hours, if possible, and held within a reasonable period of time. The meeting shall consist of at least 5 Hearing Committee members. The reporter and the Respondent will meet individually with the Hearing Committee. The Hearing Committee may also interview witnesses. The Hearing Committee will review the available information and determine whether there is a possible violation of the Honor Code, or whether the report should be referred to another individual or office of the University, such as the Equity Office or Title IX Coordinator, or whether the investigation shall be closed. If the investigation is closed, the identity of the reporter and the Respondent shall not be disclosed.

Section 6:

If the information supports a possible violation of the Honor Code, a second meeting of the Hearing Committee will be called. At least 5 Hearing Committee members must attend this meeting. At this meeting, the Respondent and reporter shall meet together with the Hearing Committee. Witnesses may also be invited to attend this meeting at the discretion of the Hearing Committee. The second meeting will serve to collect additional information to compile a more complete report. If the reporter refuses to meet with the Hearing Committee, the investigation will be closed unless there are other witnesses or sufficient information to continue the investigation.

Section 7:

The Hearing Committee shall vote whether there is sufficient information to support a possible violation of the Honor Code and to refer the investigation to the Honor Council. In determining whether the investigation shall be referred to the Honor Council, a majority of the Hearing Committee members present must agree. The report of the investigation must be submitted to the Honor Council and the Associate Dean of Student Programs within 72 hours after the Hearing Committee decision.

Section 8:

If a majority of Hearing Committee members do not agree that there is a possible violation of the Honor Code, then the Associate Dean for Student Programs is sent a report. If the Associate Dean for Student Programs believes that there may be a reason to pursue an investigation further, then the Associate Dean shall meet with the Hearing Committee to discuss the matter. Only the Hearing Committee or another University office or individual may pursue an investigation.

If the investigation is closed, no information relating to the investigation shall become part of the Respondent's general personal and academic file. Such information shall only be maintained by the Hearing Committee and Honor Council, and shall only be disclosed at the direction of the Hearing Committee or Honor Council, with subsequent notification to the Respondent. All information relating to the investigation shall be destroyed once Respondent permanently leaves the SOM or graduates.

Section 9:

All reports made to the Hearing Committee and proceedings of the Hearing Committee are to be held in the strictest confidence. Minutes shall be maintained of all proceedings.

Article II – Organization of the Honor Council

Section 1:

The purpose of the Honor Council is to investigate alleged violations of the Honor Code, to determine if violations occurred, and what, if any, sanctions, should be imposed.

Section 2:

The Honor Council shall consist of all class presidents, one elected member from each of the M-1 and M-2 classes, two members will be elected from each of the M-3 and M-4 classes.

Section 3:

Elections for members of the Honor Council from the M-1 class shall be held on, or in the week following, the first grade release. Members' terms begin on the day of election and continue to the Monday following spring commencement of that academic year. M-3 and M-4 classes shall elect 2 members prior to May 1 and terms shall run for one year, beginning the Monday following spring commencement of that year.

Section 4:

A. The Honor Council shall meet prior to the day of spring commencement to elect a Chair. The Chair will be responsible for assigning a member of the Honor Council to maintain minutes from all proceedings. The Honor Code shall be reviewed for meaning and clarity to so that all Honor Council members understand all of its provisions.

B. The Chair of the Honor Council shall be elected by the Honor Council from among its own ranks (exclusive of the class presidents). The Chair shall not have any vote in meetings of the Honor Council, and will serve as the Chair in proceedings involving alleged violations of the Honor Code.

C. The Chair will orient the new Honor Council members within a week of their election.

D. The Chair or a delegate shall be involved in the planning of and participate in the orientation of the M-1 class as it pertains to the Honor Code.

Article III – Procedure for Honor Council Hearings

Section 1:

A. Within one week of receiving the report of the formal investigation from the Hearing Committee, the Chair shall schedule a hearing with the Honor Council with the hearing to be held within 30 calendar days of receipt of the report.

B. The Respondent, reporter, and witnesses shall be notified of the date, time, and place of the hearing, and shall be requested to attend the hearing. The alleged violation shall be described along with the date and place of the alleged violation. The Respondent shall be provided with the Respondent's rights as set forth in Section 2 below.

C. If the Respondent fails to appear at the scheduled time, the Honor Council may hear and determine the matter in the Respondent's absence.

D. A quorum of six Honor Council members shall be necessary for the hearing.

Section 2:

The Respondent shall have the right:

A. To be present at the hearing.

B. To have an advisor or attorney of the Respondent's choice appear at the hearing with the Respondent and to consult with such advisor/attorney during the hearing; however, the advisor/attorney will not be allowed to question witnesses and/or members of the Honor Council.

C. To hear or examine evidence presented to the Honor Council.

D. To question witnesses present and testifying at the hearing.

- E. To present evidence by witness, written report, other memoranda, photographs, affidavit, or any other relevant evidence the Respondent requests. It is the responsibility of the Respondent to assure that any such evidence be made available at the time of the Honor Council hearing. No evidence may be submitted for consideration after the conclusion of the hearing.
- F. To make any statement to the Honor Council in mitigation or explanation of the Respondent's conduct.
- G. To be informed in writing of the findings and decisions of the Honor Council and any sanctions it imposes.
- H. To appeal to the appropriate appellate body, as herein provided.

Section 3:

The hearing shall be recorded, either by audio, video, digitally, or stenographically as determined by the Chair of the Honor Council, and shall serve as the official hearing record.

Section 4:

A. The Chair of the Honor Council shall call the hearing to order, call the roll of the Honor Council members in attendance, ascertain the presence or absence of the Respondent, read the Notice of the Hearing, establish the presence of any advisor/attorney present, and set forth the procedures for the hearing. All requests to address the Honor Council shall be addressed to the Chair, and the Chair will rule on all requests and points of order. The Chair may consult with the legal advisor for the Honor Council at any time. Rules of common courtesy and decency shall be observed at all times. Witnesses may only be questioned by the Honor Council members and the Respondent.

B. The Chair or another Honor Council member shall make opening remarks outlining the general nature of the alleged violation and any facts that the investigation has revealed. The Respondent may make an opening statement about the alleged violation at this time or after the conclusion of the presentation on behalf of the School of Medicine. The Chair shall call witnesses, including the Respondent, who will first be questioned by members of the Honor Council and then by Respondent. Witnesses may present written reports or other evidence.

C. The Respondent may then present evidence through witnesses and written reports or other documents or evidence. The Honor Council members may question a witness after the witness is questioned by the Respondent.

D. Following the hearing, the Honor Council shall promptly deliberate in closed session out of the presence of the Respondent. Determinations are to be made

regarding the validity of the alleged violation(s) and, if any violations are substantiated, the sanction(s) to be imposed. Two-thirds of the Honor Council members present at the hearing must concur to determine responsibility (or lack thereof) for any violations of the Honor Code and to impose any sanction.

E. The decision of the Honor Council shall be based on a preponderance of evidence (i.e., a violation is more likely than not). The Honor Council may consult with other individuals or examine other evidence prior to making a decision.

F. The Honor Council shall determine sanctions to be imposed for any substantiated violations of the Honor Code. Where there are multiple violations of the Honor Code, there can be separate sanctions imposed of each violation or one sanction for all violations. Requirements for education and/or training, or referral to a School of Medicine Committee or other resource may be imposed on a Respondent irrespective of whether a violation of the Honor Code occurred. Any such requirements do not constitute a sanction.

G. Sanctions

1. Sanctions that could be imposed include:

a. *No Sanction.* Given when the Respondent is not found in violation of the Honor Code.

b. *Warning.* A written reprimand that the Respondent has violated the Honor Code. A copy of the warning is to be placed in the Respondent's academic file. There is no prohibition on a student receiving more than one warning; however, that fact that a student has received one or more warnings may be taken into account if there are subsequent violations of the Honor Code. A warning is not an adverse action.

c. *Probation.* A written reprimand to the Respondent for one or more violations of the Honor Code that includes a designated period of time, the probability of more severe sanctions if the Respondent again violates the Honor Code during the probationary period, and terms or conditions for the Respondent during the probationary period. A probation is an adverse action.

d. *Suspension.* An involuntary separation of the Respondent from the School of Medicine for a specified period of time or until specific conditions have been met, with a statement as to whether the suspension should relate back to the date of the violation, begins at the time imposed, or begins at a date specified in the future. At the conclusion of the suspension, the Respondent is automatically returned to student status. Conditions for readmission may be specified. A suspension is an adverse action.

e. *Dismissal.* An involuntary separation from the School of Medicine for an indefinite period of time. The order of dismissal may specify a date before which the

faculty will not consider a petition for readmission from the Respondent. A dismissal is an adverse action.

f. *Expulsion.* Permanent separation of the Respondent from the School of Medicine. An expulsion is an adverse action.

2. Any of the above sanctions that are “adverse” will be included on a Respondent’s MSPE. Additionally, this information will be reported by the School of Medicine on any future license certifications and verifications for the Respondent, and/or in response to any official requests for information made from other entities. Respondent may also have an obligation to report sanctions on licensure or other applications.

3. In addition to imposing or not imposing a sanction, the Honor Council may require the Respondent to meet other requirements, such as education, mentoring, or counseling.

Section 5:

A. The Honor Council shall make an official record of the hearing which shall include the recorded official hearing record, the Notice of the Hearing, any Exhibits, and the final report and recommendation of the Honor Council (“Record of the Hearing”).

B. The Record of the Hearing shall be filed in the permanent records of the Honor Council with copies provided to the Respondent, upon request, and the Associate Dean for Student Programs.

Section 6:

A. The Associate Dean for Student Programs must then forward the Record of the Hearing to the Dean of the School of Medicine or the Dean’s designee, who shall make the final decision to affirm, amend, or reverse the recommendation of the Honor Council, or remand the matter back to the Honor Council for further proceedings. In making the final decision, the Dean may consult with the Senior Associate Dean for Education, the Associate Dean for Student Programs, and the Office of the General Counsel. In making the final decision, the Dean may consider whether the procedural requirements of this Honor Code have been substantially complied with, and whether the recommended sanction is warranted by the facts.

B. Any change in the sanction, including no sanction, shall be communicated to the Honor Council in writing with an explanation of the basis for the change and the Dean or designee shall meet and discuss with the Honor Council the rationale for the change. This communication shall be maintained in the permanent records of the Honor Council but shall not become part of the Record of the Hearing.

C. The Dean shall notify the Respondent by University email of the final decision. Copies of the notice to the Respondent shall be sent to the Chair of the Honor Council and will be placed in the Respondent's file and become part of the Record of the Hearing.

Section 7:

A. Upon completion of any hearing, including any appeal if requested, where there has been found to be a violation of the Honor Code, the final decision will be reviewed by the Dean, or the Dean's designee, to determine if the circumstances of the violation warrant an advisory statement to all enrolled students.

B. If such an advisory statement is determined to be needed, the language of that advisory statement shall be drafted in a manner to ensure the confidentiality of student information as required under the Family Educational Rights and Privacy Act (FERPA) and the confidentiality of any patient information as required under the Health Insurance Portability and Accountability Act (HIPAA).

C. Any advisory statement issued under this Section shall be submitted to the Honor Council for comment prior to distribution.

Article IV – Right of Appeal

Section 1:

The Respondent may appeal to the University, as set forth in Section 200.020 CRR, the final decision of the Dean if the sanction is for suspension, dismissal, or expulsion.

Section 2:

During the appeal proceedings, the Respondent may attend classes pending the final decision, if permission is granted as provided in Section 200.020 CRR.

Article V – Confidentiality of Honor Council Hearings

Section 1:

All hearings of the Honor Council are to be held in the strictest confidence by the persons involved.

Section 2:

The Record of the Hearing shall be maintained in the strictest security by the Chair of the Honor Council and shall be filed permanently in the Office of the Dean.

Article VI – Revisions to the Honor Code

Section 1:

Revisions to the Honor Code must be approved by the Office of the General Counsel followed by a simple majority of the students voting within a voting period of 30 days, followed by approval of a simple majority of the members attending the next Faculty Affairs Council meeting, and approved or rejected by the Dean of the SOM within 1 week after the Faculty Affairs Council meeting. Approved proposed revisions shall be presented to the Board of Curators at their next meeting.

Section 2:

All students are subject to the jurisdiction of the Honor Code upon and during enrollment to the School of Medicine. All accepted students upon request, and all accepted students at the time of notification of acceptance, shall be sent a copy of the Honor Code. In addition, the presentation of the Honor Code shall be an integral part of the orientation of new students to the School of Medicine.

~~Honor Code~~
University of the Missouri –
Columbia School of Medicine
Student Honor Code

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PREAMBLE

Preamble

Upon graduation from medical school to enter the profession of medicine, it is customary that the graduates pledge themselves to abide by a set of principles which will guide them in adhering to and upholding the ethics and high standards of the profession of medicine. —The Hippocratic Oath is commonly administered in such commencement exercises. Paraphrased, it indicates that as physicians we:

- Will be loyal to the profession of medicine, just and generous to its members
- Will lead our lives and practice our art in uprightness and honor
- ~~Shall~~Will enter whatsoever house for the good of the sick to the utmost of our power
- Will hold ourselves far aloof from wrong, from corruption, from tempting of others to vice
- Will exercise our art solely for the care of patients and will give no drug, perform no operation for a criminal purpose even if solicited, far less suggest it
- Will keep inviolably secret whatsoever we shall see or hear of the lives of men which is not fitting to be spoken.

Alternatively, and with increasing frequency, graduating classes of medical students elect to adhere to the Declaration of Geneva.

By the act of matriculation at the University of Missouri-Columbia School of Medicine, we pledge ourselves to uphold the principles of these declarations which define the ethics and high standards of the profession of medicine to which we aspire.

In particular, recognizing our specific role as students aspiring to practice medicine, we additionally pledge ourselves to the tenets set forth in Article 1 of this ~~code~~Honor Code.

Article 1

PrinciplesI - Standards of professional and academic honestyProfessional Conduct

~~It is our primary purpose to receive and integrate the mass of information and principles of the basic and clinical sciences which will enable us to develop the knowledge and skills to provide the best possible care to the patients with whom we will be involved in our professional lives. To this end, it is clearly to our advantage to cooperate, rather than to compete, with our fellow students.~~

Principle 1

~~We therefore pledge to assist our fellow students honorably and to the fullest extent of our abilities, recognizing that, in this process, we benefit as well.~~

~~1. We also pledge ourselves to deal fairly with our colleagues.~~

~~We will not compete unfairly by withholding information not by~~

A. Professional Integrity

1. Honesty

A student shall deal honestly with people including, but not limited to, colleagues, instructors, representatives of the University, patients, attending physicians, and other members of the health care team. Students are expected to demonstrate honesty and integrity in all aspects of their interactions with patients and staff — particularly in assuring accuracy and completeness of their documentation in medical records. The student shall be willing to admit errors and must not mislead others or promote the student at the patient's expense. Students shall strive to report those students who violate these Standards of Professional Conduct ("Standards").

