



## Vision

To advance the opportunities for success and well-being for Missouri, our nation and the world through transformative teaching, research, innovation, engagement and inclusion.

## Mission

To achieve excellence in the discovery, dissemination, preservation and application of knowledge. With an unwavering commitment to academic freedom and freedom of expression, the university educates students to become leaders, promotes lifelong learning by Missouri's citizens, fosters meaningful research and creative works, and serves as a catalyst for innovation, thereby advancing the educational, health, cultural, social and economic interests to benefit the people of Missouri, the nation, and the world.

## Missouri Compacts for Achieving Excellence

The Missouri Compacts for Achieving Excellence provide unifying principles that inform and guide the four universities and their strategic plans. Learn more about the compacts, below, at <http://umurl.us/prespri>.



Excellence in Student Success



Excellence in Research and Creative Works



Excellence in Engagement and Outreach



Inclusive Excellence



Excellence in Planning, Operations and Stewardship

## Core Values

Our institution collectively embraces a series of core values that serve as the foundation upon which we build new knowledge and provide outstanding programs for students and citizens of our state and beyond.



- Academic freedom
- Access
- Accountability
- Civility
- Collaboration
- Creativity
- Discovery
- Engagement
- Excellence
- Freedom of expression
- Inclusion
- Innovation
- Integrity
- Respect
- Responsibility
- Transparency

## Guiding Principles

1. Support courageous and proactive leadership that is articulate, unified and committed to excellence in carrying out our existing core missions of teaching, research, engagement and economic development and in meeting the changing needs of the world and the state.
2. Establish a collaborative environment in which UM System universities work together to achieve collective results that cannot be achieved individually and are committed to each other and our mutual success.
3. Exercise central authority that recognizes and respects institutional distinctiveness, appropriate deference and accountability.
4. Enact informed decisions based on collaboratively developed strategic directions and planning.
5. Identify and promote systemwide core values, including respect for all people, transparency, accountability, stewardship and purposeful self-assessment of performance.

## Board Value Statement

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***

**Feb 8, 2024**



UMKC

MISSOURI  
S&T

UMSL

University of Missouri System

# UM Leadership Appointments



**Matt Martens**  
*Interim Provost and  
Executive Vice Chancellor  
for Academic Affairs*



**James Sterling**  
*Vice Provost  
Founding Dean, Kummer College  
of Innovation, Entrepreneurship,  
and Economic Development*



**Lara Turek**  
*Assistant Vice Chancellor  
University Advancement*



**Viviana Grieco**  
*Interim Vice Chancellor  
Diversity and Inclusion*



**Maria Meyers**  
*Vice Chancellor of  
Commercialization and  
Entrepreneurship*



**Deena King**  
*Interim Chief Audit and  
Compliance Officer*



**Jessica Channell-Iler**  
*Assistant Vice Chancellor  
University Advancement*



**Shu Schiller**  
*Dean, College of  
Business  
Administration*



**David Gerstenecker**  
*Chief Information Officer –  
Beginning March 18*

# 2024 State of the State Address



# Governor's Budget Proposal

- 3% increase in core budget to \$503.1M – another historic high
- ARPA:
  - \$52.5M for MU, \$20M for UMSL, \$20M for UMKC and \$25M for S&T
- \$5.4M S&T Midwest Critical Minerals Innovation Center
- MOExcels:

<b>University</b>	<b>Project Title</b>	<b>Amount</b>
MU	Unmanned Aircraft Systems Training	\$3.7M
MU	Center for Engineering Technology	\$3.5M
MU	Childcare Workforce Development	\$1.8M
UMKC	Student Success Space	\$4.0M
S&T	Manufacturing Skills Gap	\$3.3M
UMSL	Center for Entrepreneurship	\$1.0M
UMSL	Career Advancement Center	\$675K

# Admissions Update

Expected update by  
2/5

## Freshmen Applicants

1/22/24	2022	2023	2024
MU	18,353	19,422	22,064
UMKC	4,657	5,129	5,336
S&T	5,049	6,488	6,213
UMSL	2,466	3,120	4,319

## Transfer Applicants

1/22/24	2022	2023	2024
MU	1,074	995	1,119
UMKC	851	849	795
S&T	211	309	718
UMSL	694	783	964

## Freshmen Accepted *(with deposits)*

1/22/24	2022	2023	2024
MU	3,380	3,914	4,169
UMKC	474	457	476
S&T	665	536	548
UMSL	145	181	194

## Transfer Accepted *(with deposits)*

1/22/24	2022	2023	2024
MU	140	140	220
UMKC	154	162	170
S&T	68	74	105
UMSL	117	142	143



# USN&WR Top 50 Online Rankings

## MU Online Programs

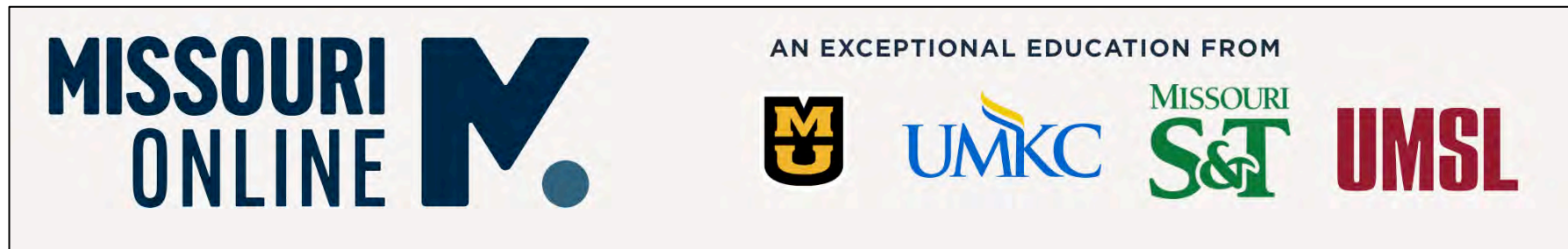
- #8 - Best Bachelors for Business
- #8 - Best Education Masters for Veterans
- #18 - Best Bachelors for Veterans
- #19 - Best Education Masters
- #21 - Best Bachelor's – Psychology
- #28 - Best Bachelors Overall
- #39 - Best Business Masters, non-MBA

## Missouri S&T Online Programs

- #3 - Best Engineering Management Masters
- #48 - Best Engineering Masters
- #29 - Best Engineering Masters for Veterans

## UMKC Online Programs

- #32 - Best Nursing



# Student Success Highlights



**UMSL**

**Lexie Rang**  
*Nursing*

Named to the 2023 Academic All-America Division II Volleyball Second Team



**UMKC**

**Hannah Kempker, Claire Vogl,  
Rylee Pitts**  
*School of Pharmacy*

Winners of the 2023 ACCP Clinical Pharmacy Challenge



**MU Chess Team**

Won 2024 Pan-American Intercollegiate Championship

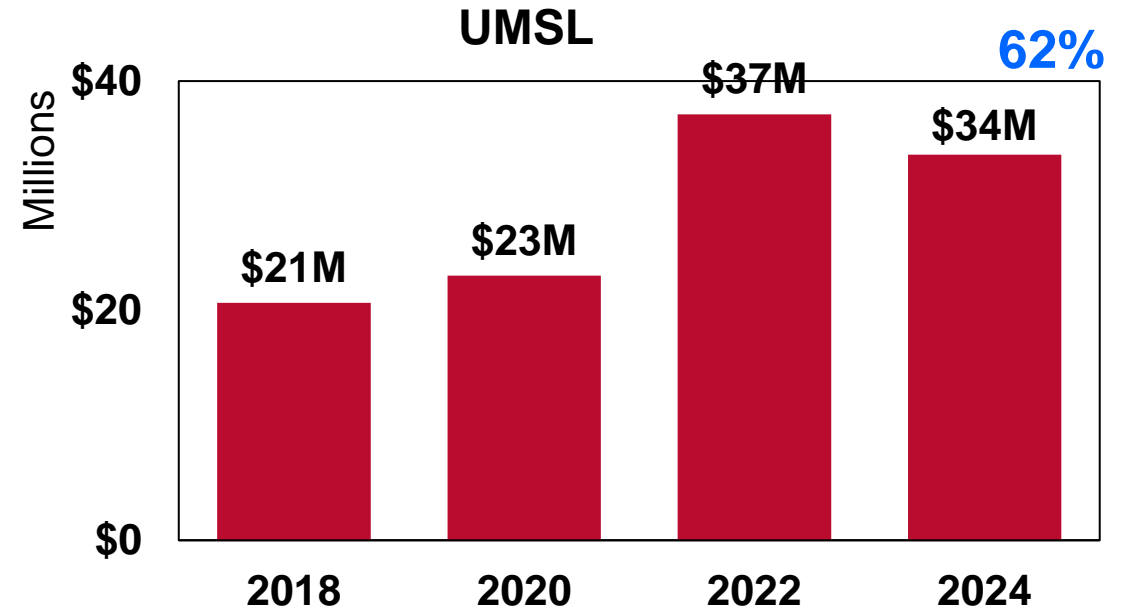
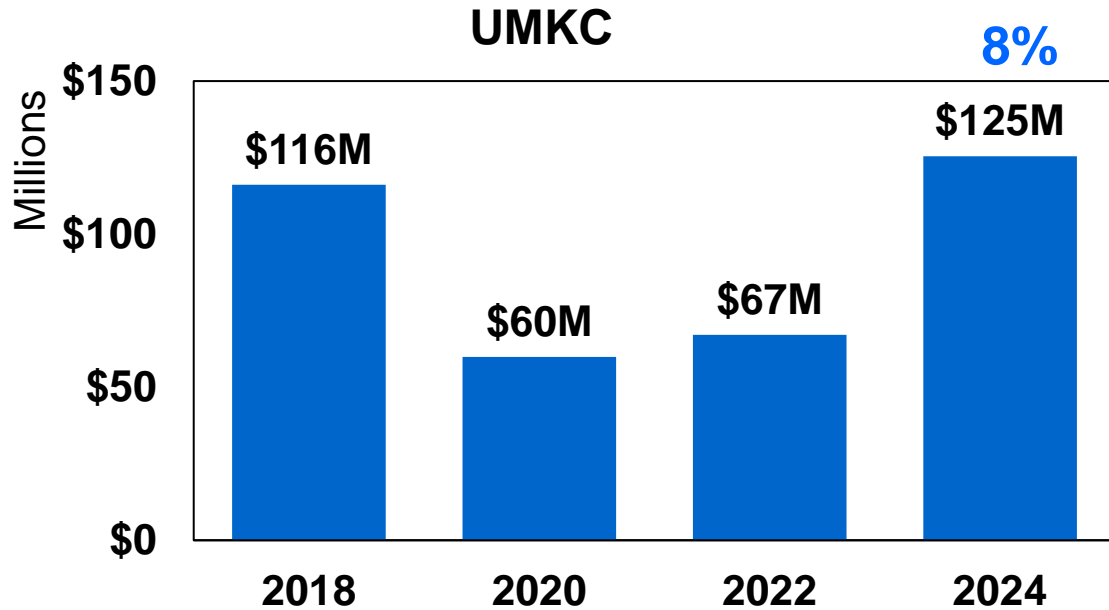
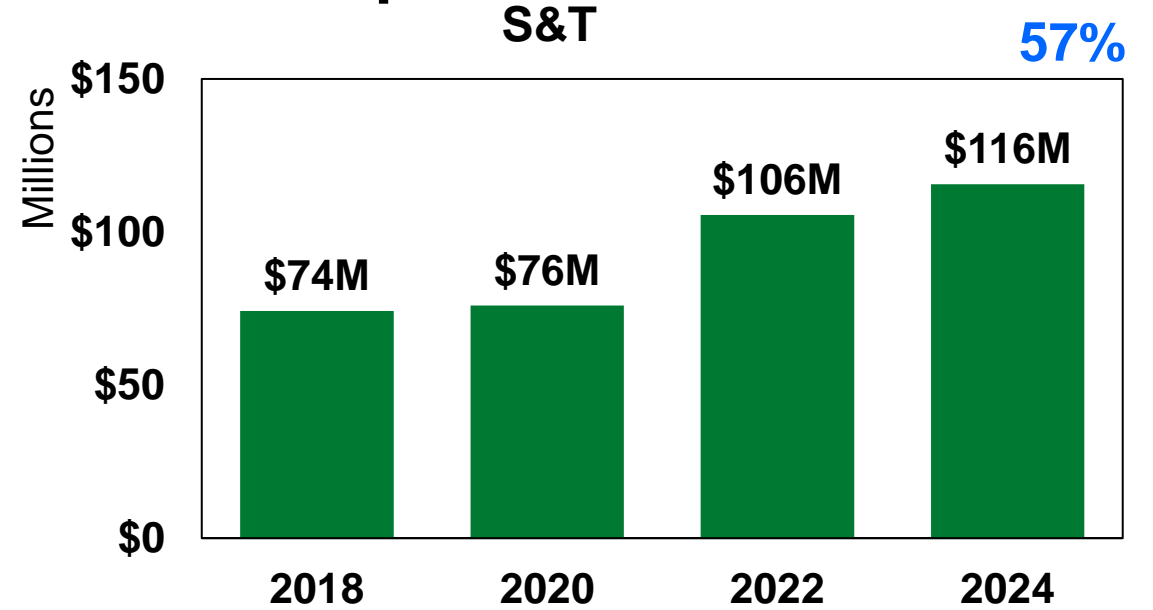
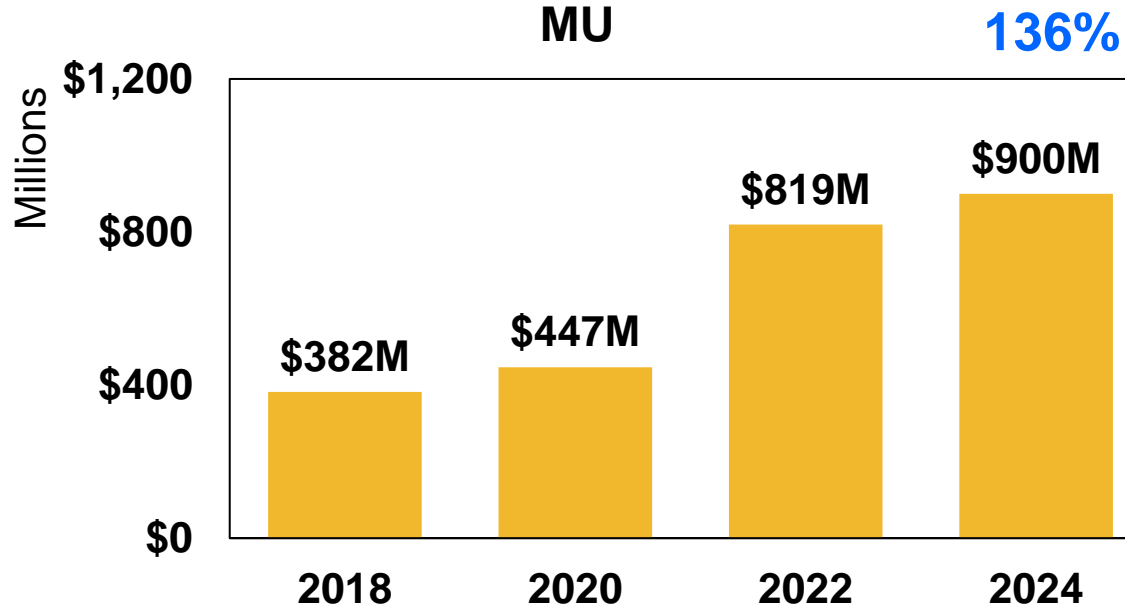


**MISSOURI  
S&T**

**Jacob Ortega**  
*Aerospace Engineering*

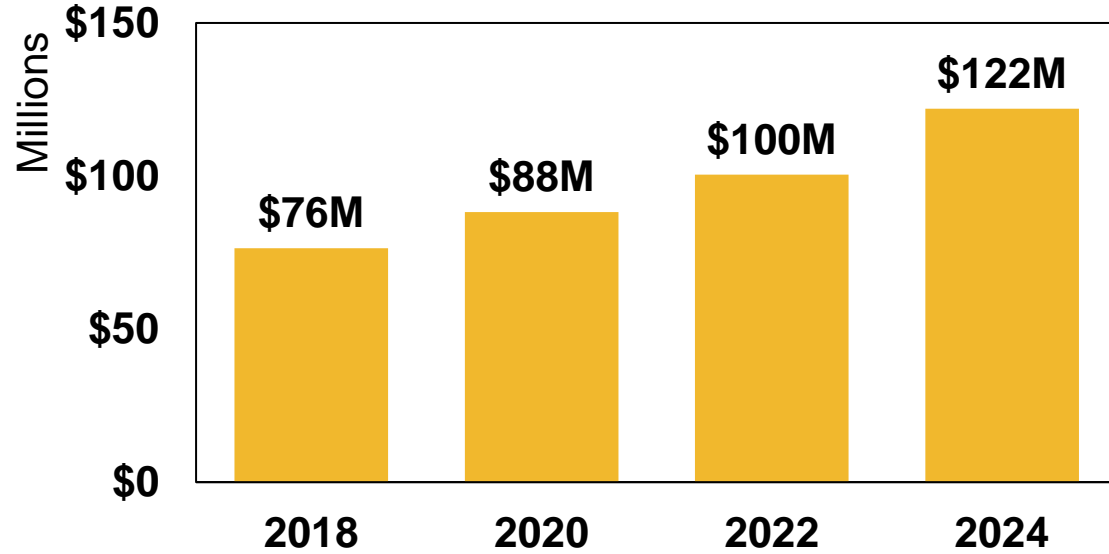
Led a multidisciplinary team of S&T students to the semifinals of NASA's 2023 BIG Idea Challenge: Lunar Forge