Scientists and students who participate in research have a responsibility to provide research results of the highest quality; to gather facts meticulously; to keep impeccable records of work done; to interpret results realistically, not forcing them into preconceived molds or models; and to report new knowledge through appropriate channels. Co-authors of research reports must be sufficiently acquainted with the work of their co-workers so they can personally vouch for the integrity of the study and validity of the findings, and must have been active in the research itself.

In all cases of academic dishonesty, the instructor shall make an academic judgment about the student's grade on that work and in that course. The instructor shall also report the alleged academic dishonesty.

Examples of academic dishonesty include, but are not limited to, the following:

Cheating — 1) use of any unauthorized assistance including, but not limited to, notes, textbooks, unauthorized electronic devices or prohibited internet resources (including but not limited to Box, Google drive, Microsoft teams or other stated resources on the exam sheet), in taking quizzes, tests, or examinations; 2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; 3) acquisition or possession without permission of tests or other academic material belonging to a member of the University faculty,

staff, or students; 4) in any way giving assistance to others who are participating in any of the three preceding types of behavior; 5) falsifying attendance records or other official documents; or 6) submitting the same paper, project, or document for a grade or credit in multiple courses.

Plagiarism — 1) use by paraphrase or direct quotation of the published or unpublished work of another person without fully and properly crediting the author with footnotes, citations or bibliographical reference; 2) unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials; or 3) unacknowledged use of original work/material that has been produced through collaboration with others without release in writing from collaborators. The detection may involve the use of commercially available software.

Sabotage — unauthorized interference with, modification of, or destruction of the work or intellectual property of another member of the University community.

Examples of dishonesty related to clinical practice include, but are not limited to, the following:

Falsification of Patient's Medical Record — writing progress notes regarding the patient's status that are false including, but not limited to, clinical observations or results in the patient's chart when the student has not seen or evaluated the patient, or using incorrect times of data entry.

Falsification of Patient's Medical Information — reporting medical information such as physical examination findings, lab values, test results, and any other relevant patient information to other students, residents, attending physicians, preceptor, the patient, the patient's family, or other relevant medical personnel that has been fabricated by the student.

2. Responsibility

Students must not be harmful, dangerous, or negligent to the mental or physical health of a patient or the public. Negligent means the failure to use that degree of skill and learning ordinarily used under the same or similar circumstances by other students.

Students must be familiar with and follow the rules and regulations of School of Medicine, the University, and the applicable health care

professional organizations. Students shall be familiar with and comply with the policies and procedures of clinical sites where they are assigned.

While the University and School of Medicine are committed to the rights of students to free expression, they also have the responsibility to restrict certain conduct which violates the law or University policy, or otherwise directly interferes with the functioning of the University or School of Medicine and/or its clinical affiliates. Students are expected to be knowledgeable of and comply with the limits on free expression as set forth in the University "Commitment to Free Expression," available at <https://freespeech.missouri.edu/commitment-to-free-expression/>.

Students shall be responsible in their use of personal and professional social media accounts. "Social media" includes any electronic communication or networking using an online service, platform, or site to share information, ideas, personal messages, images, photographs, or other content including, but not limited to, emails, Facebook, Twitter, LinkedIn, YouTube, Snapchat, Instagram, GROUPME, TikTok, Reddit, Tumblr, and blogs. Students shall use appropriate judgment and be respectful and professional in all social media communications. Information shall be truthful and not misleading or deceptive. Content on social media is considered to be published material and therefore must comply with Federal copyright laws.

B. Professional Behavior

1. Prohibition Against Discrimination, Harassment, and Sexual Misconduct

~~2. A student shall be dedicated to providing information which we know to be incomplete or incorrect or by seeking other advantages.~~

Principle 2

~~We shall neither give nor receive aid during the examination process.~~

Principle 3

~~We shall deal honorably in our contacts with patients supervised, competent health care services with compassion, respect for human dignity, and without discrimination, with compassion and respect for their human dignity, and we shall safeguard their confidences. We will render service to them to the utmost of our ability, seeking additional professional assistance when necessary.~~

Principle 4

~~It is our obligation, under this code, to confront and expose those students who fail to abide by it through the mechanisms provided in the Honor Code Constitution which defines the guidelines and the system of peer review under which we shall operate. It is our obligation to participate fully in the processes of the Hearing Committee and the Honor Council by attending hearings, providing information and testimony, and by maintaining the confidences of the proceedings.~~

Constitution

~~We, Students shall not harass, engage in sexual harassment, sexual discrimination, or sexual misconduct with any other individual, or discriminate on the basis of race, color, national origin, ancestry, religion, sex, pregnancy, sexual orientation, gender identity, gender expression, age, disability, protected veteran status, or any other status protected by applicable Missouri or Federal law, either in person or on social media. (See Section 600.010 CRR.)~~

2. Representation

~~A student shall accurately represent the student to others including, but not limited to, colleagues, instructors, representatives of the University, patients, attending physicians, and other members of the health care team.~~

~~Examples of misrepresentation include, but are not limited to, the following:~~

- ~~a. A student shall never use the title of "Doctor" or M.D., as this clearly misrepresents the student's position, knowledge, and authority.~~
- ~~b. Use of fraud, deception, lies, or bribery in securing any certificate of registration or authority, diploma, permit or license issued, or in obtaining permission to take any examinations.~~
- ~~c. Impersonation of any person holding a certificate of registration or authority, permit, license or allowing any person to use his/her certificate of registration or authority, permit, license, or diploma from any school.~~
- ~~d. Forgery, alteration, or misuse of a patient's medical records or knowingly furnishing false information to the health care team and/or professional organizations.~~

~~Representations on social media shall accurately reflect that any opinions voiced are those of the student and the students student is not speaking on behalf of the University of Missouri-Columbia, or School of Medicine, recognize that we are engaged in becoming members of a and/or its clinical affiliates.~~

The student is expected to be thoughtful and professional when interacting with patients and their families, attending physicians, preceptors, supervising residents, and other students, and whenever their behavior may influence adversely the judgments of others about School of Medicine and/or its clinical affiliates, or the University. Students shall comply with the code of ethics for their applicable health care profession. By our act of matriculation in this school, we therefore pledge ourselves to uphold ethics and standards both on campus and at clinical affiliates, by conduct and speech, and when using social media.

Students shall maintain a neat and clean appearance, and dress in attire that is generally accepted as professional by the patient populations served and in compliance with any policies of clinical affiliates.

Students are required to learn about a patient's values, traditions, and beliefs as they relate to the care and treatment options available to the patient. The goal is to develop mutual trust between the patient and student, and to develop an effective student-patient relationship. If there is an irresolvable conflict between the ethical beliefs and values of a student and a patient, the student needs to avoid argument, judgment of the patient's personal integrity, or any action that would cause the patient to avoid seeking appropriate medical treatment and care. The student should seek to understand the patient's value system. A student avoids making assumptions based on stereotypes or preconceived ideas, and asks questions of patients about their beliefs, values, and lifestyle in a respectful, open, and empathetic manner. The student's role is to explain the options available to the patient thoroughly and objectively, giving appropriate time and emphasis to each option while remaining sensitive to the patient's value system. Should a patient wish to pursue an option of treatment or care that the student is not comfortable with, the student should discuss the situation with a supervisor.

3. Confidentiality and Privacy

A student shall respect the rights of patients, colleagues, and other health care professionals, and shall safeguard the confidentiality and privacy of patient communications and protected health information within the constraints of the law. The patient's right to privacy in regard to his/her medical record, which includes privacy of personal and social history, is a fundamental tenet to health care.

The discussion in public of the problems of an identified patient, without the patient's permission, by students violates patient confidentiality and privacy laws and is unethical. Under no circumstances can any medical record be removed from an institution. Names and any other identifiers of

patients shall be omitted from any documents used for these presentations unless disclosures are permitted by the HIPAA Laws.

Any protected health information of patients, or any patient identifiers, hospital room numbers, or photographs of patients or their hospital or clinic rooms shall not be posted on social media.

Students are prohibited from communicating with patients and/or their authorized representatives or family members on social media. Any conversations regarding specific patient health care conditions, treatments, or particular processes in a clinical setting can be mutually beneficial for the professional community; however, these must only occur without identifying patients and when using professional social media sites that maintain the privacy and security of communications with registered users.

4. Assessment of Personal Competence (Self-Evaluation)

Students shall seek consultation and supervision whenever their ability to play their role in the care for a patient is inadequate because of lack of knowledge or experience.

Students are expected to respond to constructive criticism by appropriate modification of behavior.

It is unacceptable for a student to attempt procedures or to prescribe therapies without supervision.

5. Awareness of Impairments

The to-student will not use alcohol or drugs or practice while under a physical or mental health condition if such impairs his/her ability to perform the work of the profession of medicine. In particular, we pledge ourselves to abide by the tenets set forth in Article 1 of the Honor Code Preamble. In order to or results in compromised patient care. It is also the responsibility of every student to strive to protect the public from an impaired colleague and to assist that colleague whose capability is impaired because of alcohol or drug use, or a physical or mental health condition. Students shall self-report and/or seek assistance if they are aware of any potential self-impairment. Additionally, any student who displays signs of impairment should be reported by a peer or School of Medicine faculty or staff member. Any retaliation against a student for good faith reporting of a peer suspected of impairment shall constitute a violation of professional conduct.

CONSTITUTION

To implement and administer ~~these tenets~~this Honor Code, we ~~do~~ establish the following ~~constitution~~Constitution under which we shall operate.

Article I - The Hearing Committee

Section 1:

The Hearing Committee

Section 1

~~The Hearing Committee~~ shall ~~be established to~~ determine whether there is sufficient evidence that violations of the Honor Code may have occurred.

Section 2:

The Hearing Committee shall consist of two elected members of each class who are not affiliated with the Honor Council in any way.

Section 3:

Elections of members to serve on the Hearing Committee of the M-1 class shall be held on or ~~before~~in the week following the date of the first ~~Wednesday of October.~~ Delegates' grade release of the academic year. Members' terms begin on the day of election and continue to the Monday following spring commencement of that academic year. Upperclassmen M-3 and M-4 classes shall elect delegatesHearing Committee members prior to May 1 and terms shall run for one year, beginning the Monday following spring commencement of that year.

The Hearing Committee shall meet prior to the date of spring commencement to elect a ~~chairman and secretary.~~Chair. The Chair is responsible for assigning a member of the Hearing Committee to take minutes during any proceedings. The Honor Code shall ~~then~~ be reviewed for meaning and clarity ~~to assure~~so that all ~~council~~Hearing Committee members understand all of its provisions. ~~The Chairman~~A Hearing Committee member will also orient the M-1 members to the responsibilities of the Hearing Committee as soon as they are elected.

Section 4:

An alleged violation of the Honor Code ~~shall~~should be reported as soon as possible after observed or known by any student; or ~~may be reported by~~ any faculty member of the School of Medicine; to any member of the Hearing Committee. ~~This should be done as soon as possible after discovery of the incident.~~ The reporter will be asked to

submit a ~~typewritten letter~~written or emailed report to a Hearing Committee member, stating the ~~charge~~possible violation, describing the ~~incident~~facts related to the possible violation, and naming all people involved and possible witnesses.

If the reporter/Respondent is a member of the Hearing Committee or Honor Council, the individual will abstain from participating as a member of that Committee/Council while the investigation is active. The individual will not converse with members of that Committee/Council in any capacity other than as the reporter/Respondent of an incident.

Section 5:

Upon receipt of the aforementioned report, a copy, with the reporter's name withheld, will be forwarded at once to the ~~accused~~involved student ("Respondent") and then a formal investigation shall be called by the Hearing Committee member involved. A preliminary meeting will be scheduled within 48 hours, if possible, and held within a reasonable period of time. ~~A quorum~~The meeting shall consist of ~~five members~~.

at least 5

Section 6

~~The~~ Hearing Committee ~~shall have~~ members. ~~The reporter and the responsibility of requesting that~~ Respondent will meet individually with the ~~reporter~~, Hearing Committee. The Hearing Committee may also interview witnesses, ~~and the accused attend the formal investigation. If the reporter refuses to attend, the investigation is dropped.~~ The Hearing Committee will review the available information and determine whether there is a possible violation of the Honor Code, or whether the report should be referred to another individual or office of the University, such as the Equity Office or Title IX Coordinator, or whether the investigation shall be closed. If the investigation is closed, the identity of the reporter and the Respondent shall not be disclosed.

Section 6:

If the information supports a possible violation of the Honor Code, a second meeting of the Hearing Committee will be called. At least 5 Hearing Committee members must attend this meeting. At this meeting, the Respondent and reporter shall meet together with the Hearing Committee. Witnesses may also be invited to attend this meeting at the discretion of the Hearing Committee. The second meeting will serve to collect additional information to compile a more complete report. If the reporter refuses to meet with the Hearing Committee, the investigation will be closed unless there are other witnesses or sufficient information to continue the investigation.

Section 7:

The Hearing Committee shall vote whether there is sufficient information to

support a possible violation of the Honor Code and to refer the investigation to the Honor Council. In determining whether the ~~case should proceed~~ investigation shall be referred to the Honor Council, a majority of the Hearing Committee members present must ~~concur~~.

agree. The

Section 8

~~When a majority of the members concur, a~~ report of ~~their~~the investigation must be submitted to the ~~Chair of the~~ Honor Council and the Associate Dean ~~for Medical Education of Student Programs~~ within 72 hours after the Hearing Committee decision.

Section 8:

If a majority of Hearing Committee members do not ~~concur, the matter agree that there~~ is dropped, and no report is sent to a possible violation of the Honor Council. ~~In the event the matter is dropped, Code, then~~ the Associate Dean for Student Programs is sent a report ~~of the meeting which will be treated as confidential, not to~~. If the Associate Dean for Student Programs believes that there may be a reason to pursue an investigation further, then the Associate Dean shall meet with the Hearing Committee to discuss the matter. Only the Hearing Committee or another University office or individual may pursue an investigation.