# FYTD Total R&D Proposals

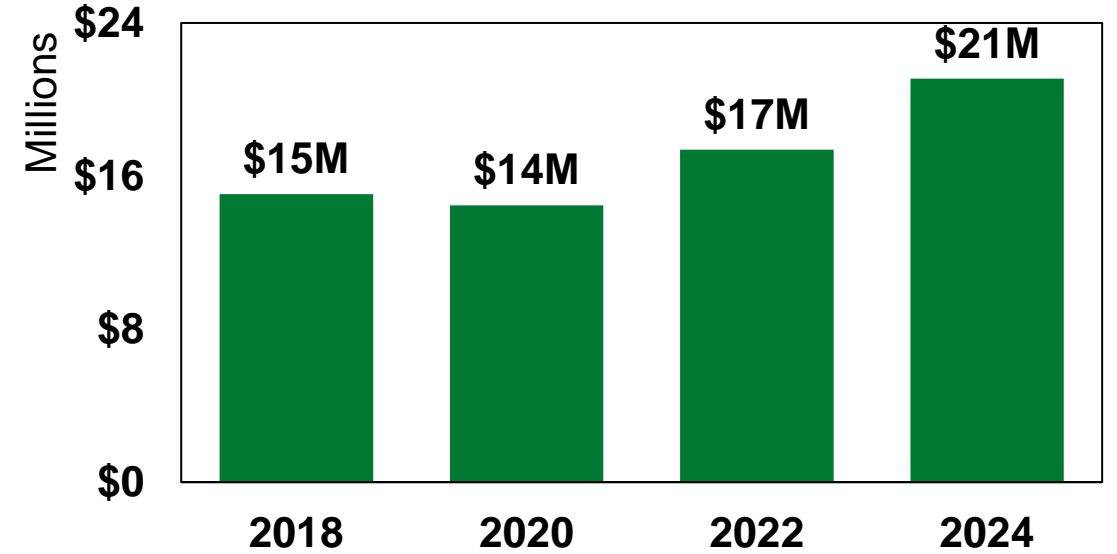


# FYTD Total R&D Expenditures

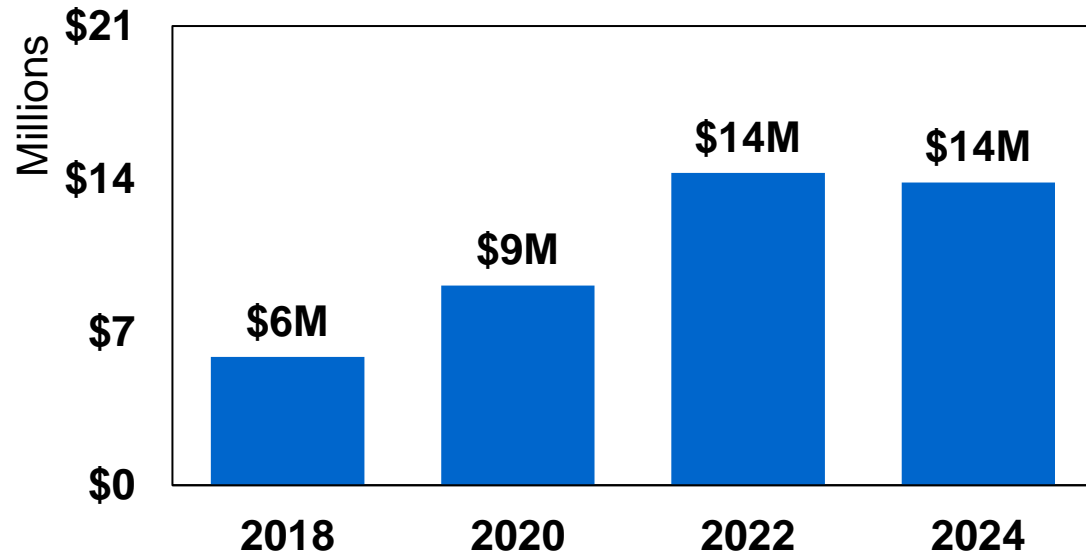
## MU



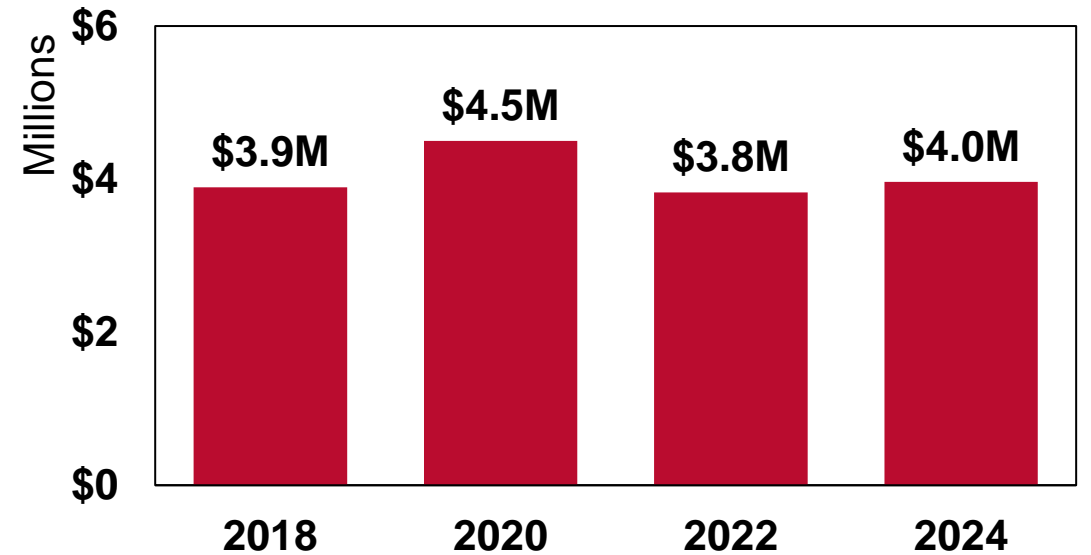
## S&T



## UMKC

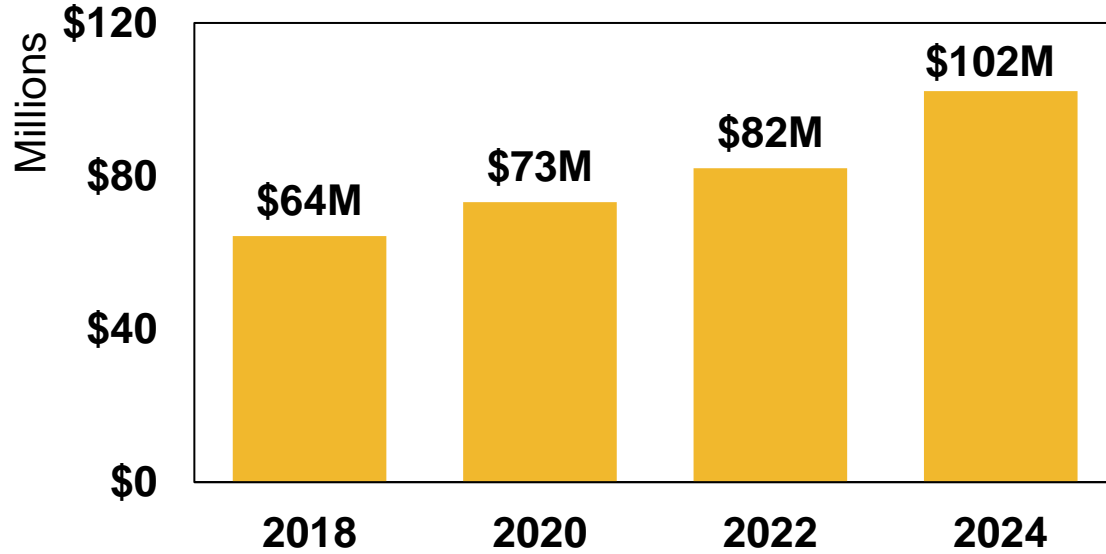


## UMSL

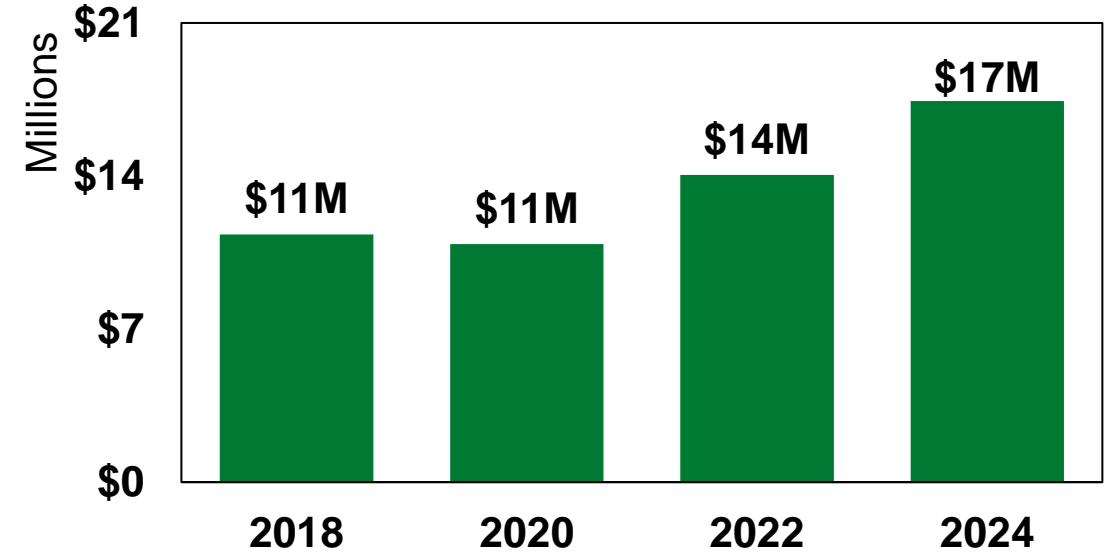


# FYTD Federal R&D Expenditures

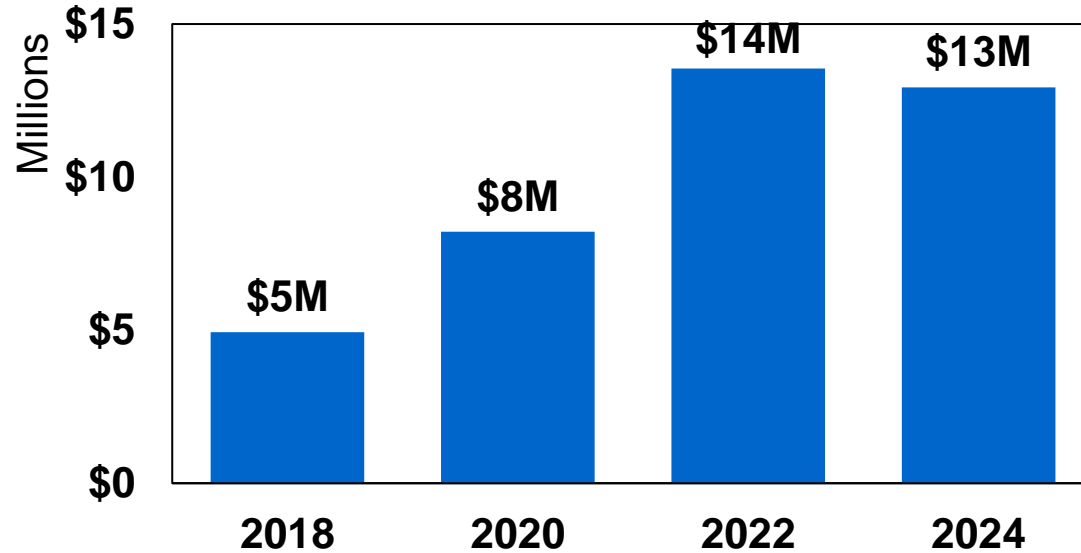
## MU



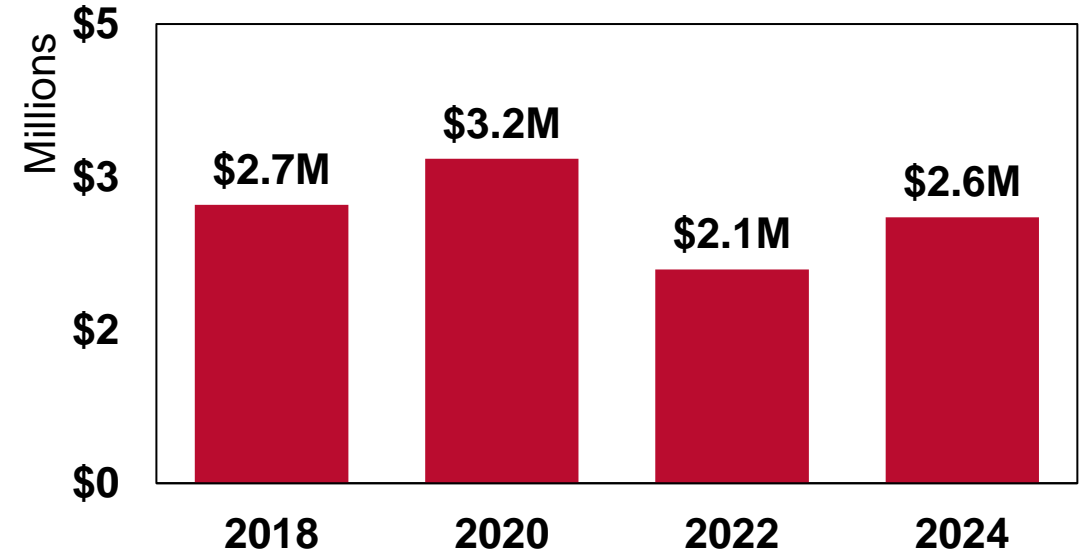
## S&T



## UMKC

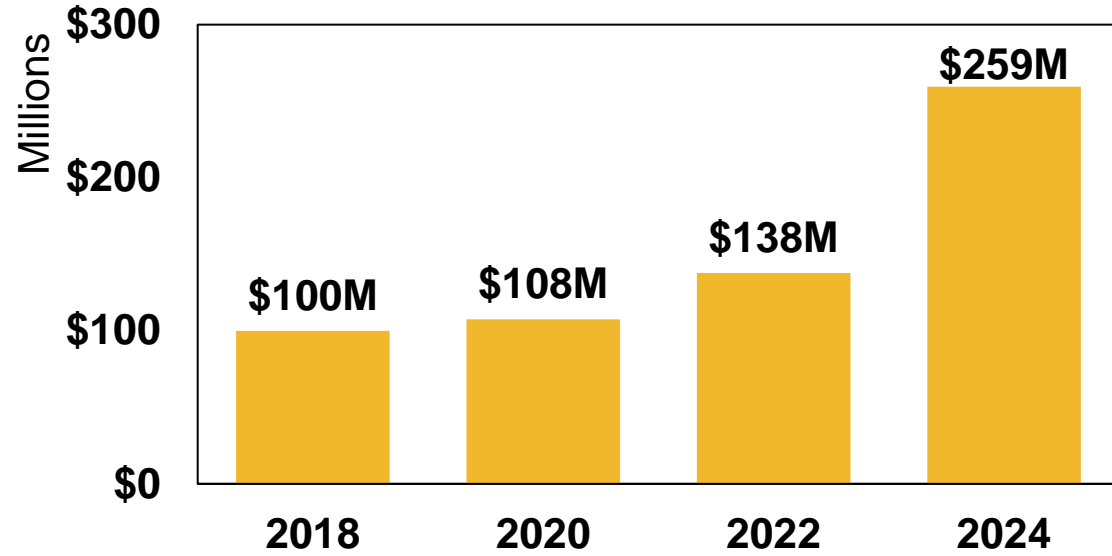


## UMSL

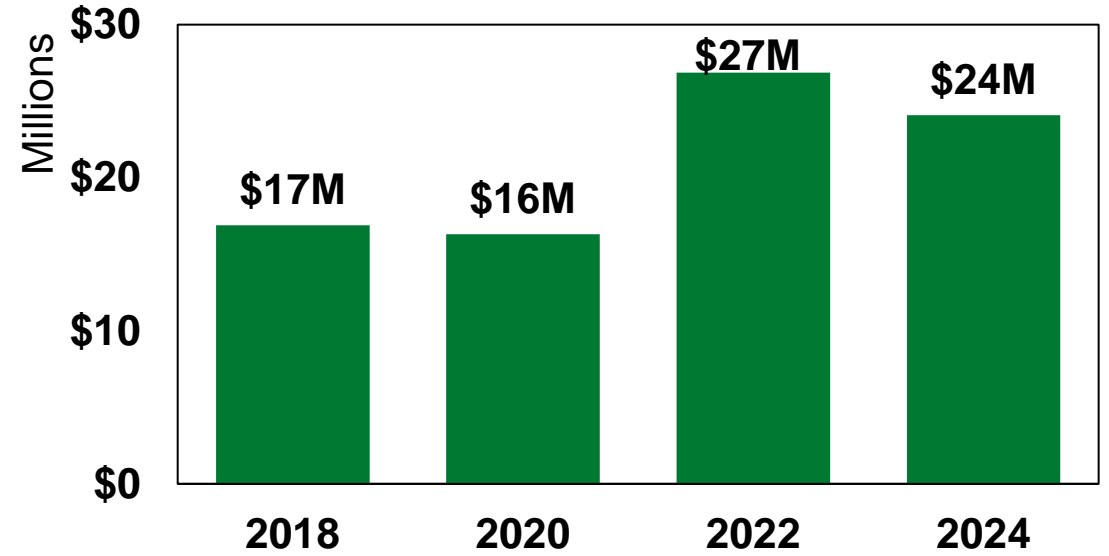


# FYTD Total Sponsored Expenditures

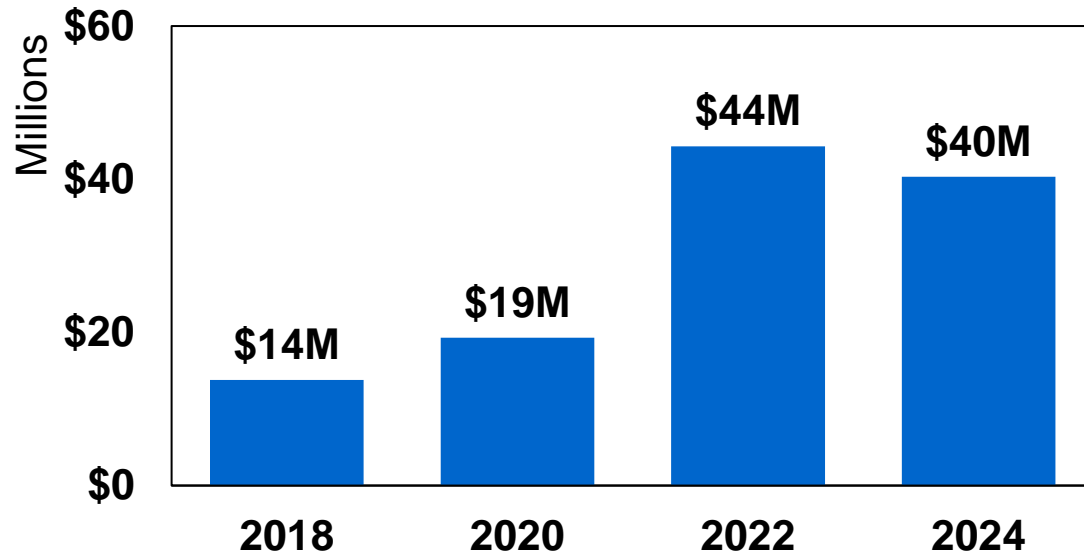
## MU



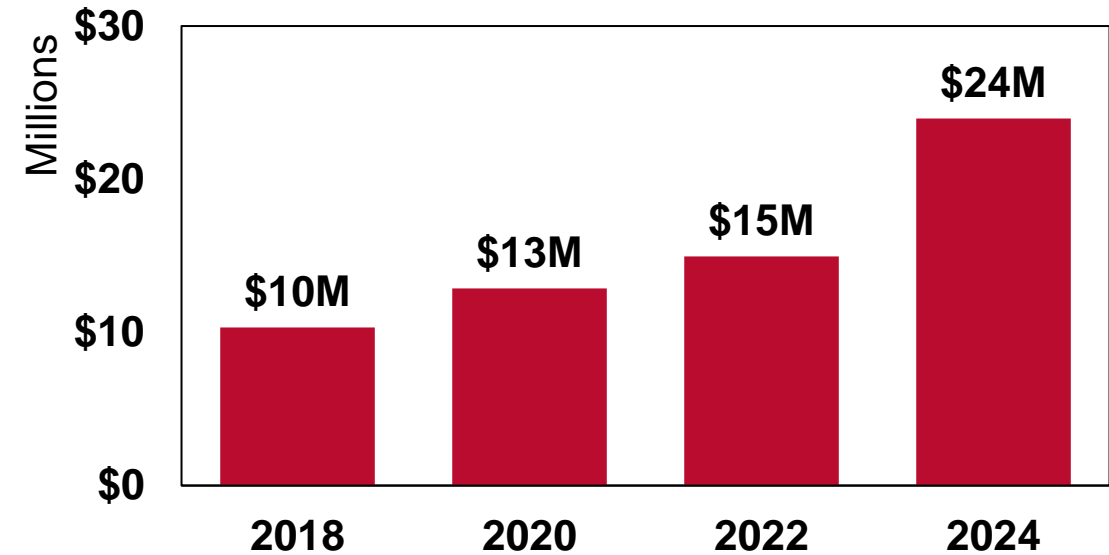
## S&T



## UMKC



## UMSL



# Faculty Success Highlights



**UMSL**

**Ekin Pellegrini**

*College of Business Administration*

Elected president of Executive  
Doctorate in Business  
Administration Council



**UMKC**

**Erin Hambrick**

*Social Work and Psychological Sciences*

Served as inaugural science and  
innovation speaker at ACEs  
Aware webinar



**MU**

**Mian Liu**

*Geological Sciences*

Awarded the 2023 George P.  
Woollard Award



**MISSOURI  
S&T**

**Joseph Smith**

*Chemical and Biochemical Engineering*

Voted 2024 president-elect of  
the American Institute of  
Chemical Engineers

# MU Major Grant



**Center: Advancing Research Impacts in Society**

**PI:** Dr. Susan Renoe, *Associate Vice Chancellor for Research Development and Strategic Partnerships; Assistant Professor, Strategic Communication*

**\$9M**

**Sponsor:** National Science Foundation

This project focuses on sustainable, mutually beneficial partnerships to lower barriers to participation, build capacity for broader impacts of work and raise the capacity for research across diverse institutions.





# MU Major Grant



## **Convergence Accelerator Track J Phase 2: Rapid Detection Technologies and Decision-Support Systems for Safe, Equitable Food Systems**

**PI:** Dr. Kate Trout, *Assistant Professor, Health Sciences*

**Co-PIs:** Dr. Timothy Safranski, *Professor, Animal Sciences*; Dr. Haitao Li, *Professor, Dept. Chair and Dir. Of the Laboratory of Advanced Supply Chain Analytics, UMSL*; Dr. Amit Morey, *Assoc. Prof., Poultry Science, Auburn University*

**\$5M**

**Sponsor:** National Science Foundation

This project will develop a sensor-enabled decision support system to provide data-driven solutions to mitigate foodborne pathogen risks.

# MU Major Grant



## **Towards sustainable water management in Missouri**

**PI:** Dr. Baolin Deng, *William Andrew Davidson Professor, Civil Engineering*

**Co-PIs:** Dr. Damon Hall, *Assistant Professor, Natural Resources*

**\$5M**

**Sponsor:** Environmental Protection Agency

This proposal will provide necessary resources, catalyze recently identified research synergies and create new opportunities to enhance our collaborative water research agenda and its impact.



# MU Major Grant



**Understanding the role of patient-derived Ighmbp2 mutations in neurodegeneration and pre-rRNA processing**

**PI:** Dr. Chris Lorson, *Curator's Distinguished Professor and Associate Vice Chancellor for Research and Strategic Initiatives, Veterinary Pathobiology*

**Co-PIs:** Dr. Monique Lorson, *Associate Research Professor, Veterinary Pathobiology*

**\$3M**

**Sponsor:** National Institutes of Health

This study will develop therapeutics to lessen or eliminate disease development and severity.

# MU Major Grant



## **Optimization of a Treatment for Sjögren's Disease Using Aspirin-Triggered Resolvin D1 and Dexamethasone**

**PI:** Dr. Olga Baker, *Professor, Otolaryngology – Head and Neck Surgery – and Biochemistry*

**\$2.5M**

**Sponsor:** National Institutes of Health

Sjögren's Disease is an autoimmune condition that mainly occurs in women. It causes salivary gland hypofunction and leads to severe dryness of the oral cavity. This project proposes to apply a novel therapeutic approach to promote resolution of inflammation and restore secretory function in salivary glands.



# MU Major Grant



**Female sex protects vascular smooth muscle cells from mitochondrial depolarization in response to oxidative stress**

**PI:** Dr. Charles E. Norton III, *Research Assistant Professor, Medical Pharmacology and Physiology*

**Co-PIs:** Dr. Steven S. Segal, *Curators' Distinguished Professor, Medical Pharmacology and Physiology*; Dr. Jiankun Cui, *Assistant Research Professor, Pathology and Anatomical Sciences*

**\$1.9M**

**Sponsor:** National Institutes of Health

This study will provide new knowledge and avenues of therapy after ischemia/reperfusion injuries such as stroke.

# MU Major Grant



## **Enhancing Capacity for Innovation at Emerging Research Institutions**

**PI:** Dr. Susan Renoe, *Associate Vice Chancellor for Research Development and Strategic Partnerships, Journalism*

**Co-PIs:** Dr. Sara Vassmer, *Director of The Connector, MU Extension*; Dr. Kimberly Eck, *Sr. Associate Vice President for Research, Emory University*

**\$1.7M**

**Sponsor:** National Science Foundation

This project supports the NSF's Enabling Partnerships to Increase Innovation Capacity (EPIIC) program, for deeper collaboration between researchers and administrators at Emerging Research Institutions.

# UMKC Major Grant



**Digital Health KC: Scaling the regional technology ecosystem to advance Kansas City's digital health cluster**

**PI:** Dr. Maria Meyers, *Vice Chancellor, Commercialization and Entrepreneurship*

**\$2M**

**Sponsor:** Economic Development Administration

Digital Health KC will connect and scale existing proven programming in the Kansas City region to address the needs of high-growth potential, early-stage digital health companies by providing industry-specific mentors, business support and community connections.



# S&T Major Grant



## **Recovery and Separation of Gallium and Germanium from Copper Metallurgical Wastes at Kennecott Utah Copper**

**PI:** Dr. Lana Alagha, *Associate Professor, Mining and Explosives Engineering*

**Co-PIs:** Dr. Marek Locmelis, *Associate Professor, Geosciences and Geological and Petroleum Engineering*; Dr. Michael Moats, *Professor, Chair, Materials Science and Engineering*

**\$875,000**

**Sponsor:** Kennecott UT Copper

This project will evaluate methods to recover gallium and germanium from copper metallurgical wastes produced at the Kennecott Utah Copper smelter.





# UMSL Major Grant

**UMSL**

## **Understanding and Refining Violence Intervention Implementation: St. Louis (MO) as a Crucial Case**

**PI:** Dr. Christopher Sullivan, *Desmond Lee Professor of Youth Crime and Violence, Chair, Department of Criminology and Criminal Justice*

**Co-PIs:** Dr. Lee Slocum, *Professor, Criminology and Criminal Justice*;  
Dr. Kiley Bednar, *Co-Director, UMSL Community Innovation and Action Center*

**\$780,000**

**Sponsor:** National Institute of Justice

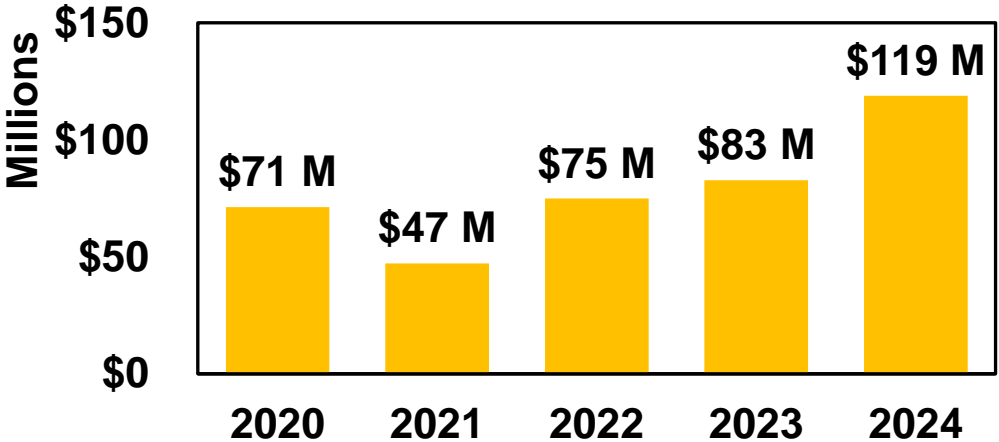
This project will evaluate the effectiveness and barriers to implementing Community Violence Intervention and Prevention programs.



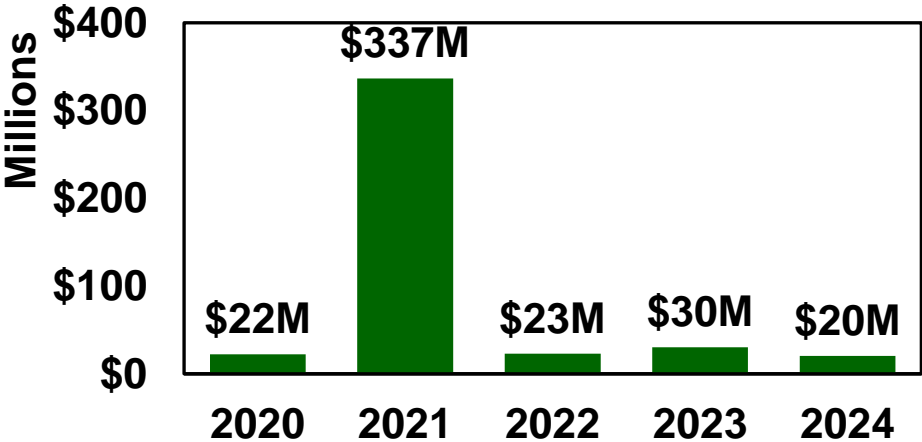
# Philanthropy (through 1/31/24)

Preliminary numbers  
1/25, final 2/6

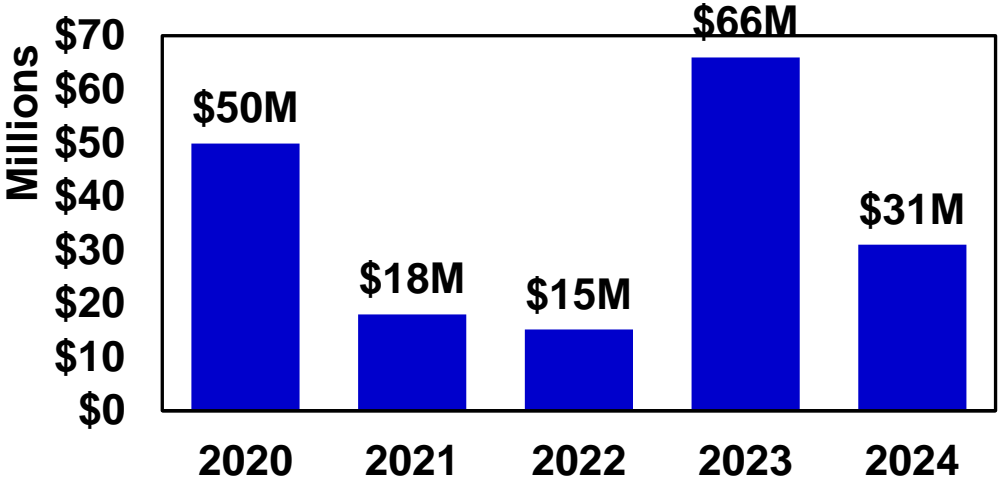
### MU



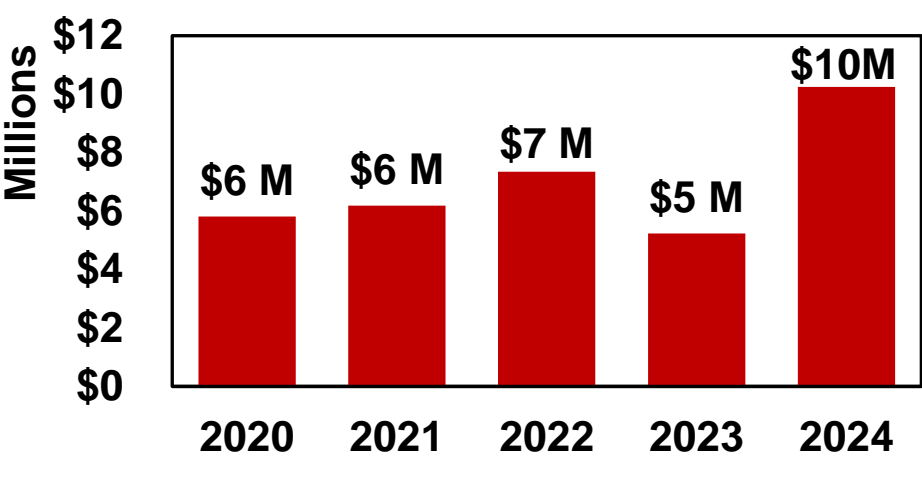
### S&T



### UMKC



### UMSL



# Farewell to Provost Ramchand



## **Latha Ramchand**

Provost and Executive Vice Chancellor for  
Academic Affairs

**Thank you for your contributions to  
Mizzou and to the UM System!**

**Best wishes at Indiana University-  
Indianapolis!**



————— University of Missouri System —————

## **Board of Curators Executive Committee and Standing Committee Appointments, 2024**

### **Executive Summary**

For 2024, the Board of Curators committee appointments would include the Executive Committee along with standing committees; Academic, Student, Research and Economic Development, Audit, Compliance and Ethics, Finance, Governance, Compensation & Human Resources, and the Health Affairs Committee.

In addition to these committees, the Board creates a Mizzou Intercollegiate Athletics Special Committee. Collegiate athletics are undergoing significant and ongoing changes regarding athletes, coach salaries and facility management and construction. Professional studies suggest, and other universities have mandated, that effective leadership and active involvement of governing boards in decisions related to collegiate athletics are considered best practices. At this critical moment in the evolution of key programs and with major planned investments in MU Athletics, accountability to the Board and the State through this new committee is more important than ever.