If the investigation is closed, no information relating to the investigation shall become part of the student's Respondent's general personal and academic file, and. Such information shall only be maintained by the Hearing Committee and Honor Council, and shall only be disclosed at the request direction of the Hearing Committee, the Honor Council, or the Associate Dean for Student Programs Honor Council, with subsequent notification to the accused. The report will be Respondent. All information relating to the investigation shall be destroyed once the student Respondent permanently leaves the School of Medicine SOM or graduates. The Associate Dean for Student Programs cannot demand a re-hearing of the offense if the Hearing Committee drops the matter.

Section 9:

1.

All reports made to the Hearing Committee and proceedings of the Hearing Committee are to be held in the strictest confidence. Minutes shall be maintained of all proceedings.

Article II

- Organization of the Honor Council

Section 1:

The purpose of the Honor Council is to investigate ~~the~~ alleged violations ~~and to make appropriate recommendations of the Honor Code, to determine if violations occurred, and what, if any, sanctions, should be imposed.~~

Section 2:

The Honor Council shall consist of ~~ten members:~~ all class presidents, one elected member from each of the ~~first-M-1~~ and ~~second-yearM-2~~ classes, two members will be elected from each of the ~~third-M-3~~ and ~~fourth-yearM-4~~ classes.

Section 3:

Elections for members of the Honor Council from the M-1 class shall be held on, or ~~before~~in the week following, the first ~~Wednesday in October. Delegates' grade release.~~ Members' terms begin on the day of election and continue to the Monday following spring commencement of that academic year, ~~with the exception of the class treasurer, which shall be a four-year term. Upperclassmen. M-3 and M-4 classes~~ shall elect ~~delegates~~2 members prior to May 1 and terms shall run for one year, beginning the Monday following spring commencement of that year.

Section 4:

A. The Honor Council shall meet prior to the day of spring commencement to elect a ~~chair and~~Chair. ~~The Chair will be responsible for assigning a secretary member of the Honor Council to maintain minutes from all proceedings.~~ The Honor Code shall ~~then~~ be reviewed for meaning and clarity to assure so that all ~~council~~Honor Council members understand all of its provisions.

~~A.~~ B. The ~~chair~~Chair of the Honor Council shall be elected by the Honor Council from among its own ranks (exclusive of the class presidents). The ~~chair~~Chair shall not have any vote in meetings of the Honor Council, and will serve as the ~~prosecutor~~Chair in proceedings involving infractions~~alleged violations~~ of the Honor Code, ~~during which time the secretary will chair and tape the proceedings.~~
In addition, the chair

~~B.~~ C. The Chair will orient the freshman~~new Honor Council~~ members, ~~as soon as they are elected.~~ within a week of their election.

~~C.~~ D. The ~~chair~~Chair or a delegate shall be involved in the planning of and participate in the orientation of the freshman~~M-1~~ class as it pertains to the Honor Code.

Article III

Jurisdiction of the Honor Council

Section 1

~~The Honor Council shall be concerned with three issues of jurisdiction:~~

~~A. Academic and professional dishonesty.~~

~~B. The unprofessional conduct of medical students as they relate to patients. The intent of this item is that medical students should be held to the same general professional standards as a licensed practicing physician as cited in the Honor Code preamble.~~

~~C. Overall medical student conduct, exclusive of academic performance, that demonstrates, beyond reasonable doubt, the student's unfitness to engage in the practice of medicine.~~

Article IV

~~- Procedure for Honor Council meetings, collection of evidence, interpretation of findings, imposition of sentence~~Hearings

Section 1:

~~The chair shall call a meeting of the Honor Council within~~

~~A. Within one week of receiving the report of the formal investigations~~investigation from the Hearing Committee, the Chair shall schedule a hearing with the Honor Council with the hearing to be held within 30 calendar days of receipt of the report.

~~B. The Respondent, reporter, and witnesses shall be notified of the date, time, and place of the hearing, and shall be requested to attend the hearing. The alleged violation shall be described along with the date and place of the alleged violation. The Respondent shall be provided with the Respondent's rights as set forth in Section 2 below.~~

~~C. If the Respondent fails to appear at the scheduled time, the Honor Council may hear and determine the matter in the Respondent's absence.~~

~~D. A quorum of six Honor Council members shall be necessary.~~for the hearing.

Section 2:

~~A student appearing before the Honor Council pursuant to formal notice of charges~~The Respondent shall have the right:

~~a.~~A. To be present at the hearing.

~~b.~~B. To have an advisor or ~~counselor~~attorney of his/~~her~~the Respondent's choice appear at the hearing with ~~him/her~~the Respondent and to consult with such ~~an~~

advisor/attorney during the hearing; however, the advisor/attorney will not be allowed to question witnesses and/or members of the Honor Council.

~~e.C.~~ To hear or examine evidence presented to the Honor Council ~~against him/her.~~

~~D.~~ To question witnesses present and testifying ~~against him/her~~ at the hearing;.

~~d.E.~~ To present evidence by witness ~~or affidavit of any defense the student desires,~~ written report, other memoranda, photographs, affidavit, or any other relevant evidence the Respondent requests. It is the responsibility of the Respondent to assure that any such evidence be made available at the time of the Honor Council hearing. No evidence may be submitted for consideration after the conclusion of the hearing.

~~e.F.~~ To make any statement to the Honor Council in mitigation or explanation of ~~his/her~~ the Respondent's conduct ~~in question that he/she desires.~~

~~f.G.~~ To be informed in writing of the findings and decisions of the Honor Council and any ~~decisions~~ sanctions it imposes;.

~~g.H.~~ To appeal to the appropriate appellate body, as herein provided.

Section 3:

The hearing shall be recorded, either by audio, video, digitally, or stenographically as determined by the Chair of the Honor Council, and shall serve as the official hearing record.

~~**Section** Two-thirds of the assembled members must concur to determine innocence or guilt and to proscribe appropriate action.~~

Section 4:

A. The Chair of the Honor Council shall call the hearing to order, call the roll of the Honor Council members in attendance, ascertain the presence or absence of the Respondent, read the Notice of the Hearing, establish the presence of any advisor/attorney present, and set forth the procedures for the hearing. All requests to address the Honor Council shall be addressed to the Chair, and the Chair will rule on all requests and points of order. The Chair may consult with the legal advisor for the Honor Council at any time. Rules of common courtesy and decency shall be observed at all times. Witnesses may only be questioned by the Honor Council members and the Respondent.

B. The Chair or another Honor Council member shall make opening remarks outlining the general nature of the alleged violation and any facts that the investigation has

revealed. The Respondent may make an opening statement about the alleged violation at this time or after the conclusion of the presentation on behalf of the School of Medicine. The Chair shall call witnesses, including the Respondent, who will first be questioned by members of the Honor Council and then by Respondent. Witnesses may present written reports or other evidence.

C. The Respondent may then present evidence through witnesses and written reports or other documents or evidence. The Honor Council members may question a witness after the witness is questioned by the Respondent.

D. Following the hearing, the Honor Council shall promptly deliberate in closed session out of the presence of the Respondent. Determinations are to be made regarding the validity of the alleged violation(s) and, if any violations are substantiated, the sanction(s) to be imposed. Two-thirds of the Honor Council members present at the hearing must concur to determine responsibility (or lack thereof) for any violations of the Honor Code and to impose any sanction.

E. The decision of the Honor Council shall be based on a preponderance of evidence (i.e., a violation is more likely than not). The Honor Council may consult with other individuals or examine other evidence prior to making a decision.

F. The Honor Council shall determine sanctions to be imposed for any substantiated violations of the Honor Code. Where there are multiple violations of the Honor Code, there can be separate sanctions imposed of each violation or one sanction for all violations. Requirements for education and/or training, or referral to a School of Medicine Committee or other resource may be imposed on a Respondent irrespective of whether a violation of the Honor Code occurred. Any such requirements do not constitute a sanction.

G. Sanctions

1. Sanctions that could be imposed include:

a. *No Sanction.* Given when the Respondent is not found in violation of the Honor Code.

b. *Warning.* A written reprimand that the Respondent has violated the Honor Code. A copy of the warning is to be placed in the Respondent's academic file. There is no prohibition on a student receiving more than one warning; however, that fact that a student has received one or more warnings may be taken into account if there are subsequent violations of the Honor Code. A warning is not an adverse action.

c. *Probation.* A written reprimand to the Respondent for one or more violations of the Honor Code that includes a designated period of time, the probability of more severe sanctions if the Respondent again violates the Honor Code during the

probationary period, and terms or conditions for the Respondent during the probationary period. A probation is an adverse action.

d. *Suspension.* An involuntary separation of the Respondent from the School of Medicine for a specified period of time or until specific conditions have been met, with a statement as to whether the suspension should relate back to the date of the violation, begins at the time imposed, or begins at a date specified in the future. At the conclusion of the suspension, the Respondent is automatically returned to student status. Conditions for readmission may be specified. A suspension is an adverse action.

e. *Dismissal.* An involuntary separation

~~The Honor Council will prepare a verbatim record of the hearing.~~

Section 5

~~The Honor Council, after hearing a specific case, shall make an official document of verdict and disposition. Possible disciplinary action could include anything from a simple reprimand to the individual(s) being expelled from the School of Medicine for an indefinite period of time. The order of dismissal may specify a date before which the faculty will not consider a petition for readmission from the Respondent. A dismissal is an adverse action.~~

f. *Expulsion.* Permanent separation of the Respondent from the School of Medicine. An expulsion is an adverse action.

2. Any of the above sanctions that are “adverse” will be included on a Respondent’s MSPE. Additionally, this information will be reported by the School of Medicine on any future license certifications and verifications for the Respondent, and/or in response to any official requests for information made from other entities. Respondent may also have an obligation to report sanctions on licensure or other applications.

3. In addition to imposing or not imposing a sanction, the Honor Council may require the Respondent to meet other requirements, such as education, mentoring, or counseling.

Section 5.~~The official document~~**5:**

A. The Honor Council shall make an official record of the hearing which shall include the recorded official hearing record, the Notice of the Hearing, any Exhibits, and the final report and recommendation of the Honor Council (“Record of the Hearing”).

B. The Record of the Hearing shall be filed in the permanent records of the Honor Council with copies ~~going provided~~ to the ~~accused~~ Respondent, upon request, and the Associate Dean for Student Programs.

Section ~~The Honor Council shall also make an appropriate written statement to be placed in the 6:~~

A. The Associate Dean for Student Programs must then forward the Record of the Hearing to the Dean of the School of Medicine or the Dean's designee, who shall make the final decision to affirm, amend, or reverse the recommendation of the Honor Council, or remand the matter back to the Honor Council for further proceedings. In making the final decision, the Dean may consult with the Senior Associate Dean for Education, the Associate Dean for Student Programs, and the Office of the General Counsel. In making the final decision, the Dean may consider whether the procedural requirements of this Honor Code have been substantially complied with, and whether the recommended sanction is warranted by the facts.

B. Any change in the sanction, including no sanction, shall be communicated to the Honor Council in writing with an explanation of the basis for the change and the Dean or designee shall meet and discuss with the Honor Council the rationale for the change. This communication shall be maintained in the permanent records of the Honor Council. Further, the Honor Council will make public notice of the case for the School of Medicine. This public notice shall record by date(s) that a case was heard, define the infraction, and state the verdict and disposition. This public notice shall not name the individual or individuals involved, but shall not become part of the Record of the Hearing.

C. The Dean shall notify the Respondent by University email of the final decision. Copies of the notice to the Respondent shall be sent to the Chair of the Honor Council and will be placed in the Respondent's file and become part of the Record of the Hearing.

Section 7:

A. Upon completion of any hearing, including any appeal if requested, where there has been found to be a violation of the Honor Code, the final decision will be reviewed by the Dean, or the Dean's designee, to determine if the circumstances of the violation warrant an advisory statement to all enrolled students.

B. If such an advisory statement is determined to be needed, the language of that advisory statement shall be drafted in a manner to ensure the confidentiality of student information as required under the Family Educational Rights and Privacy Act (FERPA) and the confidentiality of any patient information as required under the Health Insurance Portability and Accountability Act (HIPAA).

C. Any advisory statement issued under this Section shall be submitted to the Honor Council for comment prior to distribution.

Article V

IV – Right of appeal

Section 1:

The accused, or the Associate Dean for Student Programs, may appeal or request review of any offense upon which action has been taken by the Honor Council. The first level of appeal is to be confined within the University of Missouri-Columbia School of Medicine and is outlined below. The role of the first level appellate body is to affirm, reverse, or remand the Honor Council's sentence. This is to be done only after a total review of all evidence has been made. The record, for the purpose of such review, will include:

- b. Formal notice of the charges
- c. Verbatim record of the hearing;
- d. Written findings of the Honor Council and its decision concerning the sentence passed.

If, after the University of Missouri-Columbia School of Medicine appellate procedure has been completed, the student still wishes to pursue the matter further, this right of appeal as outlined below in the University of Missouri Rules of Procedures in Student Disciplinary Matters will be followed.

• First level

A three-member committee composed of the Dean of the School of Medicine, University of Missouri-Columbia, plus two members of the faculty, appointed annually by the Faculty Affairs Council.

The Respondent may appeal to the University, as set forth in Section 200.020 CRR, the final decision of the Dean if the sanction is for suspension, dismissal, or expulsion.

• Section-level

As provided under Sections 60203.06 and .07 of the Collected Rules and Regulations.

Section 2:

During the appeal proceedings, the ~~accused student~~Respondent may attend classes pending the final ~~verdict~~decision, if permission is granted as provided in ~~the University~~ Rules ~~of~~ Procedure. Section 200.020 CRR.

Article V –

Section 3

In cases of appeal where the appellate body does not concur in full with the Honor Council, that appellate body shall in writing official notification of its decision to

the Honor Council and public notice in the format as described in Article IV, Section 5. The statement shall also be added to the accused student's personal file.

Article IV

Confidentiality of the Honor Council meetings Hearings

Section 1:

All ~~proceedings~~hearings of the Honor Council are to be held in the strictest confidence by the persons involved.

Section 2:

~~The Honor Council shall maintain complete records of all meetings. Investigations and records of all meetings~~

The Record of the Hearing shall be maintained in the strictest security by the SecretaryChair of the Honor Council and shall be filed permanently in the Office of the Dean.