This special committee will be charged, but not limited to, the following:

- A. To obtain, monitor, and gather all information the committee deems necessary to assess progress of athletic funding, efforts and results of funding.
- B. To obtain, monitor and gather all information regarding the progress of the Memorial Stadium Project, any other athletic facilities or plans and the progress of the Huron Roadmap.
- C. To be advised of regularly or upon request of the committee on matters concerning NCAA, SEC or any legal matters pending or on the horizon regarding the foregoing and NIL, Title IX, taxable status of contributions or other matters that may affect Athletics at MU.
- D. To do whatever is necessary to aid the committee in measuring, understanding, and keeping current on any matters related to MU athletic activities that exist or what is foreseeable when it becomes foreseeable.

The committee assignments and charge for the new Mizzou Intercollegiate Athletics Special Committee will be presented to the full Board for approval at the February 8, 2024 meeting.

February 8, 2024

No. 1

Recommended Action - Approval of Board of Curators Executive Committee and Standing Committees Appointments, 2024

It was recommended by Chair Wenneker, moved by Curator \_\_\_\_\_ and seconded by Curator \_\_\_\_\_, that the following Board of Curators Executive Committee, Standing Committees and Mizzou Intercollegiate Athletics Special Committee appointments be approved for 2024:

**Executive Committee**

Robin R. Wenneker, Chair  
Todd P. Graves, Vice-Chair  
Julia G. Brncic

**Academic, Student Affairs, Research and Economic Development Committee**

Jeanne C. Sinquefield, Chair  
Robert D. Blitz  
Todd P. Graves  
Michael A. Williams

**Audit, Compliance and Ethics Committee**

Keith A. Holloway, Chair  
Julia G. Brncic  
Jeanne C. Sinquefield  
Michael A. Williams

**Finance Committee**

Todd P. Graves, Chair  
Robert D. Blitz  
Robert W. Fry  
Keith A. Holloway

February 8, 2024

**Governance, Compensation and Human Resources Committee**

Robert W. Fry, Chair

Jeff L. Layman

Robin R. Wenneker

**Health Affairs Committee**

Michael A. Williams, Chair

Julia G. Brncic

Robert W. Fry

Keith A. Holloway

Jeff L. Layman

Ronald G. Ashworth (non-curator)

Dan P. Devers (non-curator)

Philip Burger (non-curator)

**Mizzou Intercollegiate Athletics Special Committee**

Robert D. Blitz, Chair

Todd P. Graves

Jeff L. Layman

Robin R. Wenneker

Roll call vote:

YES

NO

Curator Blitz

Curator Brncic

Curator Fry

Curator Graves

Curator Holloway

Curator Layman

Curator Sinquefield

Curator Wenneker

Curator Williams

The motion \_\_\_\_\_.

February 8, 2024

## **Mizzou Intercollegiate Athletics Special Committee**

The University of Missouri Board of Curators has created a Mizzou Intercollegiate Athletics Special Committee.

Through our Huron engagement, personal experiences, observation, and feedback, we are aware that the fundamental aspects of Collegiate Athletics are undergoing significant and ongoing changes. These include, but are not limited to, shifts in athlete acquisition and retention methods and costs, the changing landscape of coach salaries and mobility, as well as the rising expenses associated with maintaining, upgrading, and constructing facilities. These changes bring about various challenges with broader implications.

Professional studies suggest, and other universities have mandated, that effective leadership and active involvement of governing boards in decisions related to collegiate athletics are considered best practices. Particularly at this critical moment in the evolution of key programs and with major planned investments in MU Athletics imminent, accountability to the Board and the State through this new committee is more important than ever.

This special committee will be charged, but not limited to, the following:

- A. To obtain, monitor, and gather all information the committee deems necessary to assess progress of athletic funding, efforts and results of funding.
- B. To obtain, monitor and gather all information regarding the progress of the Memorial Stadium Project, any other athletic facilities or plans and the progress of the Huron Roadmap.
- C. To be advised of regularly or upon request of the committee on matters concerning NCAA, SEC or any legal matters pending or on the horizon regarding the foregoing and NIL, Title IX, taxable status of contributions or other matters that may affect Athletics at MU.
- D. To do whatever is necessary to aid the committee in measuring, understanding and keeping current on any matters related to MU athletic activities that exist or what is foreseeable when it becomes foreseeable.

The Board of Curators directs the following actions by the University of Missouri administration: recognize and execute all things necessary to cooperate and adhere to the requests and directives of this special committee in a timely manner so the committee can accomplish its activities.

Curator Blitz will chair this committee. Committee members will be Curators Graves, Layman and Wenneker.

February 8, 2024



## 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, November 16, 2023 Board of Curators Meeting
- B. Minutes, November 16, 2023 Board of Curators Committee Meetings
- C. Minutes, November 9, 2023 Governance, Compensation and Human Resources Committee Meeting
- D. Minutes, December 8, 2023 Board of Curators Finance Committee Special Meeting
- E. Minutes, December 15, 2023 Board of Curators Special Meeting
- F. Minutes, January 12, 2024 Board of Curators Special Finance Committee Meeting
- G. Spinal Cord Injuries and Congenital or Acquired Disease Processes Research Program
- H. Sole Source, Radiochemical Processing Hot Cells, MU
- I. Naming Opportunity, UMKC
- J. Security Resolution, February 2024

Roll call vote of the Board:                                  YES                          NO

Curator Blitz  
Curator Brncic  
Curator Fry  
Curator Graves  
Curator Holloway  
Curator Layman  
Curator Sinuefield  
Curator Wenneker  
Curator Williams

The motion \_\_\_\_\_.

February 8, 2024

CONSENT AGENDA

Consent A

Recommended Action - Minutes, November 16, 2023 Board of Curators Meeting

It was moved by Curator \_\_\_\_\_ and seconded by Curator \_\_\_\_\_, that the minutes of the November 16, 2023 Board of Curators meeting be approved as presented.

Roll call vote:	YES	NO
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- Curator Blitz
- Curator Brncic
- Curator Fry
- Curator Graves
- Curator Holloway
- Curator Layman
- Curator Sinquefield
- Curator Wenneker
- Curator Williams

The motion \_\_\_\_\_.

February 8, 2024

OPEN – CONSENT – A-1

Consent B

Recommended Action - Minutes, November 16, 2023 Board of Curators  
Committee Meetings

It was moved by Curator \_\_\_\_\_ and seconded by Curator  
\_\_\_\_\_, that the minutes of the November 16, 2023 Board of Curators  
committee meetings be approved as presented.

Roll call vote: YES NO

Curator Blitz  
Curator Brncic  
Curator Fry  
Curator Graves  
Curator Holloway  
Curator Layman  
Curator Sinquefield  
Curator Wenneker  
Curator Williams

The motion \_\_\_\_\_.

February 8, 2024

Consent C

Recommended Action - Minutes, November 9, 2023 Board of Curators Governance, Compensation and Human Resources Committee Meeting Minutes

It was moved by Curator \_\_\_\_\_ and seconded by Curator \_\_\_\_\_, that the minutes of the November 9, 2023 Board of Curators Governance, Compensation and Human Resources Committee meeting be approved as presented.

Roll call vote: YES NO

Curator Blitz  
Curator Brncic  
Curator Fry  
Curator Graves  
Curator Holloway  
Curator Layman  
Curator Sinquefield  
Curator Wenneker  
Curator Williams

The motion \_\_\_\_\_.

February 8, 2024

Consent D

Recommended Action - Minutes, December 8, 2023 Board of Curators Finance  
Committee Special Meeting

It was moved by Curator \_\_\_\_\_ and seconded by Curator  
\_\_\_\_\_, that the minutes of the December 8, 2023 Board of Curators Finance  
Committee Special Meeting be approved as presented.

Roll call vote: YES NO

Curator Blitz  
Curator Brncic  
Curator Fry  
Curator Graves  
Curator Holloway  
Curator Layman  
Curator Sinquefield  
Curator Wenneker  
Curator Williams

The motion \_\_\_\_\_.

February 8, 2024

Consent E

Recommended Action - Minutes, December 15, 2023 Board of Curators Special Meeting and Committee Meeting

It was moved by Curator \_\_\_\_\_ and seconded by Curator \_\_\_\_\_, that the minutes of the December 15, 2023 Board of Curators special meeting and committee meeting be approved as presented.

Roll call vote: YES NO

Curator Blitz  
Curator Brncic  
Curator Fry  
Curator Graves  
Curator Holloway  
Curator Layman  
Curator Sinquefield  
Curator Wenneker  
Curator Williams

The motion \_\_\_\_\_.

February 8, 2024



Consent F

Recommended Action - Minutes, January 12, 2024 Board of Curators Finance  
Committee Special Meeting

It was moved by Curator \_\_\_\_\_ and seconded by Curator  
\_\_\_\_\_, that the minutes of the January 12, 2024 Board of Curators Finance  
Committee Special Meeting be approved as presented.

Roll call vote: YES NO

Curator Blitz  
Curator Brncic  
Curator Fry  
Curator Graves  
Curator Holloway  
Curator Layman  
Curator Sinquefield  
Curator Wenneker  
Curator Williams

The motion \_\_\_\_\_.

February 8, 2024



## **Spinal Cord Injuries and Congenital or Acquired Disease Processes Research Program**

The 91<sup>st</sup> General Assembly enacted legislation (HB 218 and HB 302, 2001) to provide support for a program of research projects that promote and advance knowledge in the areas of spinal cord injuries and congenital or acquired disease processes. As part of this legislation, there was created in the state treasury a “Spinal Cord Injury Fund” from which annual appropriations are to be made for the use of the Board of Curators of the University of Missouri. The primary source of money for this fund is a surcharge of two dollars levied on certain costs in criminal cases including violations of any county ordinance or any violation of criminal or traffic laws of the state.

The research grants funded by these appropriations are to be awarded by the Board of Curators to investigators who are affiliated with a public or private educational, health care, voluntary health association or research institution, based on the recommendations of an Advisory Board appointed by the Board of Curators for this purpose. Individual awards (\$100,000 per year) shall expire at the end of one year. The objective of the grants is to obtain preliminary data to test hypotheses and to enable investigators to develop subsequent competitive applications for long-term funding from other sources. The research projects are to be conducted in Missouri.

“Congenital” spinal cord abnormalities include birth defects affecting the spinal cord such as spina bifida. In addition to traumatic injuries to the spinal cord that lead to paralysis, “acquired” abnormalities could include Friedreich’s ataxia, which manifests itself in teenage years and appears to run in families, and paralysis due to multiple sclerosis, polio, etc. Approximately 450,000 people in the United States have sustained traumatic spinal cord injuries (SCI), with approximately 11,000 new cases of SCI in the US every year. The majority (78%) of SCI victims are males. Most of the injuries result from motor vehicle accidents (50%), falls (24%), violence (11%), or sports injuries (9%).

The action requested of the Board is to approve funding for eleven research proposals approved by the Spinal Cord Injury Advisory Board.

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Consent G

Recommended Action - Spinal Cord Injuries and Congenital or Acquired Disease Processes Research Program Proposals

It was recommended by vice chancellor for research and economic development, Thomas Spencer, Ph.D., endorsed by President Mun Y. Choi, recommended by the Academic, Student Affairs and Research and Economic Development Committee, moved by Curator \_\_\_\_\_, and seconded by Curator \_\_\_\_\_, that the following action be approved:

that the research proposals approved by the Spinal Cord Injuries Research Program Advisory Board be approved as presented on the following pages.

Roll call vote of the Committee:                      YES                      NO

- Curator Blitz
- Curator Graves
- Curator Sinuefield
- Curator Williams

The motion \_\_\_\_\_.

Roll call vote of the Board:                      YES                      NO

- Curator Blitz
- Curator Brncic
- Curator Fry
- Curator Graves
- Curator Holloway
- Curator Layman
- Curator Sinuefield
- Curator Wenneker
- Curator Williams

The motion \_\_\_\_\_.

February 8, 2024

**SPINAL CORD INJURIES AND CONGENITAL OR ACQUIRED DISEASE  
PROCESSES RESEARCH PROGRAM**

*PROPOSAL RECOMMENDED FOR FUNDING  
2024*

- I. A Novel Methodological Framework to Align Variation in Growth and Maturation with the Sanders Skeletal Maturity Scale to Optimize Adolescent Idiopathic Scoliosis Treatment

Melanie Boeyer, PhD  
Assistant Research Professor, Orthopaedic Surgery  
University of Missouri

Total funding recommended                      \$99,997

- II. TRACK-DCM: a smartphone application for precision assessments of degenerative cervical myelopathy

Jacob Greenberg, MD  
Assistant Professor, Neurosurgery  
Washington University in St Louis

Total funding recommended                      \$100,000

- III. Nanopore single molecule detection of RNA-therapeutics interaction in spinal muscular atrophy

Li-Qun Gu, PhD  
Professor, Chemical and Biomedical Engineering  
University of Missouri

Total funding recommended                      \$100,000

- IV. Investigating prion-like propagation of SOD1 aggregation in sensory neurons of a canine disease model for amyotrophic lateral sclerosis

Grace Kick, PhD  
Postdoctoral Fellow, Ophthalmology  
University of Missouri

Total funding recommended                      \$100,000

February 8, 2024

- V. Evaluating Respiration and Motor Function Pathways in Ighmbp2 models of disease

Monique Lorson, PhD  
Associate Research Professor, Veterinary Pathobiology  
University of Missouri

Total funding recommended      \$100,000

- VI. Defining Motor Neuron Vulnerability in Amyotrophic Lateral Sclerosis

Tim Miller, MD, PhD  
Professor, Neurology  
Washington University in St Louis

Total funding recommended      \$100,000

- VII. Mechanistic insights into the therapeutic potential of Kaempferol in ALS

Smita Saxena, PhD  
Professor, Physical Medicine and Rehabilitation  
University of Missouri

Total funding recommended      \$99,999

- VIII. Effect of IGHMBP2 and ABT1 mutations on IGHMBP2 biochemical activity and association with ABT1

Gangadhar Prasadachari Vadla, PhD  
Scientist, Bond Life Sciences Center  
University of Missouri

Total funding recommended      \$100,000

- IX. Turning back time: Targeting biological aging and glial senescence as a treatment for Amyotrophic Lateral Sclerosis

Jose Viteri, PhD  
Postdoctoral Research Fellow, Next Gen Precision Health Institute  
University of Missouri

Total funding recommended      \$100,000

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X. Electrical Stimulation Therapy to Improve Outcomes of Nerve Transfer Surgery in Tetraplegia

Wilson Ray, MD  
Professor, Neurological Surgery  
Washington University in St Louis

Total funding recommended          \$100,000

XI. Printable Electrochemical Biosensors for Spinal Cord Injuries Biomarkers Detection Using Hybrid Nanocomposite Inks Based on Zwitterionic Conductive Polymers

Jinjia Xu, PhD  
Assistant Professor, Chemistry and Biochemistry  
University of Missouri – St. Louis

Total funding recommended          \$100,000

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## I. ABSTRACT:

***Melanie Boeyer, PhD***

*A Novel Methodological Framework to Align Variation in Growth and Maturation with the Sanders Skeletal Maturity Scale to Optimize Adolescent Idiopathic Scoliosis Treatment*

There are several skeletal diseases that result in a visible deformity, including Adolescent Idiopathic Scoliosis (AIS) where the spine is shaped like an ‘S’ or a ‘C’ rather than an ‘I’ when viewed from the front. We often diagnose and treat AIS during rapid growth (i.e., the Adolescent Growth Spurt) because deformities get significantly worse during this time. We can also integrate periods of rapid growth to correct deformities if initiated at the right time. To estimate how much growth a child has left, clinicians look at well-established developmental stages of the skeleton using an x-ray. Unfortunately, these estimates are often incorrect because they do not account for how tall a child will be or how quickly their skeleton will develop. As a result, some children receive the wrong treatment, while others receive treatment at the wrong time. The consequences of inaccurate estimates are devastating and often lead to additional treatment, including surgery. To optimize treatment timing and outcomes for those with AIS, we must improve estimates of future growth. The proposed work will do so by developing a method to estimate how much a child will grow and how quickly their skeleton will develop during well-established developmental stages of the skeleton by accounting for patient-specific characteristics. We will: (1) identify the Adolescent Growth Spurt in a clinical sample using our methodological approach, (2) estimate how much growth each patient will exhibit in each developmental stage, and (3) estimate how long each patient will spend in each developmental stage.

## II. ABSTRACT:

***Jacob Greenberg, MD***

*TRACK-DCM: a smartphone application for precision assessments of degenerative cervical myelopathy*

Degenerative cervical myelopathy (DCM) is a prevalent spinal cord dysfunction in older adults, affecting approximately 2% of healthy individuals. With an aging population, its impact is expected to increase. DCM leads to various neurological deficits, with impaired hand dexterity and gait dysfunction being most common. Accurately classifying DCM severity is an integral part of surgical decision-making, surgical outcome assessment, and perioperative rehabilitation. Currently, the absence of such a tool and the reliance on subjective assessments that lack precision and are difficult to implement in the home environment hinder the development of evidence-based treatment practices. This proposal addresses the need for precise assessment tools to monitor disease severity, evaluate treatment, and support perioperative rehabilitation outcomes. Drawing on advances in mobile health (mHealth) and smartphone technology, and building on our previous work, we aim to develop and evaluate a mobile application (TRACK-DCM) to support both DCM assessments and rehabilitation efforts. Our aims to support evidence-based disease monitoring, surgical decision-making, and perioperative rehabilitation strategies in DCM

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align well with the SCIDRP vision which places a high importance on spinal cord disease prevention and physical rehabilitation.