Article VII

Status of VI – Revisions to the Honor Council and Constitution Code

Section 1:

Future changes in

Revisions to the Honor Code must be approved by the Office of the General Counsel followed by a simple majority of the students, ~~by voting within a voting period of 30 days, followed by approval of~~ a simple majority of the ~~regular faculty, by the Dean, and by members attending the next Faculty Affairs Council meeting, and approved or rejected by the Dean of the SOM within 1 week after the Faculty Affairs Council meeting. Approved proposed revisions shall be presented to~~ the Board of Curators, ~~at their next meeting.~~

Section 2:

All ~~enrolled~~ students are subject to the jurisdiction of the Honor Code upon and during enrollment. ~~To ensure their knowledge of the Code, all to the School of Medicine. All~~ accepted students upon request, and all accepted students at the time of notification of acceptance, shall be sent a copy of the Honor Code. In addition, the presentation of the Honor Code shall be an integral part of the orientation of new students to the School of Medicine.

Substance Abuse Policy

(Medical student program)

~~The Dean of the University of Missouri-Columbia School of Medicine has established a program to address the issue of substance abuse and impairment for medical students enrolled in the University of Missouri-Columbia School of Medicine to assure that individual medical students have access to appropriate health care and that they have assurance of continued access to enrollment and licensure so long as they comply with institutional requirements and standards.~~

A. Medical Student Health Advisory Committee (MSHAC)

- ~~1. An MHSAC will be established by the Dean of the School of Medicine on an ad hoc basis to assume responsibility for oversight of the well-being of impaired students.~~
- ~~2. Membership of the MSHAC will consist of three members of the clinical faculty appointed by the Dean of the School of Medicine.~~
- ~~3. The MSHAC will meet as often as necessary to fulfill its obligation.~~
- ~~4. All information presented at meetings of the MSHAC and all actions of the committee will be considered to be confidential except as provided herein and except that such information will be available to the Dean of the School of Medicine and otherwise as required by law.~~

B. Responsibilities of the MSHAC

- ~~1. The MHSAC will initially establish whether a student is impaired.~~
- ~~2. It is the responsibility of MSHAC to receive any allegations of impairment of medical students due to substance abuse or mental illness.~~
- ~~3. MSHAC will be responsible for investigating those allegations. MSHAC shall inform the individual in writing of the allegations and provide him/her an opportunity to respond to the allegations.~~
- ~~4. The MSHAC shall inform the Dean if it finds probable cause to believe the individual is impaired by substance abuse or mental illness and presents potential risk to patients.~~

AUDIT, COMPLIANCE AND ETHICS COMMITTEE

Greg E. Hoberock, Chair

Julia G. Brncic

Keith A. Holloway

The Audit, Compliance and Ethics Committee (“Committee”) will review and recommend policies to enhance the quality and effectiveness of the University’s financial reporting, internal control structure and compliance and ethics programs.

I. Scope

In carrying out its responsibilities, the Committee monitors and assesses the University’s financial reporting systems and controls, internal and external audit functions, and compliance and ethics programs.

II. Executive Liaison

The Chief Audit and Compliance Officer of the University or some other person(s) designated by the President of the University, with the concurrence of the Board Chair and the Committee Chair, shall be the executive liaison to the committee and responsible for transmitting committee recommendations.

III. Responsibilities

In addition to the overall responsibilities of the Committee described above and in carrying out its responsibilities, the charge of the Committee shall include:

- A. Reviewing and making recommendations to the Board in the following matters:
 - 1. the University risk assessment, audit plan and compliance plan;
 - 2. in conjunction with the Governance, Compensation and Human Resources Committee, the appointment, compensation, annual performance evaluation and termination of the University’s Chief Audit and Compliance Officer;
 - 3. the appointment, compensation, and termination of the university’s external auditors.
- B. Providing governance oversight regarding:
 - 1. development and monitoring a University code of conduct;
 - 2. effectiveness of the internal control framework;
 - 3. ensuring that the significant findings and recommendations are received, discussed and appropriately resolved;
 - 4. procedures for reporting misconduct without the fear of retaliation;
 - 5. university compliance with applicable laws, regulations, and policies that govern all aspects of University operations including but not limited to the following:
 - 1. Administrative compliance risks
 - 2. Healthcare compliance risks
 - 3. Research compliance risks
 - 4. Information security compliance risks
 - 5. Privacy compliance risks
 - 6. those additional matters customarily addressed by the audit, compliance and ethics committee of a governing board for an institution of higher education.
- C. Reviewing periodic reports regarding:

1. the independence, performance, resources and structure of the internal audit, compliance and ethics functions;
2. audit reports and open audit issue status updates;
3. management's written responses to significant findings and recommendations by the auditors;
4. the adequacy of the University's information technology methodology with regards to security, internal controls and data integrity assurance;
5. annual external audit reports, including audited financial statements, single audit and required procedures; and
6. the effectiveness of the compliance and ethics program ensuring it has appropriate standing and visibility across the system.

Internal Audit, Compliance and Ethics Quarterly Report UM

Status of the FY2023 Rolling Audit Plan:

- Five audits/consulting projects completed
- Nine audits/consulting projects in process
- Fourteen audits/consulting projects not started

The following graph represents the status of the FY2023 Audit Plan



Audit Performance

Since the February 2023 meeting of the Ethics, Compliance, and Audit Committee, Internal Audit completed the final verification of action plan implementation for prior internal audits in the FY23 timeframe. In addition, seven investigations were completed.

Internal Audits and Consulting Engagements Currently in Process

Audit Area	Overall Objective	Status	Risk Area(s)
UMKC Dental School – Standard Financial Audit	Focus on processes impacting financial performance.	Reporting	Operations
MU Athletics – Standard Financial Audit	Focus on processes impacting financial performance.	Fieldwork	Operations
UMKC – Export Controls	Assessment of export control processes	Reporting	Compliance
S&T – Export Controls	Assessment of export control processes.	Planning	Compliance
MUHC – Network Segregation – Phase I Administrative Controls Assessment	Verify appropriateness of the MUHC border/Firepower firewall rules request process and determine to what extent the campus network can access the hospital network.	Reporting	Information Security
UMKC – Conflict of Interest and Commitment	Assessment of the Conflict of Interest and Commitment process.	Reporting	Compliance
MUHC – Conflict of Interest and Commitment	Assessment of the Conflict of Interest and Commitment process.	Planning	Compliance
MU – Electronic Communication and Collaboration	Validate and test DoIT’s responses to the electronic communication and collaboration risk areas identified in the January 2021 Information Security Risk Assessment.	Planning	Information Security
Risk Assessment	Conduct assessments to determine risk areas for inclusion on the FY24 Internal Audit Rolling Audit Plan and Compliance Work Plan.	In Process	All

In addition, four investigations are in process.

April 20, 2023

Management Action Plan Status as of February 28, 2023

Follow-up procedures are performed twice a year to verify the status of management actions for previously issued internal audit reports. For this period, 24 action items were due for completion by February 28, 2023. Interim follow up was performed for one audit, with a progress update below in ***Progress Updates***.

The table at the end of this report lists audits with open action items. At least one action plan for the highlighted audit reports was due during the period July 1, 2022, through February 28, 2023. Twenty-three (23) action items were completed (96%), and one (1) item was extended and assigned a revised due date.

All Management Action Plans for six audits are complete and these audits are considered closed. These audits are MU Lab Safety; MUHC Insurance Payor Websites; S&T Conflict of Interest; UMSL Lab Safety, and College of Business Administration; and the UMS One Card Approval Process.

Revised Due Date: UMKC Lab Safety – Medium Risk

One (1) action item associated was extended and assigned a revised due date. This activity is reported in the “Revised Due Date” column of the Management Action Plan Summary table.

This action item was extended to allow stakeholders to collaborate on developing standard external hazard signage and emergency contact procedures.

Progress Updates:

MUHC Organized Health Care Arrangement (OHCA) – Medium Risk

An interim review was conducted to follow up on the development of a management action plan for issues identified in the audit of MUHC Organized Health Care Arrangements (OHCA). This engagement was completed in September 2021 and reviewed for closing in January 2022. The identified issues require a complex and coordinated management action plan response involving technology, personnel, and processes at both MU and MUHC to address concerns and strengthen security. Ethics, Compliance and Audit Services recommends and supports this comprehensive approach that will result in the resolution of many issues. Progress updates were provided. Due dates have been established for two of the three action items, with one of those items being marked complete as of March 6, 2023. A due date for the third item is anticipated by December 2023.

April 20, 2023

Management Action Plan Summary as of February 28, 2023

Entity	Report Name	Risk Rating	Total # of Action Plans in Report	Complete	Not Due	Past Due	Revised Due Date	Will Not Be Implemented
MU	Lab Safety	High	6	6				
UMKC	UMKC Lab Safety	Medium	5	3	1		1	
MUHC	Organized Health Care Arrangement	Medium	3		3			
	Insurance Payor Websites	Low	4	4				
S&T	Lab Safety	Medium	7	4	3			
	Conflict of Interest Process	Low	4	4				
UMSL	Lab Safety	Low	6	6				
	College of Business Administration	Low	2	2				
	Scholarships	Medium	6		6			
UMS	One Card Approval Process	Medium	8	7				1
Totals			51	36	13	0	1	1

KEY: Audits with action plans due between July 1, 2022, and February 28, 2023, are highlighted in GOLD. Audits in **BOLD** font have revised due dates; **RED** are past due.

UM System Youth Protection Program Calendar Year 2022 Compliance Report

The Youth Protection Program supports the policy requirements for establishing a safe environment for youth participating in our programs, in person or virtually, on or off campus. Below are the number of youth programs and youth served in 2022.



Accomplishments For 2022

- Simplification of policy, reissued in July 2022.
- Development of the review and improvement process – pre and post program reviews with measurable criteria, recommendations, and accountability.
- Developed general orientation materials to be used by program directors prior to the beginning of camps.
- Implemented a real-time monitoring and auditing process to validate compliance with policy requirements during camps.
- Developed program annual reports to distribute to the System, Campuses, Divisions, and Youth Programs containing key performance and compliance indicators.
- Program Manager earned the Certified Praesidium Guardian Certification

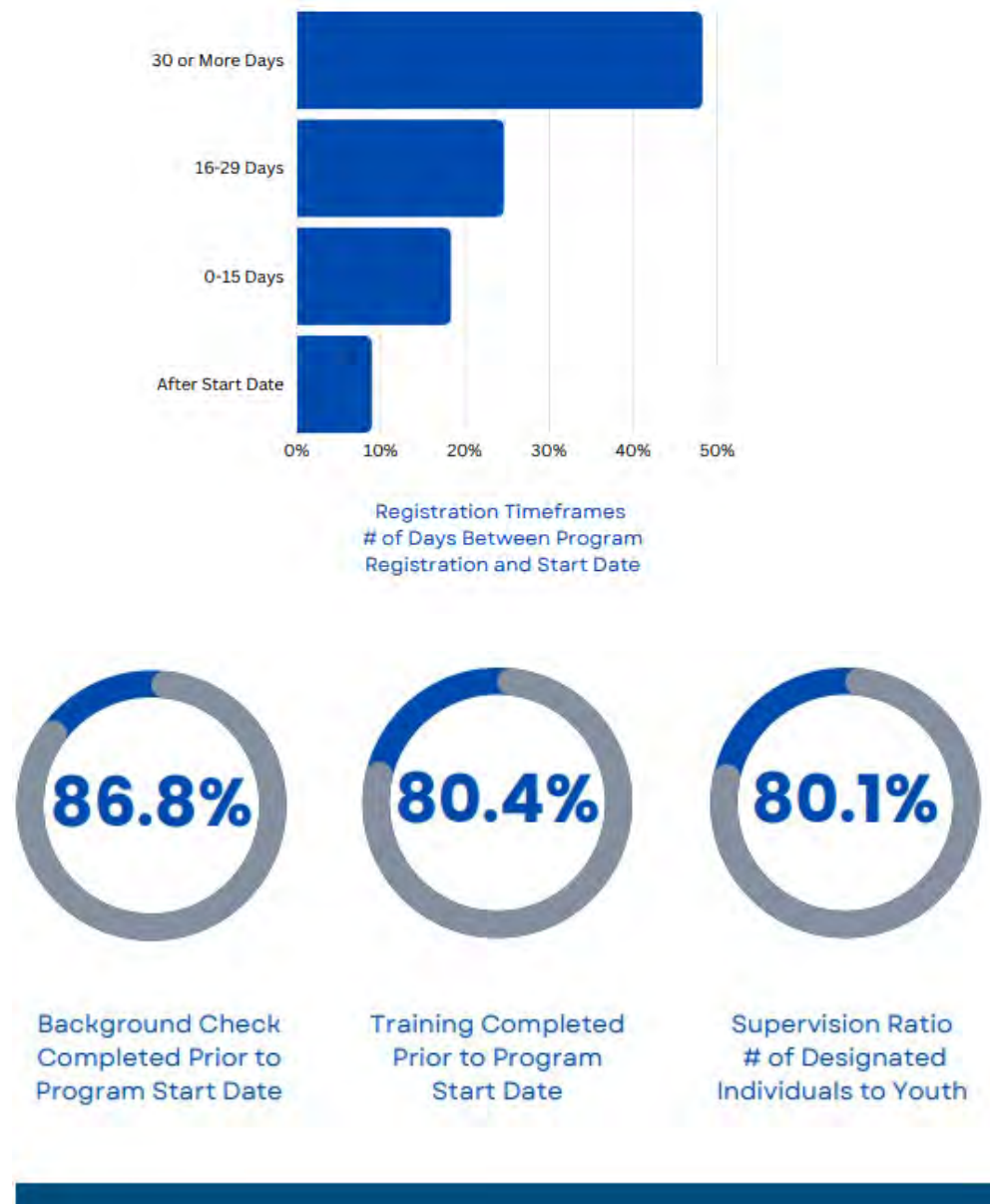
Challenges

- Current registration software has limitations and cannot be used to track partner or third-party youth programs. This software will no longer be supported by information technology at some point in the near future. Alternative software solutions are being considered.
- Tracking reported issues between adults and youth will require continued communications with Title IX offices and those managing the youth camps.

April 20, 2023

Youth Program Metrics

These are the metrics tracked for each camp and are shared with each camp director, department, division, campus, and system annually.