III. ABSTRACT:

*Li-Qun Gu, PhD*

*Nanopore single molecule detection of RNA-therapeutics interaction in spinal muscular atrophy*

This study aims to explore the interaction between Ribonucleic acid (RNA) and targeted therapeutic drugs in Spinal Muscular Atrophy (SMA). SMA is characterized by aberrant splicing in SMN2 gene, which leads to an exon skipping event. Current therapeutic drugs include small molecule and antisense oligonucleotides (ASOs) that bind to specific motifs. However, the principles governing how these drugs exert positive splicing effects on their target RNA are not fully understood. In this proposal, we will deploy nanopore sensors to create biophysics models that illustrate the kinetics and structures involved in the interaction between the RNA and its targeted drugs. The completion of both aims will provide insights into the mechanisms of SMA-targeting therapeutics, and the optimized nanopore sensor workflows may be applied to study RNA interactions with target drugs in other RNA-mediated diseases.

IV. ABSTRACT:

*Grace Kick, PhD*

*Investigating prion-like propagation of SOD1 aggregation in sensory neurons of a canine disease model for amyotrophic lateral sclerosis*

Around 1 in 400 people will develop amyotrophic lateral sclerosis (ALS) and most will only survive for 2 – 4 years after diagnosis. The major focus in ALS research has been on degeneration and death of motor neurons, which lead to symptoms of classic ALS. However, ALS affects multiple areas of the nervous system, and our group is focusing on the role of sensory neurons. Despite the prevalence and severity of ALS, it is still poorly understood and there is no cure. To develop more effective treatments, we need to understand potential targets to treat in naturally occurring disease models. A common disease in dogs, canine degenerative myelopathy, is very similar to some forms of SOD1-ALS. Interestingly, the sensory system is affected early in the disease course of DM. Better understanding of the disease process in dogs will improve our understanding of ALS. In people with SOD1-ALS, mutant SOD1 protein has been shown to spread between cells and induce damaging misfolding and aggregation of the SOD1 protein in recipient cells. Preventing this spread may be therapeutic. The goal of this proposal is to evaluate the early affected sensory neurons in dogs affected by DM, which may help us understand the role of disease spread to other neurons in ALS. These experiments would allow us to test therapies targeting this process in the dog disease model, which may translate to ALS patients.

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V. ABSTRACT:

*Monique Lorson, PhD*

*Evaluating Respiration and Motor Function Pathways in Ighmbp2 models of disease*

Our laboratory is interested in understanding how changes in a single gene called immunoglobulin mu DNA binding protein (IGHMBP2) results in two distinct neurodegenerative diseases spinal muscular atrophy with respiratory distress (SMARD1) and Charcot Marie Tooth (CMT2S). SMARD1 is a severe and progressive disease with respiratory complications as the primary clinical symptom with associated muscle weakness and sensory defects. CMT2S patients have progressive muscle weakness and sensory loss. We have developed mouse models based on IGHMBP2 patient mutations and extensive reagents to understand how different IGHMBP2 mutations alter disease and the role of normal and mutant IGHMBP2 in cells. Our laboratory has made some significant observations that will be further examined in this proposal: 1) do IGHMBP2 mutations result in defects in neuron signaling and alterations in muscle composition that lead to muscle weakness and loss, 2) how is respiration altered by changes in neuron signaling and muscle composition. Information gained from these studies will not only provide a better understanding of disease development but also provide a platform for therapeutic development. These studies transcend SMARD1 and CMT2S, as similar observations have been made in amyotrophic lateral sclerosis (ALS) patients and mouse models, spinal muscular atrophy (SMA) patients and in aging persons suggesting that different “disease states” can result in shared outcomes.

VI. ABSTRACT:

*Tim Miller, MD, PhD*

*Defining Motor Neuron Vulnerability in Amyotrophic Lateral Sclerosis*

Amyotrophic lateral sclerosis (ALS, or Lou Gehrig’s disease) is a progressive, fatal disease characterized by selective loss of neurons within the spinal cord that control movement, leading to impairment and paralysis in affected persons. However, not all motor neurons are equally susceptible to degeneration and death. For instance, the motor neurons that control eye movement survive many years into disease – a phenomenon also observed in other motor neuron diseases such as spinal muscular atrophy. However, why some motor neurons survive while others are lost in ALS and other spinal cord diseases is not clear. The goal of the proposed research is to understand the differences between susceptible and resistant motor neurons and to leverage this knowledge to develop strategies that can direct motor neurons to be more resistant to degeneration. To this end, we are investigating two mechanisms – microRNAs and chromatin accessibility – that cells use to control their function. microRNAs are pieces of genetic material that bind to genes to regulate nearly every protein in the human body. Chromatin accessibility determines which regions of DNA are turned on or off. We will interrogate how these mechanisms contribute to motor neuron survival using cutting-edge profiling strategies, mouse models of disease, and cultured motor neurons. We are also creating novel therapies to target aspects of these pathways, hoping to

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make motor neurons more resilient to degeneration – a finding that could be applied to many different diseases affecting the spinal cord and its motor neurons.

VII. ABSTRACT:

*Smita Saxena, PhD*

*Mechanistic insights into the therapeutic potential of Kaempferol in ALS*

Repeat expansions in the C9ORF72 gene are a frequent cause of amyotrophic lateral sclerosis (ALS) and frontotemporal dementia (FTD). Considerable progress has been made in identifying C9ORF72-mediated disease and resolving its underlying etiopathogenesis. Studies performed using C9ORF72 induced human pluripotent stem cells (iPSC)-derived motoneurons, established increased endoplasmic reticulum (ER) stress, together with reduced mitochondrial membrane potential, and concomitant impairment in calcium homeostasis. Thus, emerging evidences suggest that chronic ER stress signaling, and mitochondrial dysfunction are intricately associated with the pathophysiological manifestations linked to C9ORF72-ALS/FTD. Nevertheless, to date, no cure or effective therapy is available, and thus attempts to find a potential drug target has received increasing attention. Here, we propose to identify the mode of action and valid the therapeutic effect of a naturally occurring dietary flavonol, kaempferol (KMP) in preclinical rodent and human models of C9ORF72-ALS/FTD. Our preliminary results using mice model as well as human patient-derived motoneurons clearly show a neuroprotective role, therefore the results of these studies will open new avenues for future therapeutic intervention in the context of ALS and other neurodegenerative diseases. Moreover, this proposal will not only set the premise for a larger grant funding, but also lay the framework for eventual clinical trials in human C9ORF72-ALS/FTD patients.

VIII. ABSTRACT:

*Gangadhar Prasadachari Vadla, PhD*

*Effect of IGHMBP2 and ABT1 mutations on IGHMBP2 biochemical activity and association with ABT1*

Neurodegenerative diseases affect millions of people worldwide. Our laboratory studies several neurodegenerative diseases with the goal towards understanding not only how particular mutations result in disease but also in the development of therapeutic alternatives for these diseases. Mutations in immunoglobulin mu binding protein (IGHMBP2) result in two distinct neurodegenerative diseases spinal muscular atrophy with respiratory distress type 1 (SMARD1) and Charcot Marie Tooth type 2S (CMT2S). The role of IGHMBP2 within cells is unknown as well as how particular mutations alter IGHMBP2 cellular activities. Our laboratory has generated mouse models that are based on six patient mutations in IGHMBP2 that result in SMARD1, CMT2S or both. We also generated constructs with these mutations to examine IGHMBP2 function in cells. We have identified a protein, activator of basal transcription (ABT1), that binds IGHMBP2 and increases IGHMBP2 activities. The focus of this proposal is to understand how IGHMBP2 mutations alter the

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association of IGHMBP2 with ABT1 and as a result change IGHMBP2 activities. Towards this goal, we have developed several reagents that will facilitate the successful completion of these studies.

**IX. ABSTRACT:**

***Jose Viteri, PhD***

*Turning back time: Targeting biological aging and glial senescence as a treatment for Amyotrophic Lateral Sclerosis*

Aging is one of the main drivers of neurodegeneration. Amyotrophic lateral sclerosis (ALS) is a fatal, age-related neurodegenerative disorder characterized by the death of motor neuron (MNs) in the brain and spinal cord leading to loss of voluntary motor control and death. Current treatments for ALS have modest impact and improved approaches are desperately needed. Here we propose therapeutically targeting aging of glia to improve the ALS phenotype. In a healthy nervous system, glial cells support MN health and function by regulating neuronal activity and protecting neurons against immune challenges. However, in ALS, glia lose the ability to perform these normal functions. This consequence of ALS-driven glial inflammation accelerates the accumulation of biological aging. Eventually, this triggers glial senescence: a condition in which glia cannot be cleared out by apoptosis and constantly secrete inflammatory substances that spread senescence to surrounding glia and impair tissue function. We hypothesize that this senescence-associated secretory phenotype (SASP) perpetuates glial dysfunction and MN dysfunction and death in ALS and that senolytics (a method for removing SASP glia via induction of cell death) will improve brain MNs and neuromuscular function. To test this, we will treat a genetic mouse model of ALS with senolytics and then quantify biomarkers of glial senescence in the brain and spinal cord, measure the activity of brain MNs, the ability of nerves to conduct electrical signals from the spinal cord, and the ability of muscles to generate force.

**X. ABSTRACT:**

***Wilson Ray, MD***

*Electrical Stimulation Therapy to Improve Outcomes of Nerve Transfer Surgery in Tetraplegia*

Tetraplegia is the paralysis caused by spinal cord injury (SCI) resulting in partial or complete loss of function in all four limbs. Tetraplegia represents more than 50% of 300,000 living SCI patients in the US. In most cases the disability is permanent. Nerve transfer surgery is an innovative intervention that restores upper limb function in tetraplegia. It places a functioning muscle's nerve fibers originating from the healthy spinal cord above the level of injury in close proximity to a target muscle. The nerve fibers then regrow into target nerves, regaining control of previously paralyzed muscles. Although nerve transfer surgery results in meaningful recovery, only a few patients with tetraplegia are eligible for nerve transfer surgery and patients must wait substantially long time until return in function. Electrical stimulation of upper limbs is an established therapy that accelerates nerve regrowth and

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optimizes muscle function by rescuing muscles from undergoing degeneration. We propose to use electrical stimulation therapy of upper limbs in combination with nerve transfer surgery to overcome limitations of nerve transfer surgery alone. This will facilitate regain of lost function and improve the functional independence in tetraplegia. We expect that electrical stimulation-based training will help nerve re-growth and efficient muscle reanimation after nerve transfer surgery in tetraplegia, effectively enhancing functional outcomes. This pilot study will establish electrical stimulation protocols setting stage for larger federally funded clinical trial, helping the patients living with debilitating paralysis.

XI. ABSTRACT:

*Jinjia Xu, PhD*

*Printable Electrochemical Biosensors for Spinal Cord Injuries Biomarkers Detection Using Hybrid Nanocomposite Inks Based on Zwitterionic Conductive Polymers*

Detection of spinal cord injuries (SCI) using biosensors capable of monitoring the concentration changes of released injury biomarkers has recently generated a great deal of interest, which has brought an enormous understanding of the pathophysiology of central nervous system injury. Despite remarkable progress, electrochemical biosensors still remain incapable of measuring biomarkers continuously and precisely because of issues in complicated fabrication procedures, limited reproducibility, low spatiotemporal resolution, and poor sensitivity and selectivity. Future point-of-care and flexible electrochemical biosensors explore new technological solutions toward rapid, selective, and ultra-sensitive detection of brain and SCI biomarkers in bodily fluids is highly desirable for unmet clinical needs. This project proposes the development of printed electrochemical biosensors that are engineered and fabricated by a new type of hybrid nanocomposite inks intermixed zwitterionic conductive polymers with inorganic counterparts for the purpose of highly sensitive biomarkers sensing and in vivo monitoring during SCI. The proposed research will provide a new paradigm in flexible bioelectronics and have broad scientific impacts in numerous fields, including biomedical engineering, flexible and stretchable electronics, neuroscience, healthcare, polymer materials, and organic-inorganic hybrid nanocomposites. In this context, the proposed project will provide a foundation for highly interdisciplinary research and education, where students are exposed to broadly connected societal values among engineering, science, additive manufacturing, pathophysiology, and public health. This program will also provide an opportunity to reach out to the K-12 community in collaboration with local communities in Missouri state; to industry via intellectual property generation directed toward commercialization; and to the undergraduate and graduate students via class development on important advances in printed electrochemical biosensors fabrication, biomarkers sensing mechanisms and microfluidics principles in SCI.

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Sole Source  
Radiochemical Processing Hot Cells  
MU

In accordance with the Collected Rules and Regulations 80.010, MU Research Reactor (MURR) requests approval for the sole source purchase of up to three radiochemical processing hot cells from Tema Sinergie S.P.A., Faenza, Italy, for an estimated total of \$11,500,000.

Under a current exclusive multi-year supply agreement that MURR has with Novartis, MURR is the sole producer in the United States of no-carrier-added lutetium-177 (NCA Lu-177), which is the Active Pharmaceutical Ingredients (API) used by Novartis to produce final drug products for cancer treatments. The current NCA Lu-177 production has been exclusively produced on a hot cell system manufactured by Tema and routinely produced since September 2023. These hot cells were competitively bid and awarded to Tema in early 2021.

The existing hot cell line is a single point of failure in MURR's production of NCA Lu-177 that exposes the University to significant risks in meeting its contractual obligations with Novartis. Beyond the need for a backup hot cell line, additional production lines will be required to scale up NCA Lu-177 production if increased target capacities are required by Novartis' to meet patient demand for its prostate cancer radiogland therapy, Pluvicto.

To mitigate technical risks, as well as for business continuity and workforce training, the additional hot cell lines must be the same system as the current production line. Introducing hot cell systems and components from a different supplier into an existing radiochemical production operation that was exclusively developed around and has exclusively used the Tema hot cells to manufacture the product could lead to technical risks, impacting production. It is also impractical to train employees on one hot cell line and subsequently cross-train them on new and different systems to produce the same radiochemical product.

To meet existing requirements, MURR plans to immediately order one hot cell line, while holding its order of the second and third lines, pending further commitments from Novartis. The cost of the purchase for the initial hot cell line will be funded from MURR's reserves, and the cost for the two additional production lines, to the extent purchased, will be funded by Novartis.

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OPEN – CONSENT – H-1

No. H

Recommended Action – Sole Source – Radiochemical Processing Hot Cells, MU

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 the University of Missouri – Columbia be authorized to purchase up to three Radiochemical Processing Hot Cells from Tema Sinergie S.P.A., Faenza, Italy, at a total estimated cost of \$11,500,000.

Funding is as follows:

MURR Reserve Funds (initial purchase of 1)	FD203-770000
Funded by Novartis (purchase 2 additional)	

Roll call vote Finance Committee	YES	NO
Curator Blitz		
Curator Fry		
Curator Graves		
Curator Holloway		

The motion \_\_\_\_\_.

Roll call vote Full Board:	YES	NO
Curator Blitz		
Curator Brncic		
Curator Fry		
Curator Graves		
Curator Holloway		
Curator Layman		
Curator Sinquefield		
Curator Wenneker		
Curator Williams		

The motion \_\_\_\_\_.

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Naming Opportunity  
New Healthcare Delivery and Innovation Center Building – Grand Lobby & Terrace  
UMKC

*Pursuant to CRR 110.080*, naming of buildings and exterior areas requires Board approval. The University of Missouri-Kansas City requests approval to name the second-floor outdoor terrace on the north side of the new Healthcare Delivery and Innovation Building to “Nelson and Rachael Sabates Family Terrace” in recognition of their two generous philanthropic gifts totaling \$3,000,000 to the project which represent the largest contributions from an individual donor.

The Grand Lobby naming signage will include prominent north facing exterior signage located at the northwest corner of the 1st floor lobby entrance. Additionally, there will be an engraved portrait and narrative about the Sabates family at the 1st floor north side entrance to the Grand Lobby, located at the base of the stair to the second floor.

The Terrace naming signage will include prominent north facing exterior signage located at the northeast corner of the 2nd floor terrace. Additional south facing interior signage reflecting the name will be located at the 2nd floor entrance to the Terrace.

The Healthcare Delivery and Innovation Center, a multi-story \$120 million building, is being constructed at the northeast corner of 25th and Charlotte Streets in Kansas City, Missouri. The building will provide approximately 200,000 GSF of learning and clinic space for the UMKC Schools of Medicine and Dentistry and will include a large student-run dental clinic, simulation instruction space for the school of medicine, collaboration and learning space for students and faculty on the health sciences campus, as well as office space for the Health Equity Institute, the Data Science Analytics and Innovation Center program, and the new Biomedical Engineering Degree programs.

Dr. Nelson Sabates is a UMKC School of Medicine graduate (Class of 1986) and development committee chair for the UMKC Foundation Board of directors. The Sabates family have deep connections to the University of Missouri System. Nelson's father, Felix Sabates, was a member of the faculty of both MU and UMKC. Nelson's brother, Felix Sabates, Jr., is also a UMKC School of Medicine graduate (Class of 1988.) Nelson's cousin, Dr. Cesar L. Sabates, is a UMKC School of Dentistry graduate and the former president of the American Dental Association. Dr. Nelson and Rachael have a long history of generous giving and service to UMKC, they chaired both the 25th and 50th year anniversary galas for the School of Medicine and have served on various boards and committees while giving to UMKC consistently. The Sabates family dedication and generosity are an example of the best of UMKC, and the University of Missouri System, and we would be very proud to honor them in the new Healthcare Delivery and Innovation Center building.