Calendar Year 2023 Focus

- Improve compliance measures by expanding training to group options
- Continue the monitoring process
- Implement non-compliance sanctions

April 20, 2023

University of Missouri System Board of Curators

April 20, 2023

Audit, Compliance and Ethics Committee

Audit, Compliance and Ethics Committee
Quarterly Report
UM



Summary of Internal Audit Activity

FY2023 AUDIT PLAN STATUS



Completed



In Process



Not Started

- Five internal audit engagements completed
- Nine internal audits/consulting engagements in process
- Fourteen audits/consulting projects not started
- Seven investigations completed
- Actively working four investigations

Status of Management Action Plans

As of February 28, 2023

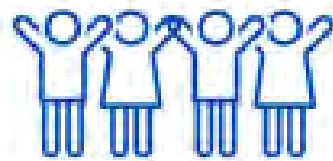
STATUS OF ACTION PLANS



Completed

- Twenty-four action plan items in eight audits were reviewed for completion as of February 28, 2023.
- Twenty-three of twenty-four, or 95 percent were completed.
- One action plan in one audit was assigned an extended due date.
- All action plans in 6 audits are complete, and the audits are closed.

Youth Protection Program



9920

Number of Youth
Updated After
Program is Completed



1269

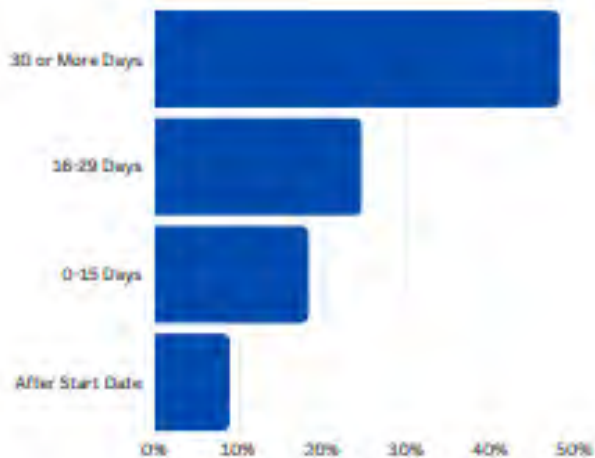
Number of Unique
Adults Working with
Youth Programs



191

Number of Youth
Programs

Youth Program Metrics



Registration Timeframes
of Days Between Program
Registration and Start Date



Background Check
Completed Prior to
Program Start Date



Training Completed
Prior to Program
Start Date



Supervision Ratio
of Designated
Individuals to Youth

7 Elements Youth Protection Program



Questions?

HEALTH AFFAIRS COMMITTEE

Robin R. Wenneker, Chair
Julia G. Brncic
Keith A. Holloway
Jeff L. Layman
Ronald G. Ashworth (non-curator)
Dan P. Devers (non-curator)
Dr. James H. Whitaker (non-curator)

The Health Affairs Committee (“Committee”) assists the Board of Curators in overseeing the clinical health care operations of the University and in coordinating those operations in furtherance of the University’s teaching, research, and clinical missions.

I. Scope

The Committee provides oversight for the University’s clinical health care operations in the areas of:

- Mission, vision, and strategy;
- Governance and operational oversight;
- Quality of care and patient safety;
- Regulatory compliance;
- Financial planning and performance; and
- Coordination of the clinical, teaching, and research missions.
- Specific projects that enable meaningful collaboration among UM universities.

II. Executive Liaison

The Executive Vice Chancellor for Health Affairs of the University of Missouri-Columbia or some other person(s) designated by the President of the University, with the concurrence of the Board Chair and the Committee Chair, shall be the executive liaison to the Committee and responsible for transmitting Committee recommendations.

III. Responsibilities

In addition to the overall responsibilities of the Committee described above and in carrying out its responsibilities regarding clinical health care operations, the charge of the Committee shall include:

- A. Reviewing and making recommendations to the Board regarding:
 1. actions that are appropriate or necessary to assist the Board in overseeing clinical health care operations or coordinating the teaching, research, and clinical missions;
 2. significant actions related to health care which should require advance notice or approval by the Committee or Board; and
 3. other matters referred to it by the Board and University officers.
- B. Requesting, receiving, and reviewing reports and other information from University officers and advisors regarding health care operations, coordination of the teaching, research, and clinical missions, and related matters, including meeting at least quarterly and receiving regular reports from appropriate officers of University of Missouri Health Care, the MU School of Medicine, and the MU Health Chief Compliance Officer.

- C. Additional matters customarily addressed by the health affairs committee of a governing board for an institution of higher education.

IV. Committee Membership and Quorum Requirements

The Committee's membership may include non-Curator members in addition to Curator members. Subject to approval of the Board, the Board Chair shall determine the number of Curator and non-Curator members to appoint to the Committee and shall select individuals to serve as members of the Committee; provided that, the number of non-Curator members on the Committee shall not exceed the number of Curator members on the Committee, unless the Committee temporarily has more non-Curator members than Curator members because a Curator member of the Committee has resigned from the Board or the Committee. Non-Curator members may resign their Committee membership by providing written notice to the Board Chair. Non-Curator members of the Committee serve at the pleasure of the Board and may be removed by the Board Chair at any time, subject to approval of the Board.

A quorum for the transaction of any and all business of the Committee shall exist when:

1. Both a majority of all Curator members of the Committee and a majority of all members of the Committee are participating for Committee meetings which are held in conjunction with meetings of the Board; or
2. Both all Curator members of the Committee and a majority of all members of the Committee are participating for Committee meetings which are not held in conjunction with meetings of the Board; or
3. Both a majority of all Curator members of the Committee and a majority of all members of the Committee are participating for Committee meetings which are held solely for the purpose of reviewing and overseeing compliance matters.

HEALTH AFFAIRS COMMITTEE REPORT

Materials for this item will be posted prior to the meeting.

Transforming Missouri S&T

Presentation to the S&T Board of Curators
April 20, 2023
Mo. Dehghani, Chancellor



Overview

- ▶ Honoring a Pioneer
- ▶ North Star Goals
- ▶ Enrollment and Retention Update
- ▶ Financial Update
- ▶ Student Highlights
- ▶ The S&T Advantage: True Experiential Learning
- ▶ Research and Faculty Highlights
- ▶ STEM Outreach
- ▶ Major New Initiatives
- ▶ Capital Projects Update

Honoring a Pioneer of Integration

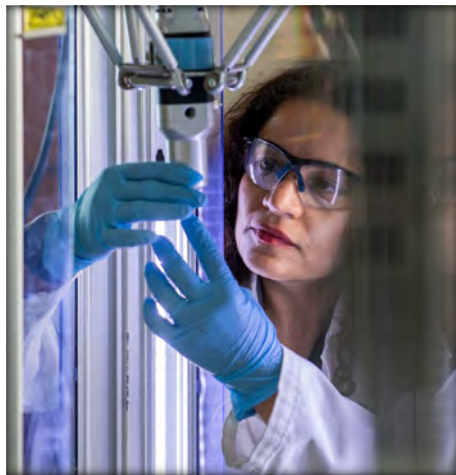
... Presenting the Chancellor Medal to George Horne



George Horne (pictured with Chancellor Dehghani) and Elmer Bell Jr. were the first African American students to enroll at the Rolla campus in 1950

In Pursuit of Our North Star Goals

... S&T will become a world-class science and technology university for workforce development, research breakthroughs and economic development



Carnegie R-1 University



Top 100 Ranking



12,000 Enrollment

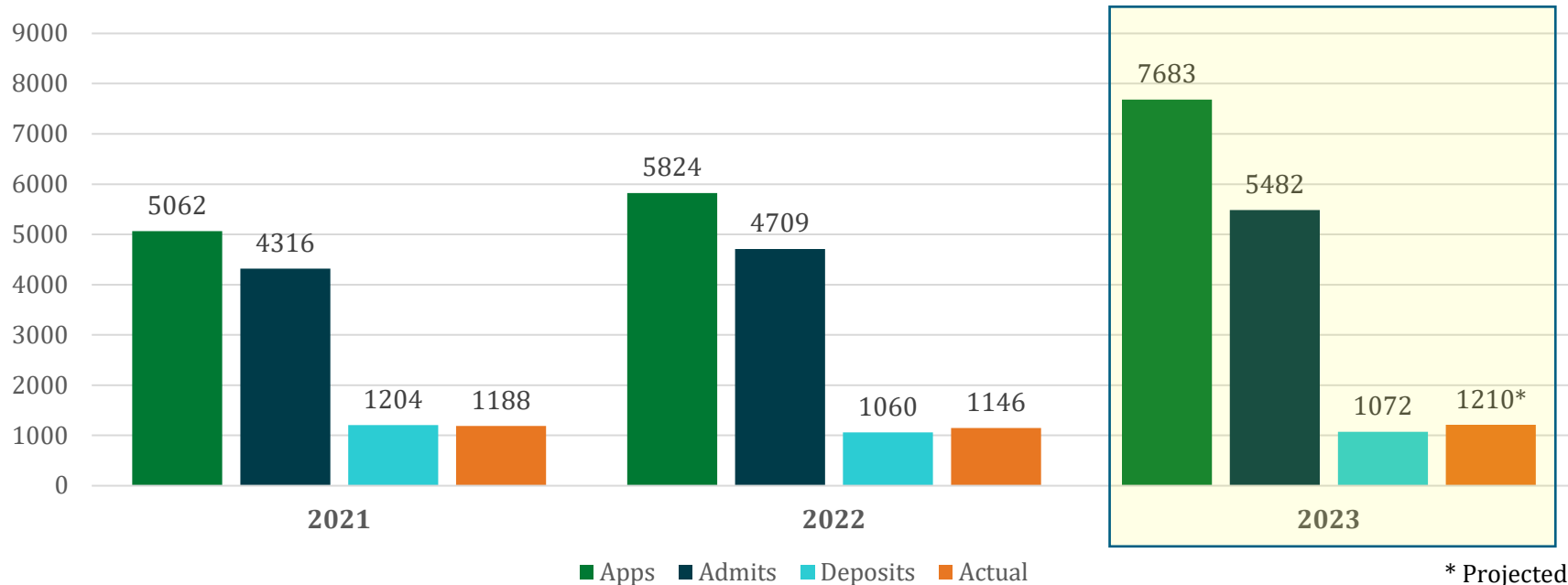


Enrollment Update

Record applications and admits

... with enrollment projected to increase

Year-to-Date as of March 31st



Enhancing enrollment efforts

... to reach our 2030 North Star goal of 8,000 undergraduates and 4,000 graduate students

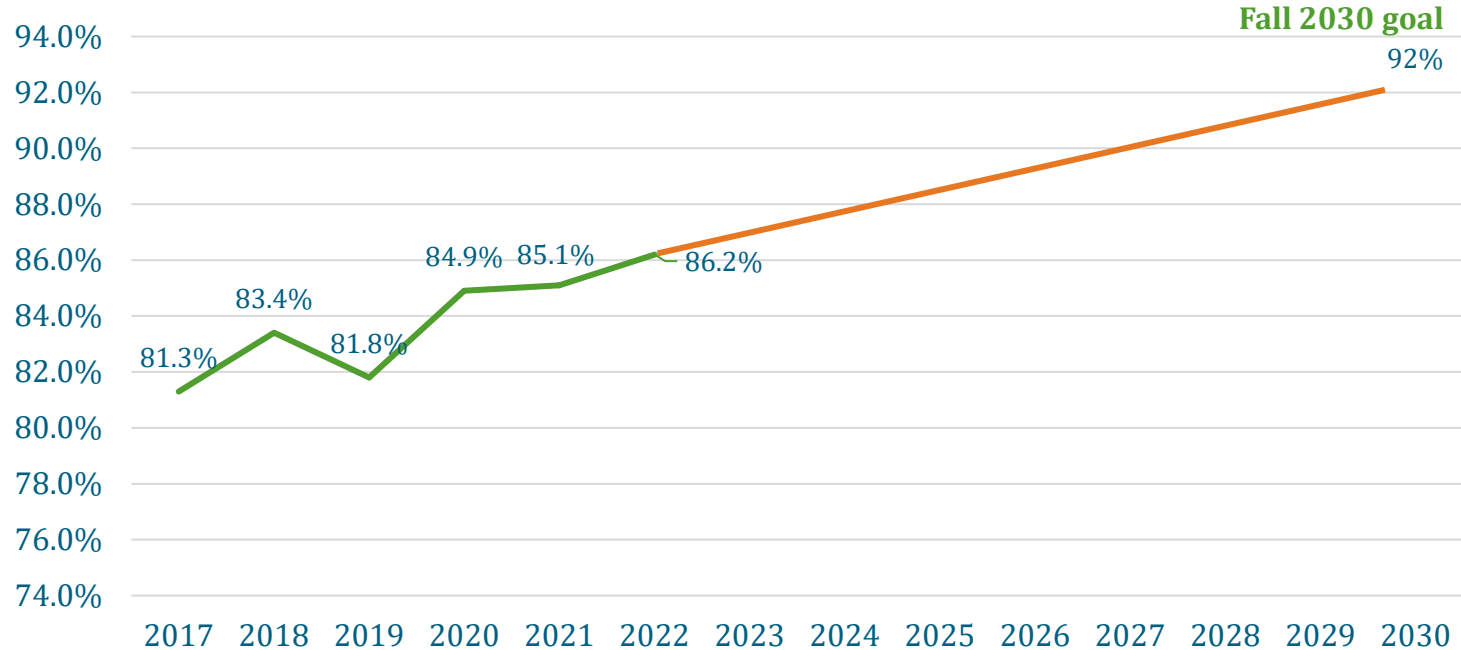
- ▶ Restructured enrollment management team
- ▶ Undergraduate yield campaign
 - ▶ Personal letters from department chairs
 - ▶ Miner Heart Week card campaign
 - ▶ Army of Champions visits to high schools
- ▶ Graduate yield campaign
 - ▶ Deans and department chair contacts
 - ▶ Social media and video outreach
- ▶ Community outreach events
 - ▶ Meetings with community groups in Salem, Cuba, Steelville, St. Robert/Waynesville, Washington, Jefferson City, Vienna
 - ▶ Upcoming events in Poplar Bluff, Ste. Genevieve, St. James



S&T students wrote postcards to prospective freshmen during Miner Heart Week campaign in February

First-Year Retention Rate

... has improved since 2019 toward our 92% North Star goal



Enhancing retention efforts

... to reach our 2030 North Star goal of 92%

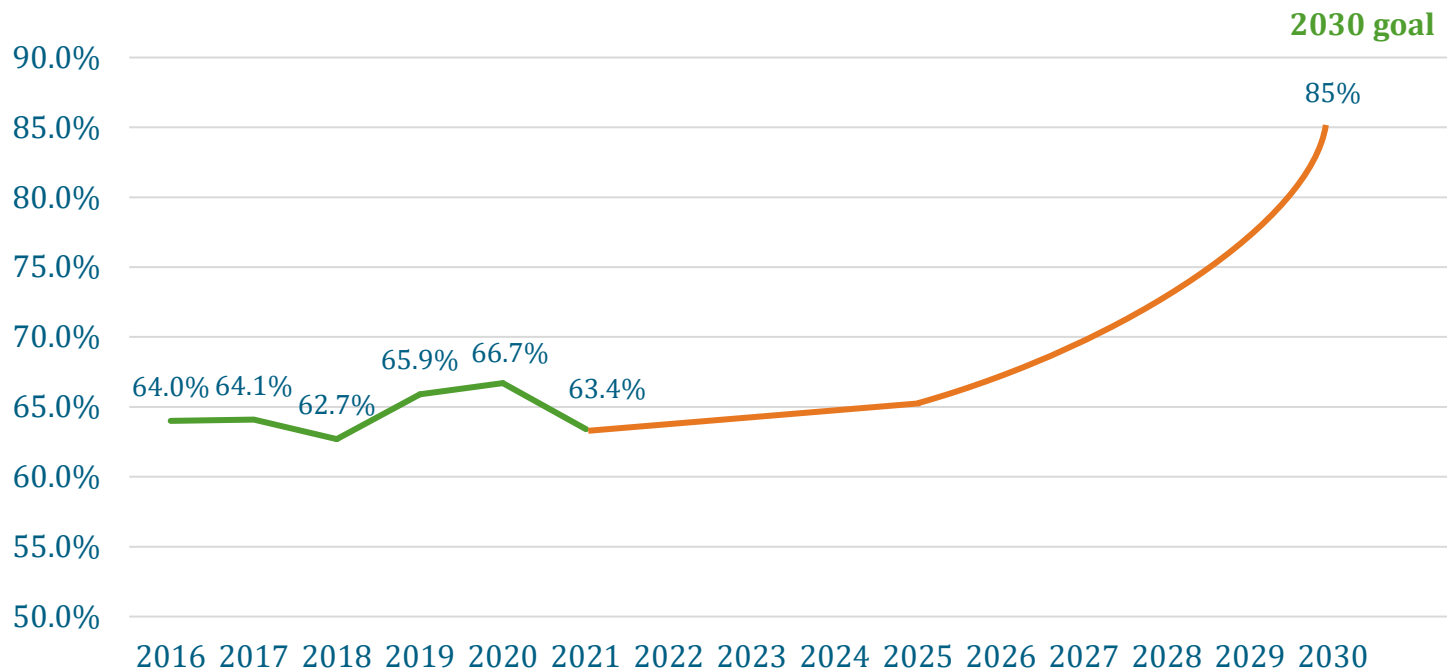
- ▶ Predictive Analytics
 - ▶ Statistically significant data can accurately predict individual student and full cohort retention
- ▶ Cornerstone Peers
 - ▶ Scholarship and support program for first-time college students who enter S&T with a 40% or higher risk of not retaining
- ▶ Summer Scholars Program
 - ▶ 10-week, research-intensive experience primarily for students from higher-risk populations
- ▶ Hit the Ground Running
 - ▶ 3-week Summer Bridge Program with focus on improving math skills, learning professional communication and developing study skills/time management
- ▶ Knack
 - ▶ On-demand 24/7 tutoring by approved and trained S&T tutors



Individualized tutoring and success coaching is available free to students at S&T's Student Success Center.

Six-Year Graduation Rate

... declined last year, but with retention improving we should reach North Star goal



Enhancing graduation rate efforts

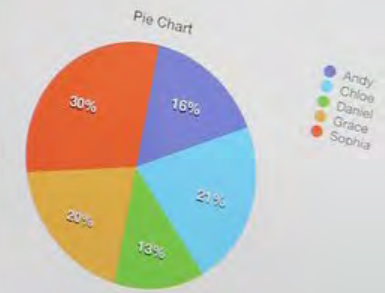
... to reach our 2030 North Star goal of 85%

- ▶ Efforts to improve retention will help stem attrition
- ▶ New tuition model
- ▶ Will apply Kummer Vanguard Scholars programming at scale
- ▶ Tutoring software
 - ▶ Matches first-year students with seniors
- ▶ Revamping specific courses
 - ▶ Introductory math and chemistry courses





Fundraiser Results by Salesperson	
PARTICIPANT	UNITS SOLD
Andy	11
Chloe	15
Daniel	9
Grace	14
Sophia	21

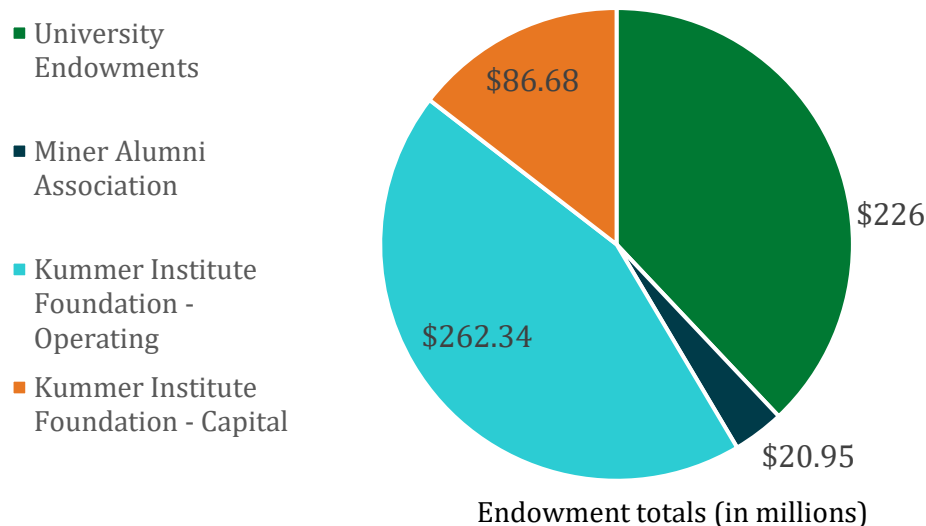


Financial Update

Endowment balances

... S&T's financial position is strong

FY23 Endowment Balances \$596.37M total



\$300M Gift from Fred and June Kummer, Fall 2020

- ▶ Over \$349M at end of FY23
 - ▶ \$262.34M endowment for operations (programs, scholarships and fellowships, faculty and center directors, etc.)
 - ▶ \$86.68M for capital (Protoplex, Innovation Lab, Welcome Center, etc.)
- ▶ Endowment value at \$373.1M as of April 12, 2023

A photograph of two students in a laboratory setting. A Black male student with glasses and a beard, wearing a black polo shirt and purple nitrile gloves, is smiling and looking at a piece of equipment. A white female student with blonde hair tied back, wearing a black t-shirt and a gold necklace, is looking down at the same equipment. They are surrounded by various pieces of medical or scientific equipment, including a large white tube in the foreground and several monitors and control panels in the background. The text "Student Highlights" is overlaid in the center of the image.

Student Highlights

Exceptional Graduate Outcomes

... Our grads earn high starting salaries and graduate with a low debt load

- \$72,600** Average starting salary, undergraduates (SmartAsset, 2022)
- \$129,000** Top salary offer for B.S. graduate, 2022
- \$84,404** Average starting salary, master's degree
- \$90,304** Average starting salary, Ph.D.
- 100%** Employer satisfaction
- \$29,005** Average student debt (2021) – less than half the average starting salary
- \$8,864** Tuition (in-state, 28 credit hours/year)
- \$27,580** Tuition (out-of-state)



Missouri S&T Spring Career Fair, February 2023

Record-breaking Career Fairs

... Fall 2022 and Spring 2023

- ▶ Fall 2022:
 - ▶ 422 in-person companies (a record)
 - ▶ 3,400 students
 - ▶ 1,000+ day-after, on-campus interviews
- ▶ Spring 2023:
 - ▶ 352 companies (also a record)
 - ▶ 2,200+ students
 - ▶ 1,000+ on-campus interviews



Top employers

... include well-known, global, Fortune 500 companies

- ▶ Boeing
- ▶ Burns & McDonnell
- ▶ Garmin
- ▶ Honeywell
- ▶ US Army
- ▶ Caterpillar
- ▶ AT&T
- ▶ Emerson
- ▶ Ameren
- ▶ Altec Industries
- ▶ Epic
- ▶ Accenture
- ▶ Mastercard
- ▶ L3 Harris Technologies
- ▶ Brinkmann Constructors
- ▶ Cleveland Cliffs
- ▶ Anheuser-Busch
- ▶ IMEG
- ▶ POWER Engineers
- ▶ Cigna

Exceptional Outcomes, High Return on Investment (ROI)

... S&T students are highly sought after by employers

Selected 2022 Rankings	
SmartAsset Best Value (in-state)	1
Money Magazine Best Value (in-state)	1
Princeton Review Career Placement (public universities, national)	3
DegreeChoices: Best Colleges (national)	12
DegreeChoices: Best Colleges (in-state)	1

Exceptional Outcomes, High Return on Investment (ROI)

... S&T students are highly sought after by employers

The New York Times

There's Only One College Rankings List That Matters



By [Frank Bruni](#)

Mr. Bruni, who writes a weekly newsletter for Opinion, is the author of "Where You Go Is Not Who You'll Be," a book about college admissions. He graduated from the University of North Carolina at Chapel Hill.

Priorities: High earnings + low price

1. Princeton University
2. Massachusetts Institute of Technology
3. Stanford University
4. CUNY Bernard M Baruch College
5. Georgia Institute of Technology
6. Yale University
7. Harvard University
8. Missouri University of Science and Technology
9. University of Florida
10. California Institute of Technology

Among these high-value institutions are public research universities like Missouri University of Science and Technology, where the average in-state student pays less than \$15,000 a year.

Frank Bruni, "There's Only One College Rankings List That Matters," *The New York Times*, March 27, 2023

Exceptional Outcomes, High Return on Investment (ROI)

... S&T students are highly sought after by employers



The 10 Best Colleges for Engineering Majors

By: Kaitlin Mulhere

Published: Jun 07, 2022 | 9 min read

5. Missouri University of Science and Technology



Shawn Heide / Missouri S&T

Roughly three-quarters of undergraduates at Missouri S&T study engineering. Students have **15 different engineering degrees** to choose from, including civil, geological and petroleum engineering. Another cornerstone of campus life at S&T is its many **design teams**, made up of over 1,300 students who collaborate with industry professionals to build everything from dirt bikes to robots to remote-controlled aircrafts.

- Location: Rolla, Missouri
- Estimated price with average grant: \$14,200
- Graduation rate: 65%
- Median earnings for recent engineering graduates: \$67,000

Kummer Vanguard Scholars Program

... A model for student engagement and retention



NASA astronaut and alumna Dr. Sandra Magnus (center) with Kummer Vanguard Scholars and I&E Doctoral Fellows.

- ▶ Established Fall 2021 through Fred and June Kummer gift
- ▶ Scholarships awarded annually for up to four years for qualified STEM majors
- ▶ 400 new Kummer Vanguard Scholars in Fall 2023, bringing total to 1,100
- ▶ Professional and leadership programming

Kummer Vanguard Scholars Program

... A model for student engagement and retention

“I love the fact that the Kummer Vanguard Scholars Program expects more from us than a high GPA. We’re given the scholarship with the understanding that we are expected to be active members of the S&T community.”

Hannah Slings
Chemical and Biochemical Engineering
Branson, Missouri



Kummer I&E Doctoral Fellows Program

... Strengthening innovation and entrepreneurship at the Ph.D. level



I&E Doctoral Fellow Angela Rayle of St. Louis studies the network of serotonin-releasing fibers in the brain.

- ▶ Up to 100 I&E Doctoral Fellows
 - ▶ 12 new fellows in Fall 2023
 - ▶ Total I&E Doctoral Fellows will be 45
- ▶ Emphasis on innovation and entrepreneurship
- ▶ Full graduate research fellowship for up to four years

Kummer I&E Doctoral Fellows Program

... Strengthening innovation and entrepreneurship at the Ph.D. level

“Being a Kummer I&E Fellow makes it possible for me to network throughout the university and with the program’s partners, which has given me an amazing level of insight into the industry and research worlds.”

Remy Mathenia
Mechanical Engineering Ph.D. student
Independence, Missouri
Research emphasis: additive manufacturing



The S&T Advantage: True Experiential Learning



Thrills and frills

... Geology student discovers 66-million-year-old fossil

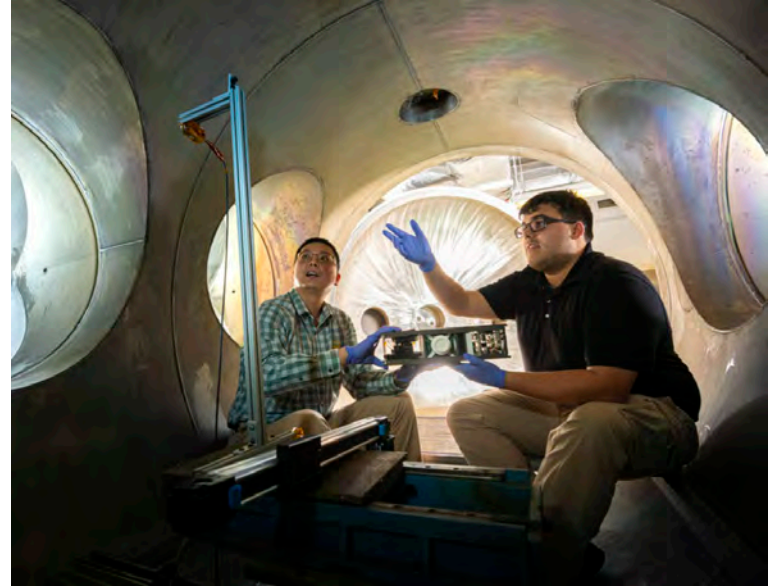


- ▶ Emma Puetz, a junior in geology, discovered a find of a lifetime in the Montana Canyons.
- ▶ Puetz discovered the edges of a triceratops frill sticking out of the rocky soil.
- ▶ Excavation of the fossil should happen this summer once the federal permit is approved.
- ▶ Puetz named the fossil – Joe Miner

Manufacturing moon metal

... S&T students conduct research for NASA

Jacob Ortega, an aerospace engineering Ph.D. student, is leading a team of 12 undergraduate students for NASA's 2023 Breakthrough, Innovative, and Game-Changing Idea (BIG Idea) Challenge: Lunar Forge.