President Choi and Chancellor Agrawal are in support of this naming.

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No. I

Recommended Action - Naming Opportunity, Nelson and Rachel Sabates Family Grand Lobby & Terrace located at Healthcare Delivery and Innovation Center, UMKC

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

That the first-floor grand lobby on the north side of the new Healthcare Delivery and Innovation Center Building to “Nelson and Rachael Sabates Family Grand Lobby”, UMKC

That the second-floor outdoor terrace on the north side of the new Healthcare Delivery and Innovation Center Building to “Nelson and Rachael Sabates Family Terrace”, UMKC

Roll call vote Finance Committee	YES	NO
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Curator Blitz  
Curator Fry  
Curator Graves  
Curator Holloway

The motion \_\_\_\_\_.

Roll call vote Full Board:	YES	NO
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Curator Blitz  
Curator Brncic  
Curator Fry  
Curator Graves  
Curator Holloway  
Curator Layman  
Curator Sinquefield  
Curator Wenneker  
Curator Williams

The motion \_\_\_\_\_.

## Consent J

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

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- 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:

- Robert D. Blitz
- Julia G. Brncic
- Robert W. Fry
- Keith A. Holloway
- Jeffrey L. Layman
- Jeanne Cairns Sinquefield
- Robin R. Wenneker
- Michael A. Williams

Officers:

- Mark A. Menghini, J.D., General Counsel
- Deena King, Interim 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
- John Denker, Chief Marketing and Communications Officer

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- Kristin Sobolik, Ph.D., Chancellor, University of Missouri-St. Louis
- Steven Berberich, Ph.D., Provost, University of Missouri-St. Louis
- Colin Potts, Ph.D., Provost, Missouri University of Science and Technology
- Matthew P. Martens, Ph.D., Interim Provost, University of Missouri-Columbia

Roll Call Vote of the Board: YES NO

Curator Blitz  
Curator Brncic  
Curator Fry  
Curator Graves  
Curator Holloway  
Curator Layman  
Curator Sinuefield  
Curator Wenneker  
Curator Williams

The motion \_\_\_\_\_.

# GOVERNANCE, COMPENSATION AND HUMAN RESOURCES COMMITTEE

Robert W. Fry, Chair

Jeff L. Layman

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

### A. 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.

### B. 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.

### C. 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. 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.

## Annual Approval, Board Standing Committee Charters

### Executive Summary

Pursuant to Collected Rule and Regulation 10.050, Board Standing Committees, individual committee charters were developed that describe the following:

- The overall scope of the committee.
- Which University position serves as executive liaison to the committee.
- The responsibilities in reviewing and making recommendations on University matters.

The charters are to be reviewed by the individual committees and executive liaisons annually for any amendments and presented to the full Board for approval.

An annual review was conducted during January 2024, resulting in amendments to the Audit, Compliance and Ethics & the Governance, Compensation and Human Resources committee charters as outlined in the attachments. No recommended changes are made to the following committee charters:

- Academic, Student Affairs, Research and Economic Development
- Health Affairs
- Finance

The committee charters will be presented to the full Board for approval at their February 8, 2024 meeting.

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No. 1

Recommended Action - Board Standing Committee Charters

It was recommended by the Governance, Compensation and Human Resources Committee, endorsed by Chair Wenneker, moved by Curator \_\_\_\_\_ and seconded by Curator \_\_\_\_\_, that the following action be taken:

that the Board Standing Committee Charters, as reviewed by the Committee Chairs and executive liaisons, be approved as attached.

Roll call vote of the Committee: YES NO

Curator Fry  
Curator Layman  
Curator Wenneker

The motion \_\_\_\_\_.

Roll call vote of the Board: YES NO

Curator Blitz  
Curator Brncic  
Curator Fry  
Curator Graves  
Curator Holloway  
Curator Layman  
Curator Siquefield  
Curator Wenneker  
Curator Williams

The motion \_\_\_\_\_.

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## **CHARTER FOR ACADEMIC, STUDENT AFFAIRS, RESEARCH & ECONOMIC DEVELOPMENT COMMITTEE**

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 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;

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- 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.

Approved by the Board of Curators:  
4-09-20; Amended 2-4-21; 2-3-22; Amended 2-9-23

## CHARTER FOR AUDIT, COMPLIANCE AND ETHICS COMMITTEE

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; and
- ~~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;~~
23. 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;

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5. university compliance with applicable laws, regulations, and policies that govern all aspects of University operations including but not limited to the following:
  - a. Administrative compliance risks
  - b. Healthcare compliance risks
  - c. Research compliance risks
  - d. Information security compliance risks
  - e. 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;
6. the effectiveness of the compliance and ethics program ensuring it has appropriate standing and visibility across the system;

Approved by the Board of Curators:

4-09-20; 2-04-21; 2-3-22; 2-9-23; 2-8-24

## **CHARTER FOR FINANCE COMMITTEE**

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;

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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.

Approved by the Board of Curators:  
4-09-20; 2-04-21; 2-3-22; 2-9-23

## CHARTER FOR GOVERNANCE, COMPENSATION AND HUMAN RESOURCES COMMITTEE

### 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

#### A. 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.

#### B. 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.

#### C. 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 periodic review and coordination, with timing and substance agreed upon with the or determining with the~~ Board Chair ~~and President, the timing and process of periodic~~ of appropriate Board self-assessments;
4. establishing expectations and monitoring compliance of individual Board members, when made necessary by circumstances or requested by the Board Chair;
5. ~~ensuring periodic review of the Board’s adherence 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~~ periodic review of the adequacy of the Board's bylaws and other Collected Rules and Regulations adopted by the Board that pertain to its internal

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operations (all recommendations for bylaws amendment shall first be considered by this Committee);

7. ~~periodic review and identification of identifying b~~best practices in institutional and Board governance;
8. monitoring and assessing external influences and relationships with affiliated entities; ~~and~~
- ~~9. assessing periodic review of areas of expertise needed in future Board members; and~~
- ~~10.9.~~ those additional matters customarily addressed by the governance committee of a governing board for an institution of higher education.

### III. **Compensation and Human Resources**

#### A. **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.

#### B. **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.

#### C. **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:
  - a. President
  - b. General Counsel
  - c. Secretary of the Board of Curators
  - ~~d. 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:

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- a. Vice Presidents
- b. Chancellors

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 ~~contractually anticipated~~ annual ~~base salary compensation (excluding incentives, allowances, expense stipends, etc.)~~ 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~~Periodic review of~~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.

Approved by the Board of Curators:

4-09-20; Amended 2-04-21; 2-3-22; Amended 2-9-23; [Amended 2-8-24](#)

## **CHARTER FOR HEALTH AFFAIRS COMMITTEE**

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;
- Coordination of the clinical, teaching, and research missions; and
- 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:

- A. 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
- B. 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
- C. 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.

Approved by the Board of Curators:  
4-09-20; Amended 2-04-21; 2-3-22; 2-9-23

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# FINANCE COMMITTEE

Todd P. Graves, Chair  
Robert D. Blitz  
Robert W. Fry  
Keith A. Holloway

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.

## FY2024 Five-year Financial Plan and Recommended Financial Performance Targets UM

At the February Board of Curators Meeting, Executive Vice President Ryan Rapp will present the University’s five-year financial plan and targets for Board Action. The University utilizes the financial planning process to set financial performance targets as defined in Collected Rule 140.025. The financial planning process allows leaders to connect financial outcomes to strategy over a multi-year horizon. To be successful, strategy and financial position must be cohesive. The financial plans presented balance operating performance, growth, capital investment and debt capacity across multiple budget cycles. The financial plans also quantify risk in terms of deviation from historical performance to highlight key changes going into the budget cycle. The financial plan serves as the starting place for the FY2025 budget process.

### EXECUTIVE SUMMARY

The current five-year plan reflects a stable operating environment for the academic units and an industry experiencing financial challenges on the backside of the pandemic for MU Healthcare. Enrollment represents the key risk for the academic enterprise as demographics continue to affect the numbers of traditional students. If enrollments are not achieved, the academic units will need to take actions to manage cost over the planning cycle. MU Healthcare’s plan reflects the integration of Capital Regional Medical Center (CRMC) and improved financial performance over the five-year planning horizon that supports capital and growth plans. Historical performance presented throughout the document has been adjusted to include CRMC’s history as a basis of comparison.

The University’s financial planning process defines the University’s financial performance targets for the upcoming fiscal year. The University uses Moody’s higher education framework to define financial performance targets. The University engaged Kaufman Hall to reset targets to the market. Factors considered while setting targets for the University include overall higher education sector’s outlook and historical credit position as compared to Moody’s Aa1 median. The proposed performance targets are set to maintain the University’s Aa1 credit rating and maintain the eminence of a flagship public research university system:

Table 1: Financial Accountability Targets by Unit

Metric	Consolidated	MU	UMKC	Missouri S&T	UMSL	MU Healthcare
Operating Margin	>3.0%	>3.0%	>2.0%	>2.5%	>1.0%	>4.0%
Spendable Cash to Operations	>1.0	>0.85	>0.75	>0.85	>0.70	200 DCOH
Spendable Cash to Debt	>2.50	>1.75	>1.50	>1.75	>1.50	>1.50
Debt Service Coverage*		>3.50	>3.00	>3.50	>2.50	>3.00

*\*Metric used to determine if unit can afford to take on additional debt service. Consolidated target is Debt to Cash flow instead of debt service coverage to account for bullet payments.*

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On a consolidated basis, the five operating units' plans produce results that meet the enterprise targets across the planning horizon. Targets for approval are consistent with prior year targets on a consolidated basis, except for an increase in the target for spendable cash to debt. The increase in the target reflects deleveraging currently underway within the industry. While some units fall below target in a single year, the consolidated enterprise generates resources to support the institution's growth and capital investments across the planning horizon:

Table 2: UM Financial Accountability Metrics to Proposed Target

	Proposed Target	FY2024	FY2025	FY2026	FY2027	FY2028
Operating Margin	>3.0%	1.7%	2.6%	3.4%	3.4%	3.9%
Spendable Cash to Operations	>1.00	0.85	0.90	0.88	0.93	1.00
Spendable Cash to Debt	>2.50	2.23	2.27	2.53	2.81	3.10
Debt to Cash Flow*	<3.50	3.93	3.73	3.12	2.95	2.77
<i>*Debt to Cash Flow is utilized for consolidated target instead of debt service coverage for debt affordability to account for bullet maturities</i>						

Key themes across the financial plan include:

1. After a historic period of investment, MU Healthcare is working to replenish reserves, improve operating performance. This will require a focus on growth, operational efficiency, increased productivity, and resources prioritization. MU Healthcare's FY2023 and FY2024 YTD levels of financial performance will not sustain capital investment and growth initiatives over the five-year plan. The current five-year plan improves upon those levels of financial performance and the operating margin target for FY2025 will be validated through the upcoming budget process.
2. Universities have capacity to invest in strategic initiatives and capital projects that support ongoing operating performance. Enrollment growth remains a key driver of university revenues and will be challenging in the future due to demographic factors in Missouri and the Midwest. Enrollment growth differs by university, and most enrollment growth underwrites expenditure growth that could be defrayed if enrollments are not realized.
3. The federal stimulus packages and current state budget surpluses provide the universities significant capital funding restricted to specific projects. These extramural sources have allowed the universities to make strategic investments.
4. The plans were built on the assumption that inflation would stabilize over the next four years. Sustained increases in inflation will drive costs higher and force the University to respond with further price increases. Consistently high inflation will make it difficult for the universities to realize price increases in line with increased costs.



No. 1

Recommended Action - Financial Performance Targets, UM

It was recommended by President Choi and Executive Vice President Ryan Rapp, recommended by the Finance Committee, moved by Curator \_\_\_\_\_ and seconded by Curator \_\_\_\_\_, that the following recommendations be approved:

The financial performance targets for the University of Missouri, MU, UMKC, Missouri S&T, UMSL and MU Healthcare as presented in executive summary.

Roll call vote Finance Committee	YES	NO
Curator Blitz		
Curator Fry		
Curator Graves		
Curator Holloway		

The motion \_\_\_\_\_.

Roll call vote Full Board:	YES	NO
Curator Blitz		
Curator Brncic		
Curator Fry		
Curator Graves		
Curator Holloway		
Curator Layman		
Curator Sinquefield		
Curator Wenneker		
Curator Williams		

The motion \_\_\_\_\_.

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## **Financial Plan**

The financial planning process allows leaders to connect strategy to resources and make decisions that are in the institution's best interests over a multi-year horizon. A Financial plan quantifies strategy in terms of operating performance, growth, capital investments and debt utilization over five years.

A good financial plan will:

- Link the institution's strategic mission to measurable financial outcomes
- Identify which strategies can be supported financially given the institution's resource capacity
- Quantify future financial risk, consider alternative scenarios, and help determine reactions to changes
- Mitigate risk in a proactive manner
- Support decision making with better data and allow those decisions to be communicated throughout the organization

The University uses the financial planning process to set financial performance targets for each operating unit. Per Collected Rule 140.025, these targets are approved by the Board of Curators. Each Chancellor/CEO and their respective chief financial officer are responsible for meeting the financial performance targets over time. Updates to financial performance are provided annually with the financial status report in the fall and in quarterly budget to actual updates mailed to the Board.

## **Target Development**

The University engaged Kaufman Hall to assist in aligning targets to the industry after emerging from the pandemic. Targets were developed utilizing a capital markets approach to ensure the University maintains performance with credit peers. Kaufman Hall set the targets at levels to maintain the University's current Aa1/AA+ rating. In addition to the peer comparison, the targets also consider the industry outlook:

### ***Higher Education Outlook Revised to Stable from Negative***

Moody's sector outlook for higher education from negative to stable for calendar year 2024. Moody's highlighted the following opportunities and challenges in the sector update:

- Accelerated revenue growth across multiple sources coupled with moderate expense growth will prevent further deteriorating operating performance for most of the sector.
- Financial reserves will remain solid as investment returns rebound and philanthropy grows. These resources will provide short-term relief until revenue and expense growth equalizes.
- Leverage will decline as high interest rates discourage borrowing.
- Higher interest rates provide a net positive for universities' adjusted net pension liabilities as the increase discount rate aligns with the interest rate environment.
- Public universities' ability to raise tuition charges will remain constrained by political and other factors.

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- Increasing competition for students as traditional student populations decline.
- Strong state government reserves provided operating and capital resources to public universities. The state budgetary environment going into fiscal 2025 looks restrained with slowing revenue growth.
- Institutions associated with academic medical centers will benefit from the improved revenue growth.
- Inflation and the labor market will continue to place pressure on operating performance. Operating margins in 2025 are anticipated to stabilize at lower levels than the previous five years.

### ***Stable Outlook for the University of Missouri System***

Moody's and S&P reports issued in December for the University indicate a stable outlook. Credit opinions highlighted the University's strong financial management along with good revenue diversity and substantial economies of scale. The rating reports cited the strength of the University's brand, position as a land grant research institution and position as an important regional healthcare provider all as credit strengths. The agencies also highlighted the University's planning processes as a key strength in both governance and financial operations.

The rating agencies noted the following factors which could lead to a down grade:

- Material demand decline leading to operating cash flow margin falling below 10% on a sustained basis. In terms of the University's financial performance, this would be equivalent to an operating margin below zero at the consolidated level.
- Significant weakening in financial leverage or reserves.

### ***University's Financial Performance to Aa1 Peers***

The University uses the Moody's Higher Education Framework as the basis for the financial performance targets. By utilizing Moody's Framework, the University ensures that financial performance aligns with the quantitative aspects of the institution's credit rating. Targets for reserves (spendable cash to operations) and debt (spendable cash to debt) were established first for the University. These are the key targets of balance sheet strength that drive the majority of the University's credit score. The operating margin and debt service targets remained flexible throughout the planning process as the unit's developed growth and capital investment plans. The operating margin is the key annual performance metric, as it is the only recurring source of cash to fund more growth, capital investment, and debt. Units with more growth and investment require a higher operating margin.

**Spendable Cash to Operations** shows the relative size of liquid reserves (non-endowed investments) to the operating expenses of the organization. This wealth metric targets the size of reserves to the expenditure base they support. Academic institutions require large reserve bases due to the long business cycle of a typical student's education. In addition to the long business cycle, academic institutions have largely fixed with tenured faculty and significant capital footprints that are difficult to manage downward quickly.

Table 3: Spendable Cash to Operations for Aa1 Public Institutions, FY2022

Spendable Cash to Operations	
University of Pittsburgh	2.25
University of Delaware	1.77
University of Minnesota	1.51
Penn State University	1.14
Texas Tech University System	1.13
University of Iowa	1.13
University of Colorado	1.08
University of Nebraska	1.07
Ohio State University	1.05
North Carolina State University	1.02
<b>University of Missouri System</b>	<b>0.99</b>
Virginia Tech University	0.96
University System of Maryland	0.75
University of Utah	0.57

Table 3 presents the spendable cash to operations metric for the Aa1 public universities. Based on the latest financial metrics available the Aa1 public university median is currently at 1.07. The University will keep the target at 1.00 and continue to evaluate this metric annually for more significant movement.

**Spendable Cash to Debt** shows the relative size of liquid wealth compared to the outstanding debt of the organization. This metric moves over a longer time horizon, eroding when debt is issued and rebuilding as cash grows with positive operating margins.