Dr. Daoru Han, left, and Jacob Ortega

National accolades for NSBE chapter

... Missouri S&T group recognized for leadership, growth, outreach



- ▶ The Missouri S&T chapter of the National Society of Black Engineers won Chapter of the Year at NSBE's annual conference in March.
- ▶ The chapter was also named Region V Chapter of the Year. Chapter membership has grown from 24 students to over 60 this year.
- ▶ The group was recognized for Pre-College Initiative event to promote STEM to youth.
- ▶ Abdu Ibrahim, S&T NSBE chapter president, won Vanguard Member of the Year Award.

A woman with dark hair, wearing safety glasses and blue nitrile gloves, is working in a laboratory. She is holding a small object, possibly a pipette tip, near a piece of equipment. The scene is reflected on a glass surface, creating a double image of her. The text "Research and Faculty Highlights" is overlaid in the center.

Research and Faculty Highlights

Welcome to our new academic leaders

... leading our three colleges



Dr. Mehrzad Boroujerdi,
College of Arts, Sciences, and
Education

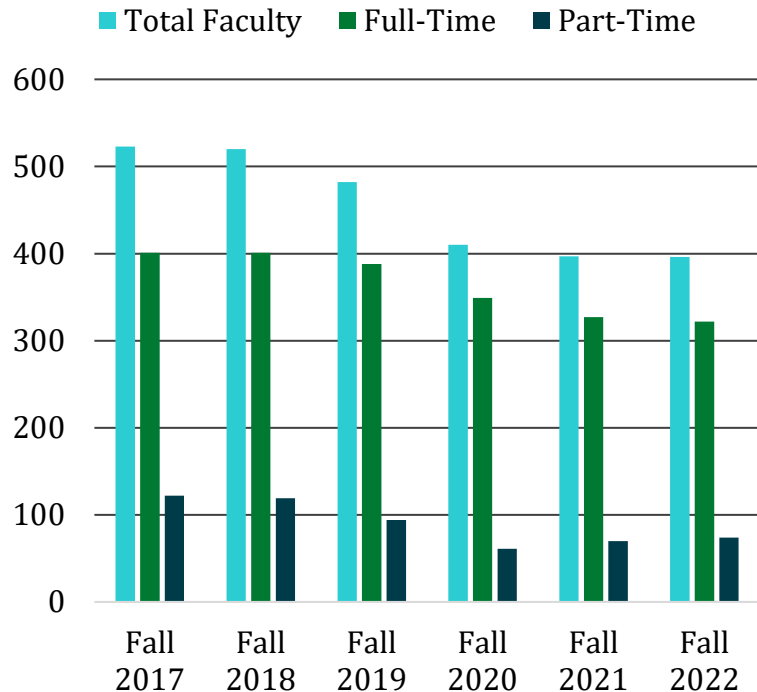


Dr. David Borrok, College of
Engineering and Computing



Dr. Timothy Faley, Kummer
College of Innovation,
Entrepreneurship, and Economic
Development

Academic Affairs: Faculty



► Our faculty numbers have stabilized

- Significant decreases in 2019-2021 following enrollment drops and COVID
- 40 active searches underway

► Permanent leadership appointments

- David Borrok, CEC Dean
- Kwame Awuah-Offei, Mining Engineering
- Jeff Cawlfeld, GGPE
- Cassie Elrod, BIT
- Melody Lo, Economics
- Joe Newkirk, Nuclear Engineering and Rad. Sci.
- Mike Moats, MSE
- Jonathan Kimball, ECE
- Lia Sotiriou-Leventis, Chemistry
- Xiaoming Wang, Math and Statistics

Academic Affairs

... New Faculty since Spring 2022



Mohammed Abbas
Missouri S&T
Assistant Teaching Professor
Mechanical and Aerospace Engineering (MAE)



Richard Billo
Notre Dame
Director of the Kummer Institute
Center for Advanced Manufacturing



David Bojanic
UT-San Antonio
Kummer Professor of Business Information and Technology (BIT)



Mehrzaad Boroujedi
VA Tech
Dean of the College of Arts, Sciences, and Education (CASE)



Alexander Douglas
Missouri S&T
Assistant Teaching Professor
Mining Engineering



Xiaosong Du
U Michigan
Assistant Professor
MAE



Halyna Hodovanets
Texas Tech
Assistant Professor
Physics

Academic Affairs

... New Faculty since Spring 2022



Hyunsoo Kim
U Maryland
Assistant
Professor
Physics



Zhi Liang
Cal State Fresno
Associate
Professor
MAE



Melody Lo
Arkansas State
Steinmeyer
Memorial
Endowed
Chair of
Economics



Andrea Scharf
Wash U
Assistant
Professor
Biological
Sciences



Davide Viganò
UT Arlington
Assistant
Professor
MAE



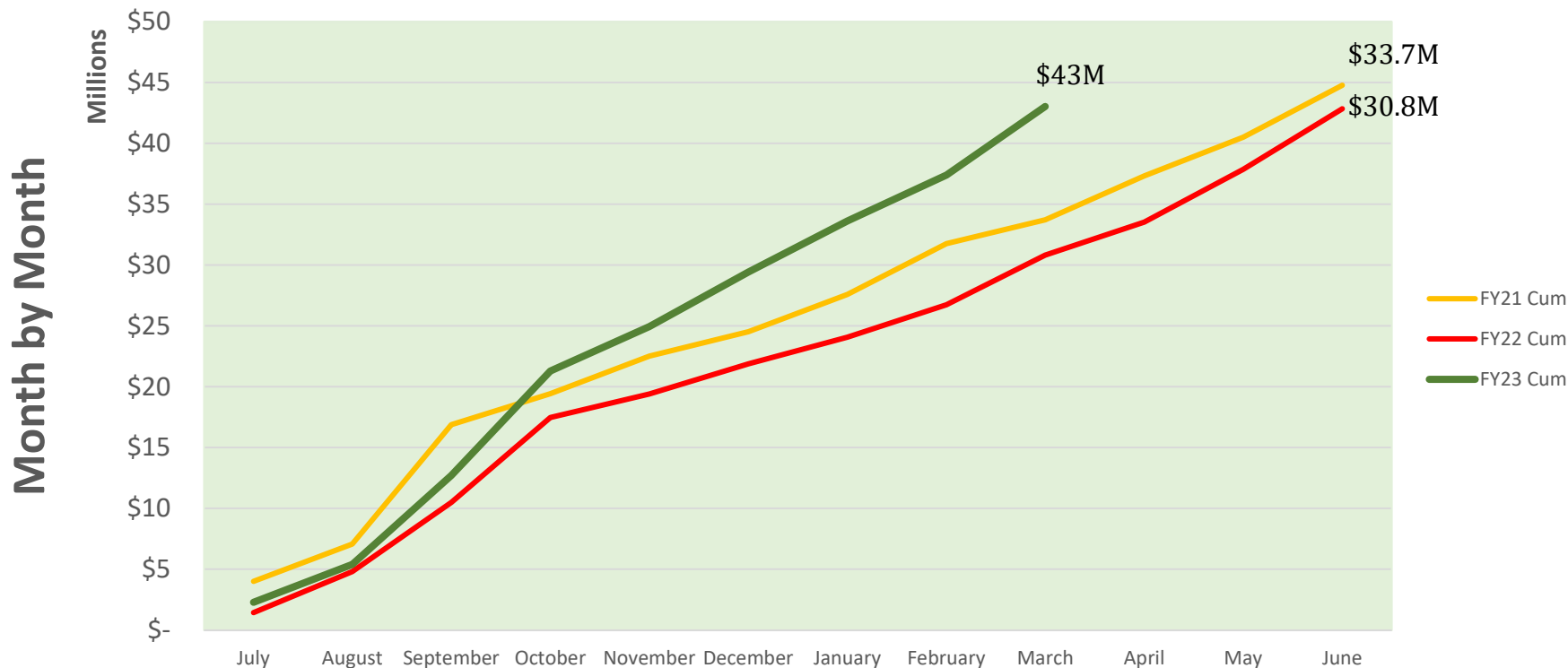
Javier Valentín-Sívico
Missouri S&T
Assistant
Teaching
Professor
EMSE



Xiaoming Wang
SUSTech (China)
Havener
Endowed Chair
of Mathematics
and Statistics

Research Awards

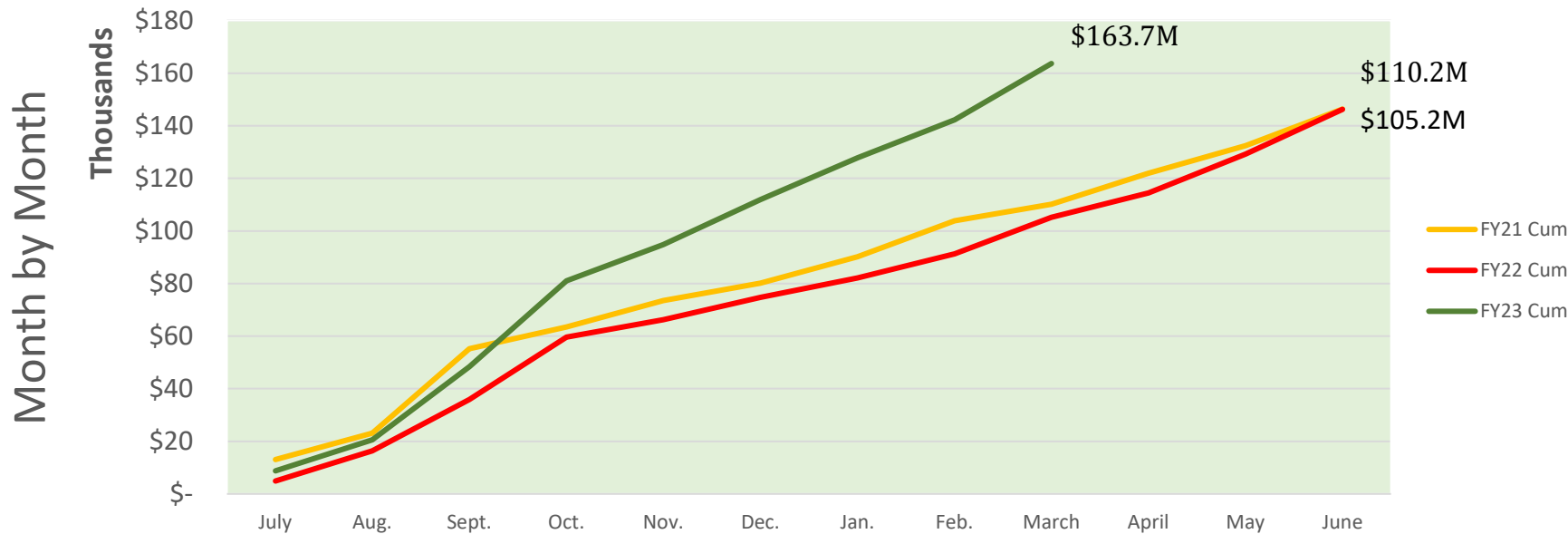
... 33% increase compared last 2 years (year to date)



Research Award Per T/TT Faculty

... 51% increase compared last 2 years (year to date)

Research Award Per T/TT Faculty Three Year Trend



Finding consistency in ceramics

... \$1.4M grant for applications for hypersonic vehicles

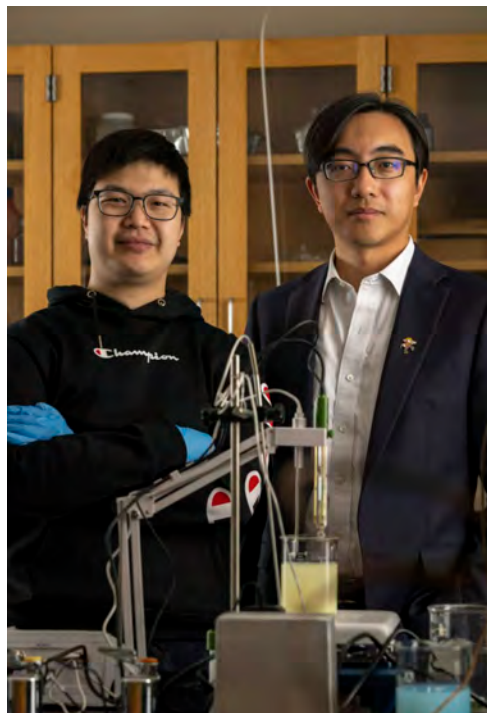
Dr. Bill Fahrenholtz's team received funding from the Air Force Office of Science and Research to study the effects of composition and processing conditions on consistency in ultra-high-temperature ceramics processing for hypersonic vehicles.

Working with Fahrenholtz is undergraduate student Grace Epp.



S&T faculty focus on critical minerals

... through major grant and national representation



- ◀ Dr. Hongyan Ma received \$2 million from the U.S. Department of Energy to study how a carbon mineralization reaction can improve the yield of energy-relevant critical minerals from silicate materials.

Dr. Michael Moats appeared before a U.S. House of Representatives panel to provide expert testimony on critical minerals production.



Congratulations to our recent Fellows

... chemistry and psychological science



Dr. Amy Belfi named Fellow of the Psychonomic Society.



Dr. Vadym Mochalin named Fellow of the Royal Society of Chemistry.



Dr. V. Prakash Reddy named Fellow of the American Association for the Advancement of Science.