Table 4: Spendable Cash to Debt for Aa1 Public Institutions, FY2022

Spendable Cash to Debt	
University of Pittsburgh	3.40
University System of Maryland	3.29
University of Iowa	3.17
University of Delaware	2.90
University of Minnesota	2.73
North Carolina State University	2.69
University of Colorado	2.65
Texas Tech University System	2.57
Penn State University	2.33
Ohio State University	2.19
University of Utah	2.17
<b>University of Missouri System</b>	<b>2.04</b>
Virginia Tech University	2.01
University of Nebraska	1.86

Table 4 presents the spendable cash to debt metric for the Aa1 public universities. Based on the latest financial metrics available the Aa1 public university median is 2.6. At the

recommendation of Kaufman Hall, the University is moving this target to 2.5 from 2.0 to account for deleveraging in the marketplace.

***Recommended Balance Sheet Targets***

While the University does not recommend the reserve target to change, the recommendation for spendable cash to debt is to increase from 2.0 to 2.5. This movement reflects deleveraging amongst higher education institutions and the increase will algin the University closer to the AA1 public institution median. The University’s debt structure provides the opportunity to accomplish the achievement over the five-year planning horizon, even with the issuance of additional debt.

Table 5: Reserve and Debt Targets for the University of Missouri System

	<b>Current Target</b>	<b>FY2023 Actuals</b>	<b>Recommended Target</b>
Spendable Cash to Operations	>1.00	0.91	>1.00
Spendable Cash to Debt	>2.00	2.04	>2.50

Note: FY2023 Actuals include CRMC

**The Financial Performance Formula**

The financial performance formula demonstrates the sources and uses of cash across the financial plan and is a simplistic way to look at the tradeoffs within financial plans and targets. The formula shows the relationships amongst the key components of financial performance and how they move together over time:

$$\text{Operating Performance} \pm \text{Debt} - \text{Capital Investment} = \text{Expenditure Growth}$$

The formula has its basis in the Moody’s financial scorecard. With targets set for reserves and debt the University must keep expenditure growth, capital investments and operating performance in balance. The institution’s reserves should grow with the size of the organization. Units with higher operating performance can afford higher levels of capital investment, growth, and debt issuance. The only formula element that generates wealth over the long term is operating performance, as debt must always be repaid with interest and investment in capital spends resources.

The University utilizes operating margin as a measure for operating performance. Operating margin is simply recurring revenues less recurring expenses. **Operating Margin** demonstrates management’s ability to adjust expenditures within revenues received in an annual period. Operating margin is managed by the University through the annual budget process which is approved by the Board in June. Operating margin targets for the consolidated enterprise and each unit are driven by the capital plan, anticipated growth, and future debt service payments. If a unit needs a lower operating margin, it must make tradeoffs on growth, capital, or future debt needs.

Debt is measured both by capacity and affordability. The capacity metric is spendable cash to debt, which provides a measure of the units' ability to collateralize the debt. The debt service coverage ratio is utilized to assess if a unit can afford additional debt. **Debt Service Coverage** measures the ability to generate cash flow to pay debt service. The University evaluates debt affordability with each project for approval, and then manages total affordability for each business unit with debt service coverage. On the consolidated basis, the University uses **debt to cash flow** to account for bullet maturities. The target for debt service coverage aligns with the operating margin target set for each unit.

Table 6: Financial Accountability Targets by Unit

	Consolidated	MU	UMKC	Missouri S&T	UMSL	MU Healthcare
Operating Margin	>3.0%	>3.0%	>2.0%	>2.5%	>1.0%	>4.0%
Spendable Cash to Operations	>1.00	>0.85	>0.75	>0.85	>0.70	200 DCOH
Spendable Cash to Debt	>2.50	>1.75	>1.50	>1.75	>1.50	>1.50
Debt Service Coverage*		>3.50	>3.00	>3.50	>2.50	>3.00
<i>*Metric used to determine if unit can afford to take on additional debt service. Consolidated target is Debt to Cash flow instead of debt service coverage to account for bullet payments.</i>						

Table 6 shows the recommended financial performance targets by unit. Targets were allocated to individual units with a review of current performance coupled with a benchmarking of similar institutions. The overarching goal of the targets is to maintain the consolidated financial plan. A solid financial plan does not spend wealth without a plan to replenish it. The operating margin targets set for each unit are based on their individual capital and growth plans. Units with higher margin targets have submitted larger capital plans and higher growth rates.

### Consolidated Performance

On a consolidated basis, the five operating units' plans produce results that meet enterprise targets across the planning horizon. The plans reflect operating performance over multiple years that builds reserves back to credit median levels. A single year of negative operating performance is not a cause for ongoing concern. However, multiple years of negative operating performance coupled with downward performance across balance sheet metrics and debt should cause question.

Table 7: UM Financial Plan Performance to Proposed Target

	Target	FY2024	FY2025	FY2026	FY2027	FY2028
Operating Margin	>3.0%	1.7%	2.6%	3.4%	3.4%	3.9%
Spendable Cash to Operations	>1.00	0.85	0.90	0.88	0.93	1.00
Spendable Cash to Debt	>2.50	2.23	2.27	2.53	2.81	3.10
Debt to Cash Flow*	<3.50	3.93	3.73	3.12	2.95	2.77

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*\*Debt to Cash Flow is utilized for consolidated target for debt affordability due to bullet maturities*

On a consolidated basis, the University achieves the financial performance targets over the five-year time horizon. While some units fall below target in a single year the consolidated enterprise's wealth is maintained within the plan.

Table 8: Consolidated Financial Performance Formula

Operating Performance	+/-	Net Debt	-	Net Capital	➔	Growth
<b><i>Historical Financial Performance FY2019-2023</i></b>						
\$2.5 B	-	<b>\$(0.3) B</b>	-	<b>\$(1.4) B</b>	➔	\$0.8 B
<b><i>Projected Financial Performance FY2024-2028</i></b>						
\$3.0 B	-	<b>\$(0.5) B</b>	-	<b>\$(1.2) B</b>	➔	\$1.3 B
<b>Required Reserve Growth</b>					➔	\$1.3 B

Table 8 shows the current plan up against historical levels of performance, and then compares the result to the required level of operating performance to hit the spendable cash and investments target. As demonstrated in Table 8, the performance in the five-year plan is consistent with historical performance levels. The current financial plan includes normal repayment of outstanding debt, resulting in a deleveraging in line with targets.

### ***Capital Investments***

Financial plans also delineate the total capital spending planned for each institution over the upcoming five years. Five-year capital plans are presented to the Board for approval at the April meeting and will align in total with the financial plan. With the substantial amount of external funding awarded and project timelines, each university will be tasked with completing projects on time and managing spend within externally defined restrictions.

Table 9: Capital Investment included in the Financial Plan by Funding Source

<i>\$'s in millions</i>	Funded by Margin		External Sources			Total
	Reserves	Debt	Gifts	Federal	State	
MU	\$388	\$50	\$148	\$167	\$277	\$1,030
UMKC	140	28	128	27	62	385
Missouri S&T	138		111	26	71	346
UMSL	59		35		58	152
MU Healthcare	336	41	45			422
<b>Total</b>	<b>\$1,061</b>	<b>\$119</b>	<b>\$467</b>	<b>\$220</b>	<b>\$468</b>	<b>\$2,335</b>
<b>5-yr Historical Spend</b>	<b>\$1,130</b>	<b>\$244</b>	<b>\$239</b>	<b>\$29</b>	<b>\$31</b>	<b>\$1,673</b>

Table 9 shows the total amount of capital from each source. For the purposes of the financial plan, operating margin must generate the funding to pay the debt and replenish the reserves. The state and federal budget have awarded \$541 million to support specific capital investments. Additionally, capital gifts are set to fund an additional \$476 million

in capital. If the funding from external sources fails to materialize, the units will need to either attain a higher operating margin or reduce capital spending to keep performance in balance.

***Debt Issuances***

Debt demand from the universities remains limited. Over the term of the plan, the University is set to amortize \$520 million of debt without contemplating any new issuance or refinancing. The financial plan includes debt issuances totaling \$350 million. A debt issuance is likely necessary in the next year to permanently finance the Children’s Hospital Facility. UM Finance will provide an update to the Board on the University’s consolidated credit rating and debt portfolio at the April Board meeting.

**Enrollment Impact on Financial Plan**

Enrollment is the key factor to meeting the revenue projections in each academic institution’s financial plan. Enrollments drive both tuition and auxiliary revenues; any declines put pressure on the expenditure base. Enrollment at public institutions has fallen over the past five years. Enrollment growth will be further challenged in the future as Missouri high school graduates are projected to decline beginning in 2026. This decline would impact the universities in the last two years of the financial plan. Without enrollment growth, institutions must find other revenue streams such as grants & contracts or else face cost reduction actions.

Table 10: Historical Enrollment Headcount to Planned Headcount Enrollment Change

Unit	Historical FY2019-23		Projected FY2024-28	
	Change	% Change	Change	% Change
MU	460	1%	flat	0%
UMKC	(1,009)	(8%)	278	2%
Missouri S&T	(1,803)	(20%)	1,450	20%
UMSL	(2,153)	(20%)	42	0%

Enrollment as measured by headcount of undergraduate, graduate, and professional students. Excludes dual-credit high school as these students do not significantly contribute to revenue.

UMKC’s leadership has quantified the enrollment risk included in the financial plan. A portion of compensation increases included in the financial plan are contingent upon enrollment growth. If UMKC does not achieve the planned enrollment growth compensation increases will be reduced to keep the financial plan in balance.

Missouri S&T’s financial plan includes hiring 86 faculty and staff to support additional enrollment growth. These positions will not be filled if enrollment initiatives are not successful. S&T’s leadership has quantified this risk will continue to moderate expense growth within available revenue sources.

Unlike the other universities, UMSL’s enrollment growth is needed to support the current expense base. Through the FY2025 budget UMSL will need to identify permanent budget efficiencies to meet performance targets.



## **Impact of Healthcare Performance**

MU Healthcare's financial performance continues to be under pressure consistent with broader industry trends. Continuing to improve financial performance in FY2024 and FY2025 will be critical. MU Healthcare's operating margin and days cash on hand needs to stabilize and begin to improve relative to financial targets. MU Healthcare represents 40% of the consolidated enterprise from an expenditure perspective and has a material impact on the consolidated financial targets. Without these planned improvements being executed upon it could put the consolidated financial numbers below target. Additionally, MU Healthcare's operating performance must improve support current capital and growth plans. MU Healthcare leadership is using the FY2025 budget process to identify the reasonableness of the operating performance target contained herein. If the target is discovered to be unattainable through the FY2025 budget process, capital and growth plans will need to adjust.

## **Next Steps**

With the approval of the financial plans, the University will begin preparations for the FY2025 budget cycle. Key actions in the cycle include:

- April: Operating Budget Update, Debt Update and Capital Plan Approval
- May: Special Meeting to Approve Tuition & Fees
- June: FY2025 Budget Approval and FY2026 Request for Appropriations
- November: Financial Status Update

To be successful, an organization's strategy and financial capacity must be cohesive. The February 2024 financial plans position the Universities to achieve their strategic goals balanced within financial performance and for MU Healthcare to recover to prior levels of performance. Over the spring, University leadership will shift focus to building a budget in line with these financial plans and deliver actual performance within that planned budget.

## Appendix A: Plan Highlights by Business Unit

The appendix provides a more information on the submitted plans by individual unit for additional detail.

*MU*'s plan projects continued research growth coupled with stable enrollment and inflationary growth in state and tuition rates. Throughout *MU*'s financial plan, recurring operating resources generated from net tuition and state appropriations become a smaller portion of overall operating revenue sources. The *MU* Research Reactor (*MURR*) is projected to increase total operating revenues by 9% over the five-year plan. Resources generated from *MURR* will support increased operating expenditures and capital infrastructure for the reactor.

With inflationary market pressures, FY2024 expenses will grow faster than revenues; however, over the plan, expenses grow in-line with revenues. Operating cash flows generated over the five-years are sufficient to support *MU*'s capital plan and growth. Faculty hires included in the plan are supported by continued research growth. If revenue streams to support *Mizzou* Forward strategic initiatives are not realized, tradeoffs will need to be made within *MU*'s reoccurring operating resources or capital investments.

*MU*'s capital plan includes significant investments from both federal and state sources for specific purposes. Capital investments in the financial plan total \$1 billion, with \$444 million financed by the capital grants from the state and federal government and \$148 million financed by capital gifts.

*MU* Financial Performance Formula:

Timeframe	Operating Performance	+/-	Net Debt	-	Net Capital	➔	Growth
Historical (2019-2023)	\$1,011M	-	\$(195)M	-	\$(596)M	➔	\$220M
Planned (2023-2027)	\$1,129M	-	\$(271)M	-	\$(438)M	➔	\$420M
Required Reserve Growth							>\$420M

*UMKC*'s financial health improved with non-recurring external funding and cost containment measures put into place in FY2021 after five years of consistent negative operating margins. Academic realignment reduced the number of schools and colleges and closed programs, providing *UMKC* with the flexibility to make investments which produce future returns to support the mission of the institution.

*UMKC*'s financial plan reflects leadership's continued commitment in managing costs within available revenue streams. Enrollment projections generate increased enrollment supported by strategic initiatives put into place to improve retention and recruitment. The enrollment growth included in the financial plan compared to historical trends equates to a \$48 million risk across five years.

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UMKC’s financial plan includes faculty and staff hires to support enrollment growth, hiring that will not happen without the enrollment growth and related revenues. The plan includes additional maintenance expenditures to support building and physical plant that were deferred through the pandemic. Over the previous five years, UMKC received one-time funding which significantly improved UMKC’s previously weak balance sheet position. UMKC can sustain a miss on enrollment if operating expenditures do not outpace enrollment growth.

UMKC’s capital plan includes capital investments total \$385 million across five years which will be supported by external funding \$245 million from gifts, grants, and state appropriations. UMKC has historically had strong capital philanthropy support totaling \$89 million over the last five years. Capital giving is in line with historical averages and the federal and state sources are consistent with known appropriations.

UMKC’s operating margin target of 2% was set to support funding for \$92 million in internally generated capital investments and annual expense growth of 3.5%. UMKC’s financial plan includes new debt issuance of \$28 million to support the Steam Heating Plant Renewal and Athletics Performance Center. The submitted plan achieves all targets.

UMKC Financial Performance Formula:

Timeframe	Operating Performance	+/-	Net Debt	-	Net Capital	➔	Growth
Historical (2019-2023)	\$355M	-	\$(98)M	-	\$(25)M	➔	\$232M
Planned (2024-2028)	\$228M	-	\$(70)M	-	\$(140)M	➔	\$18M
Required Reserve Growth							>\$2M

*Missouri S&T’s* financial plan reflects investments to become one of the top STEM focused research universities in the country. Operating revenues in the plan grow by 28% over the five-year period. In the previous five years, revenues for S&T grew by 9%. The key deviations over history are an increase in enrollment, growth in grants and contracts and an increase in gifts driven by the Kummer Foundation.

Missouri S&T’s plan includes a cumulative \$26 million in enrollment-related revenue growth over the five-year planning horizon. Missouri S&T experienced a 20% decline in first-time college (FTC) over the past five years. The smallest FTC cohort was in Fall 2020, the impact of this enrollment decline will carry through to FY2025. The financial plan for the next five years is to slowly build the FTCs back to historical levels. The enrollment growth in the planning horizon includes retention and recruitment initiatives along with new degree programs that generate additional enrollment growth. Compared to the historical trend, the enrollment risk included in Missouri S&T’s financial plan is \$39 million across the five years. In addition to tuition, philanthropy includes \$67 million from the Kummer Institute (KI) distributions. Research is projected to grow by \$24 million in the plan with capital investments made by the KI and the State for the Protoplex and Engineering Research Lab.

Over the plan, expenses grow in-line with revenues reflecting additional investment in S&T’s key initiatives. Faculty and staff growth is included to support enrollment growth. If expense increases happen before enrollment growth, cost reductions will be necessary if enrollment growth and related revenues are not realized. Compensation for additional hires totals \$36 million across the plan.

Enabled by external funding sources, S&T’s capital investments over the next five years are double from historical levels. These investments focus on improving campus experience, existing space, campus connectivity and safety, and creating space for strategic partnerships. Capital investments funded from operating cash flows is in line with historical spending. Significant external investments totaling \$72 million from the KI and \$136 million from the State, federal appropriations, and other philanthropy support S&T’s capital plan. S&T opted to have another capital project funded by the State instead of removing matching requirements for the Protoplex. The other three universities opted to remove matching requirements.

S&T’s operating margin target of 2.5% was set to support \$138 million in capital investments and annual expense growth of 6%. The submitted plan achieves targets.

Missouri S&T Financial Performance Formula:

Timeframe	Operating Performance	+/-	Net Debt	-	Net Capital	➔	Growth
Historical (2019-2023)	\$202M	-	\$(52)M	-	\$(124)M	➔	\$26M
Planned (2024-2028)	\$231M	-	\$(52)M	-	\$(138)M	➔	\$41M
Required Reserve Growth							>41M

UMSL’s financial plan is built upon recapturing lost enrollments to match the institution’s expenditure base. Regaining these enrollments represent the key risk in UMSL’s financial plan, as current revenues are insufficient to support ongoing expenditures. Over the past 10 years, UMSL’s enrollment has declined by 36% while it’s faculty and staff headcount has declined by 18%. The plan requires enrollment growth and improvement in faculty productivity per student starting in FY2025 and sustaining those improvements throughout the plan. If enrollment growth is not achieved, further expense reductions will be necessary.