Rising Stars

... mentoring early-career faculty



Amy Belfi,
(Psychological
Science)

**2020 Rising Star
Award**
Association for
Psychological
Science



Casey Canfield
(EMSE)

AI and Organ
Transplant
Decisions

\$1.8M NSF grant



Jessica Cundiff
(Psychological
Science)

**\$1M NSF
ADVANCE grant**



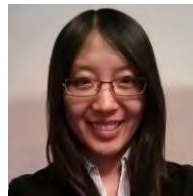
Daoru Han
(MAE)

**Young
Investigator
Award, Air
Force Office of
Scientific
Research**



Xin Liang
(CS)

Key developer
of data-
compression
software that
won an **R&D
100 Award**
from R&D
World
magazine



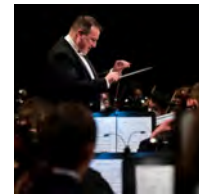
Jinling Liu
(EMSE)

NIH K01 Career
Development
Award



**Taghi
Sherizadeh**
(MNE)

Society of
Mining,
Metallurgy
Exploration
**Career
Development
Grant**



Kyle Wernke
(Music)

**American Prize
in Composition**



Major New Initiatives

Academic Affairs

... Aligning New Academic Programs with Strategy

Resource Sustainability

- ▶ BS/Environmental Sciences (launched Fall 2022)
- ▶ BS&MS/Geospatial Science and Engineering (under consideration)

Intelligent & Automated Systems

- ▶ BS&MS/Data Sciences (preliminary proposal in development)
- ▶ PhD/AI Engineering (market analysis completed)

Bio-X

- ▶ BS/Biomedical Engineering (full proposal in development)
- ▶ PhD/Biological Sciences (preliminary proposal in development)
- ▶ PhD/Bioengineering (full proposal in development)
- ▶ MS/Health Physics (under consideration)

Academic Affairs

... Aligning New Academic Programs with Strategy

Technology Degrees as Enrollment On-ramps/Off-ramps

- ▶ BS/Manufacturing Technology Management (under development)
- ▶ BS&MS/Construction Management
- ▶ MS in CivE/MechE through the Springfield program (under consideration)

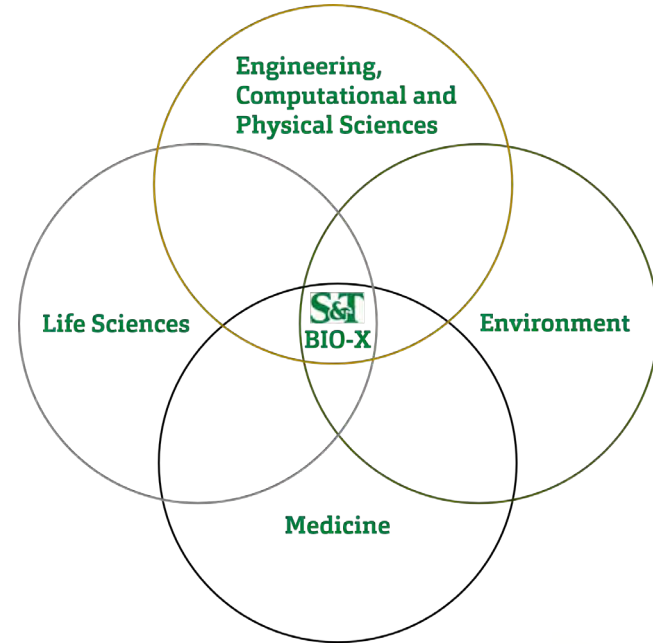
Non-STEM - but STEM-Adjacent - Research Diversification (Carnegie R1)

- ▶ DBA/Business Administration (under consideration)
- ▶ PhD/Psychological Sciences (preliminary proposal in development)
- ▶ PhD/Technical Communications (preliminary proposal in development)

The S&T Biomedical Initiative

... maximizing impact and opportunity at the intersection of our unique strengths

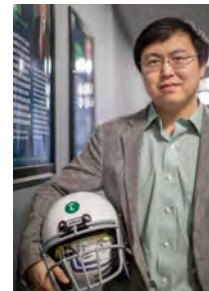
- ▶ Over 20 faculty already conducting research at this nexus
- ▶ A history of business success
- ▶ Solidifying our pathway to R1
- ▶ Partnerships with UM System medical centers, Phelps Health, Washington University
 - Ozark Biomedical Initiative established 2015
 - Traumatic brain injury research
- ▶ A platform to grow diversity and partnerships



The S&T BIO-X Initiative

... examples of ongoing research:

- ▶ Traumatic brain injury
 - Catherine Johnson and Jie Huang
 - Over \$6M in US Army funding
 - Collaborating with MU Health
- ▶ Nanoparticle drug delivery systems
 - Anthony Convertine, Risheng Wang, and Hu Yang
 - \$1.5M in NSF funding; \$1M in NIH funding
 - Convertine elected to National Academy of Inventors in 2022
- ▶ Bio-active glass for health applications
 - Dick Brow and Delbert Day
 - Led to the founding of the Mo-Sci Corporation
 - S&T's largest source of patent royalties

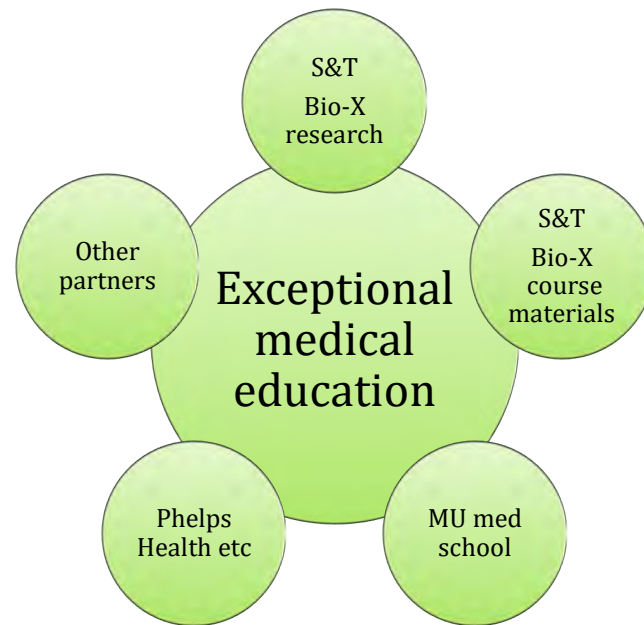


A new type of Medical Education

Today's medicine is under-engineered, so let's:

- ▶ work with our existing public medical schools at MU and UMKC
- ▶ and our public hospitals in Rolla and elsewhere
- ▶ and our STEM focused academic programs and research at S&T

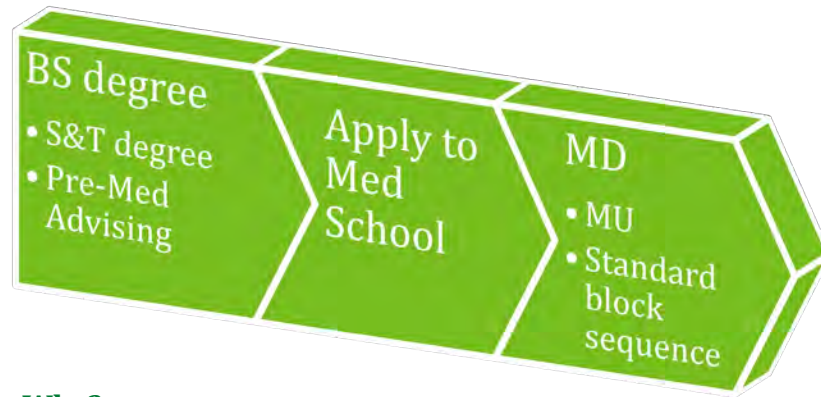
to develop an escalated, accelerated, augmented, and engineered medical education for Missouri.



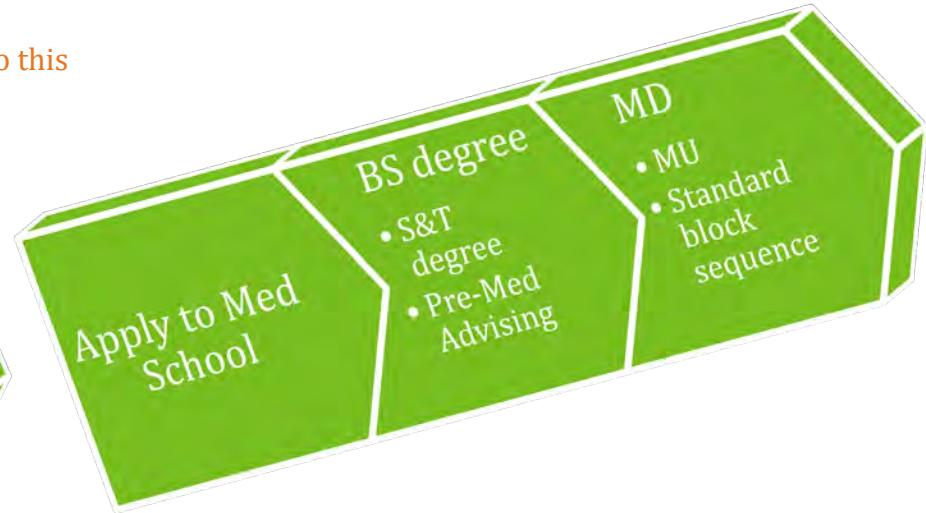
Element 1: Escalator

Incorporate guaranteed professional program admissions (GPPA) process into S&T and med schools' admissions processes
(Compare UIC BS/MD)

From this



To this



Why?

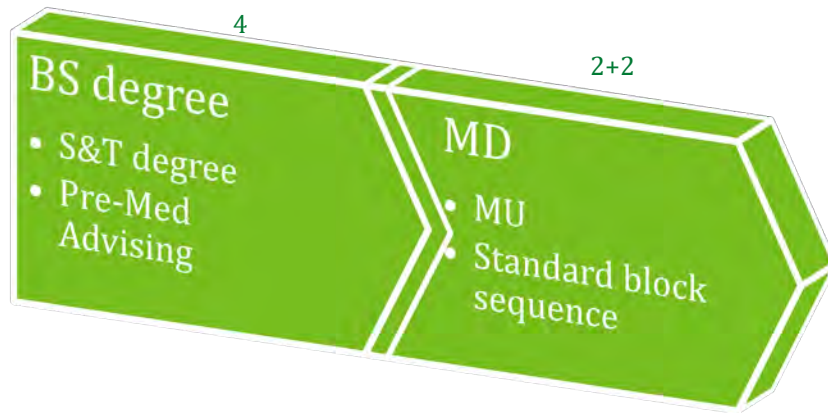
To provide guaranteed access to med school (subject to academic requirements) and recruit and retain best students in Missouri

Element 2: Accelerator

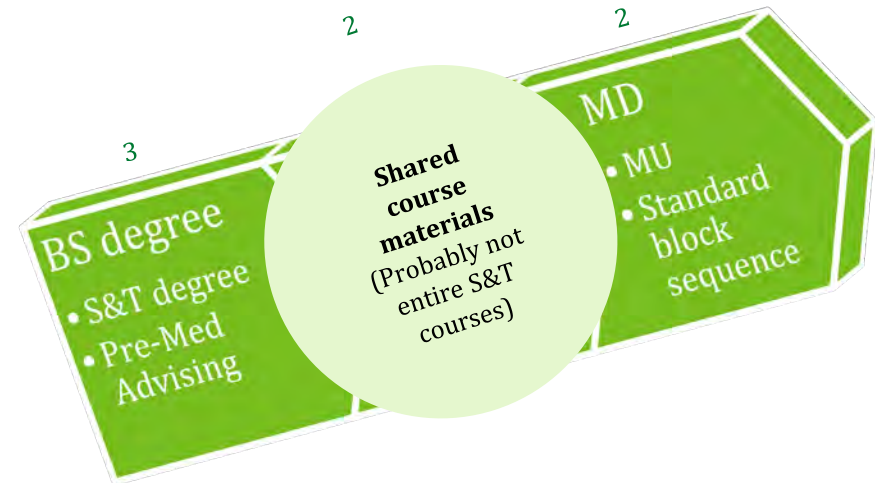
Adopt a 3+2+2 model to accelerate learning of medical foundations

(Compare existing S&T + UHSP 3+4 BS/Pharm.D. or S&T + ASCP 3+1 BS/Cert MLS)

From this



To this



Why?

To expedite entry of Missouri students into the health care workforce



STEM Outreach

Outreach on campus and on the road

... successful summer camps, STEM Day and a new STEM Mobile

- ▶ 23 summer camps, with capacity for over 1,300 students
- ▶ STEM Day (November 8, 2022)
 - ▶ Nearly 1,000 pre-college students on campus
 - ▶ New STEM Mobile for community outreach
- ▶ Multiple campus outreach activities







Building and Construction Update

Current Capital Projects

... progress on our new Arrival District and Innovation Campus

- ▶ Subsurface Parking Structure, Completion by August 2023
- ▶ Innovation Lab, Completion by October 2023
- ▶ Welcome Center, Completion by December 2024
- ▶ Missouri Protoplex, Completion by September 2025



Innovation Lab



Welcome Center



Missouri Protoplex

The S&T Arrival District

... our future front door

- ▶ Tim Bradley Way connects I-44 to roundabout and Arrival Court
- ▶ Underground parking
- ▶ Innovation Lab
- ▶ Welcome Center



Innovation Lab

... a hub of creativity and possibility thinking for all students







Welcome Center

... a one-stop shop for students and their families



MISSOURI
S&T

SOLVING
FOR
TOMORROW

SOLVING
FOR
TOMORROW

SOLVING
FOR
TOMORROW

WE







Missouri Protoplex

... enabling testing and prototyping for Missouri manufacturers

View from southeast



High Bay Space for industry partners



**The S&T Biomedical
Complex (Bioplex)**





A stone relief sculpture is mounted on a light-colored stone wall. The sculpture features a large gear with a central hole, surrounded by various tools including a hammer, a wrench, and a chain. The wall is partially covered by green ivy. A yellow rectangular box with a thin black border is superimposed over the center of the image, containing the text "Thank you! Questions?".

**Thank you!
Questions?**

GOOD AND WELFARE
OF THE BOARD

There are no materials for this information item.

No. 1

Recommended Action – Resolution for Executive Session of the Board of Curators
Meeting April 20, 2023

It was moved by Curator _____ and seconded by Curator _____, that
there shall be an executive session with a closed record and closed vote of the Board of
Curators meeting April 20, 2023 for consideration of:

- **Section 610.021(1), RSMo**, relating to matters identified in that provision, which include legal actions, causes of action or litigation, and confidential or privileged communications with counsel; and
- **Section 610.021(2), RSMo**, relating to matters identified in that provision, which include leasing, purchase, or sale of real estate; and
- **Section 610.021(3), RSMo**, relating to matters identified in that provision, which include hiring, firing, disciplining, or promoting of particular employees; and
- **Section 610.021(12), RSMo**, relating to matters identified in that provision, which include sealed bids and related documents and sealed proposals and related documents or documents related to a negotiated contract; and
- **Section 610.021 (13), RSMo**, relating to matters identified in that provision, which include individually identifiable personnel records, performance ratings, or records pertaining to employees or applicants for employment.

Roll call vote of the Board:	YES	NO
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Curator Brncic		
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Curator Graves		
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Curator Hoberock		
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Curator Holloway		
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Curator Layman		
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Curator Wenneker		
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Curator Williams		
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The motion _____.