UMSL’s student population differs from the other three institutions. 21% of UMSL's undergraduate population are part-time and 70% of the graduate students are also part-time. These students’ consumption patterns are more sensitive to economic shifts and are more difficult to predict. UMSL’s plan targets 1% annual enrollment growth over fiscal years 2025-2028 after an average annual loss of 4% over the past decade. UMSL plans a shift towards full-time students with this change which should provide for more stable consumption pattern. There is a \$40 million enrollment risk over historical trends included in the financial plan.

If enrollment growth is not achieved, UMSL will need to identify cost reductions of \$8 million annually on a recurring basis through the annual budget cycle. If permanent reductions are not recognized with current enrollment levels, UMSL will draw cash reserves and fall below target. The plan includes capital investments to enable space consolidation and reduce the load of the building footprints to a more reasonable level for the future. Even with enrollment growth, UMSL’s physical footprint is too large for planned ongoing operations.

UMSL’s operating margin target of 1% was set to support \$59 million in capital investments and annual expense growth of 3%. The submitted financial plan achieves the balance sheet targets and the operating performance target by the end of the plan term.

UMSL Financial Performance Formula:

Timeframe	Operating Performance	+/-	Net Debt	-	Net Capital	➔	Growth
Historical (2019-2023)	\$143M	-	\$(52)M	-	\$(37)M	➔	\$54M
Planned (2024-2028)	\$131M	-	\$(51)M	-	\$(59)M	➔	\$21M
Required Reserve Growth							>21M

**MU Healthcare**’s expenditure growth has outpaced operating revenues over the past four years while capital investments have limited the health system’s debt capacity. MU Healthcare’s financial plan includes the financial impact of CRMC integration, which has further strained healthcare’s financial position in the near term.

MU Healthcare’s financial performance has begun to show signs of improvement but will need to significantly improve operating margin and reserve levels over the five-year period. These improvements will enable the continued investment in capital and growth plans for MU Healthcare. MU Healthcare leadership is using the FY2025 budget process to identify the reasonableness of the operating performance target contained herein. If the target is discovered to be unattainable through the FY2025 budget process, capital and growth plans will need to adjust.

MU Healthcare Financial Performance Formula:

Timeframe	Operating Performance	+/-	Net Debt	-	Net Capital	➔	Growth
Historical (2019-2023)	\$549M	+	\$58M	-	\$(595)M	➔	\$12M
Planned (2024-2028)	\$889M	+	\$(182)M	-	\$(377)M	➔	\$330M
Required Reserve Growth							>\$435M

Central reserves are held at the **University-wide** business unit are off-set by significant pension and OPEB liabilities held by the consolidated enterprise. The financial plan reflects the Pension plan meeting the expected return of 7% over the planning horizon. The University-wide resources also holds the enterprise-wide debt management, investment management, and risk and insurance management programs that insure the institution against various risks. These programs were all assumed to function at historical levels, with investment returns generating a \$15 million annual dividend for capital investment over the planning horizon. Any excess returns would be allocated towards additional capital or other strategic priorities that are approved by the Board.

With the implementation of the council of chancellors and funding structure change for **UM System**, central resources will continue to shrink in relation to expense growth. UM System’s financial plan lags the operating business units’ growth to ensure that administration continues to be a smaller part of the organization. Reserves held at UM System decline as the Missouri Compacts program spends the remaining committed funds. The combination of the reserves in these units allows the consolidated spendable cash to operations target to remain 1.0 while MU’s target is set at 0.85.

## **Appendix B: Targets Set Based on Moody's Higher Education Framework**

UM System Finance uses Moody's Higher Education Framework for evaluating each institution's financial performance. By utilizing Moody's Framework as the underlying basis for financial performance targets, the University ensures that financial performance aligns with the quantitative aspects of the institution's credit rating. Moody's uses the following factors when assigning ratings to higher education institutions.

### **Factors not included in the University's targets:**

#### *Scale*

Operating revenue is an indicator of the overall strength of an institution's business and eminence. Large scale institutions typically have broader diversification of educational programs and revenue sources and a greater ability to take advantage of economies of scale during economic shocks. The University's scale is higher than the Aa range, three-year adjusted operating revenue for FY2023 was \$4,529 million, which indicates a Aaa rating. Scale is not specifically addressed in the University's financial performance framework, as it is a function of the consolidation of the enterprise and growth plans that underlie the institution's financial performance.

#### *Market Profile*

Market profile is comprised of brand/strategic positioning and operating environment. An institution's brand influences the ability to attract and retain students and faculty. When evaluating the university's brand, Moody's looks at the scale and diversity of educational offerings compared to market demand along with the diversity of revenue sources. The ability to achieve revenue growth exceeding inflation is the key assumption underlying the University's Market Profile. The University falls within the Aa rating for this factor.

A qualitative assessment reviews the institution's operating environment to determine the strength and predictability of financial support. A key consideration of this factor is financial support from state and local governments. Moody's evaluates the impact of government regulations on an institution's flexibility in managing its operations. The repeal of tuition caps and the ability to increase tuition above inflation is a key point of flexibility that will help the University's market profile on a forward basis. The University falls within the A rating for this factor indicating "Very good and mostly predictable direct and indirect governmental funding; regulatory and policy framework that is mostly supportive to institutional success and provides solid flexibility to manage finances, debt, programs, enrollment and other drivers of credit quality; expense structure provides for low constraints and very good capacity to manage operations."

Market profile elements are not included in the University's accountability metrics as they are more qualitative in nature. These elements are generally built into the revenue assumptions within the financial plan, and revenue growth is necessary to support strategic investments.

### *Financial Policy*

This qualitative factor considers the management, governance, oversight, and planning in place for an institution to fulfill its mission. To assess this factor, Moody's evaluates financial policies and procedures in place, management oversight and level of board involvement. Institutions will score high if there is management oversight and realistic detailed forward-looking strategies. An Aa rating is "Excellent quality of management, oversight and planning within financial and treasury operations; financial strategy that provides very high levels of resources for reinvestment in infrastructure, programs and other strategic priorities; risk appetite is limited with excellent risk management discipline." This element is not included in the University's financial accountability framework at the campus level as it is not a quantitative measure.

### **Factors included in the University's targets:**

#### *Operating Performance*

Operating performance measures the institution's ability to generate financial resources to meet obligations and invest in new initiatives. Moody's uses operating cash flow margin (or earnings before interest, depreciation and amortization) to assess operating performance. The University falls within the A range of 8-15%, the EBIDA Margin for FY2023 was 14%.

Internally, the University uses operating margin as the performance target as it represents net earnings after all capital investments have been made (earnings *after* interest, depreciation and amortization). Operating margin trends with operating cash flow margin, with the only differences being the subtraction of depreciation and interest from operating cash flow margin to reach operating margin. With a negative operating margin, institutions are forced to make cost reductions, delay capital investments, or consume reserves to operate. Consistent negative results on operating margin force restructuring and expenditure reductions to maintain operations.

#### *Financial Resources and Liquidity*

Financial resources are also referred to as the institution's reserves or wealth. Rating agencies note financial resources as a credit strength for the University for the past several ratings cycles. Moody's measures financial resources by both total cash and investments and total cash and investments to operating expense. The University falls within Aaa range for both measures.

The University utilizes spendable cash and investments instead of total cash and investments for performance targets to focus the target setting on the controllable factors by management. Spendable cash and investments eliminates the volatility from the endowment, making it a more management focused metric.

#### *Leverage and Coverage*

The size of debt in relation to assets on the balance sheet represents an organization's debt capacity. On a consolidated basis, the university is approaching its debt capacity limit within the current rating band, implying the University's relative debt size is large compared to assets. The accountability measure for debt capacity remains spendable cash and investments to debt.

February 8, 2024



Debt affordability measures the ability to generate cash flow to pay debt service. The University evaluates debt affordability with each project for approval, and then manages total affordability for each unit with debt service coverage. With the current debt structure the University's debt affordability is rated as an Aaa.

Figure 1: Moody's Scorecard Rating for the University of Missouri System 2023  
University of Missouri System, MO

Scorecard Factors and Sub-factors	Value	Score
<b>Factor 1: Scale (15%)</b>		
Adjusted Operating Revenue (USD Million)	4,529	Aaa
<b>Factor 2: Market Profile (20%)</b>		
Brand and Strategic Positioning	Aa	Aa
Operating Environment	Aa	Aa
<b>Factor 3: Operating Performance (10%)</b>		
EBIDA Margin	14%	A
<b>Factor 4: Financial Resources and Liquidity (25%)</b>		
Total Cash and Investments (USD Million)	5,749	Aaa
Total Cash and Investments to Operating Expenses	1.4	Aaa
<b>Factor 5: Leverage and coverage (20%)</b>		
Total Cash and Investments to Total Adjusted Debt	1.2	Aa
Annual Debt Service Coverage	7.1	Aaa
<b>Factor 6: Financial Policy and Strategy (10%)</b>		
Financial Policy and Strategy	Aa	Aa
Scorecard-Indicated Outcome		Aa1
Assigned Rating		Aa1

Data is based on most recent fiscal year available. Debt may include pro forma data for new debt issued or proposed to be issued after the close of the fiscal year.

For non-US issuers, nominal figures are in US dollars consistent with the Higher Education Methodology.

Source: Moody's Investors Service

The University maintained at Aa1 rating from Moody's, Figure 1 reflects the FY2023 scorecard results.

## Appendix C: Financial Accountability Metrics by Unit

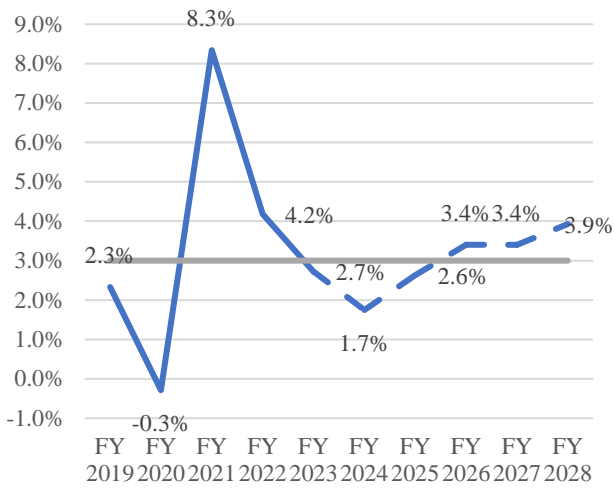
### Financial Accountability Metrics

	Consolidated		MU		UMKC		S&T		UMSL		MU Healthcare							
	Target	Planned	Target	Planned	Target	Planned	Target	Planned	Target	Planned	Target	Planned						
<b>Operating Margin Average over Financial Plan</b> - Total Operating Revenues less Total Operating Expenses divided by Total Operating Revenues Demonstrates management's ability to manage expenditures within revenues.	> 3.0%	↓ 3.0%	●	> 3.0%	↓ 3.1%	●	> 2.0%	↓ 2.3%	●	> 2.5%	↓ 2.6%	●	> 1.0%	↓ 0.4%	●	> 4.0%	↑ 3.5%	●
<b>Cash to Operations Projected FY2028</b> - Total Spendable Cash divided by Operating Expenses Shows the amount of cash available to weather unexpected disruptions in revenue or expense.	> 1.00	↑ 1.00	●	> 0.85	↑ 0.85	●	> 0.75	↓ 0.78	●	> 0.85	↓ 0.85	●	> 0.70	↓ 0.70	●	> 200	↑ 183	●
<b>Cash to Debt Projected FY2028</b> - Total Spendable Cash divided by Total Debt Outstanding Shows the relative size of debt burden against available liquid sources to fund debt.	> 2.50	↑ 3.10	●	> 1.75	↑ 2.95	●	> 1.50	↑ 2.95	●	> 1.75	↑ 2.97	●	> 1.50	↑ 2.42	●	> 1.50	↑ 1.92	●
<b>Debt Service Coverage Average over Financial Plan</b> - Total Operating Cash Flows divided by Total Debt Service Payments Due Shows the ability to generate cash flows to pay debt service when it becomes due on bonds and notes payable.  Debt to Cash Flow is utilized for consolidated target instead of debt service coverage for debt affordability to account for bullet maturities	< 3.50	↑ 2.77	●	> 3.50	↑ 3.14	●	> 3.00	↑ 3.01	●	> 3.50	↑ 3.98	●	> 2.50	↓ 2.45	●	> 3.00	↓ 2.91	●

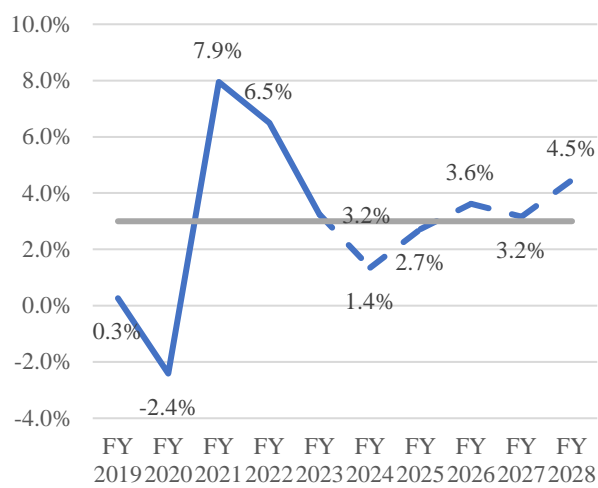
Arrows indicate trend over prior plan performance. Dots indicate if projected metric is over /at target (green) or under target (red).

Note: Table above and graphs which follow include CRMC's historical and planned financial performance as part of MU Healthcare.

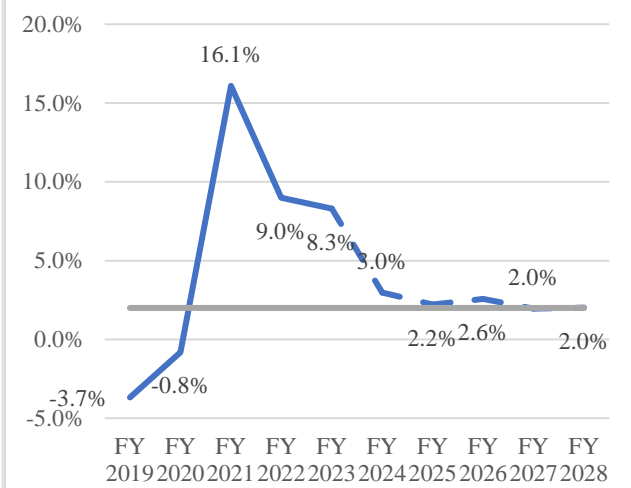
### Consolidated Operating Margin



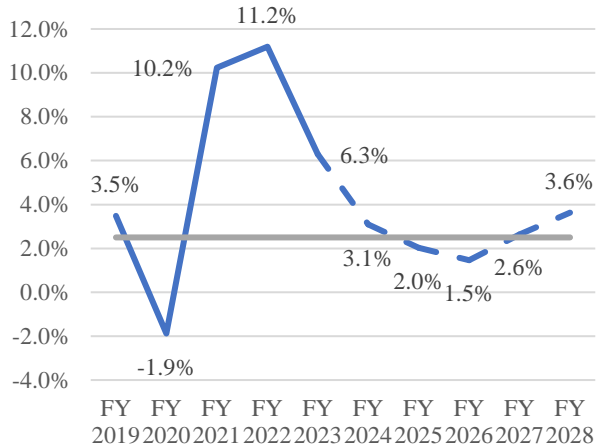
### MU Operating Margin



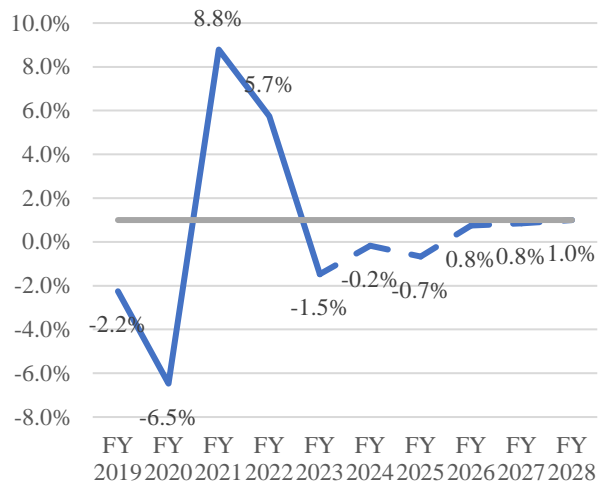
### UMKC Operating Margin



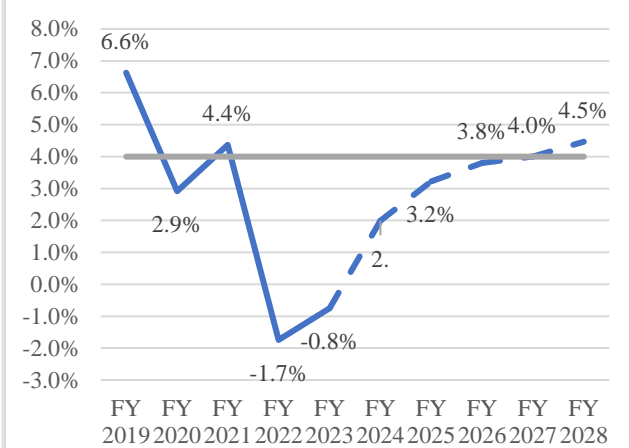
### Missouri S&T Operating Margin



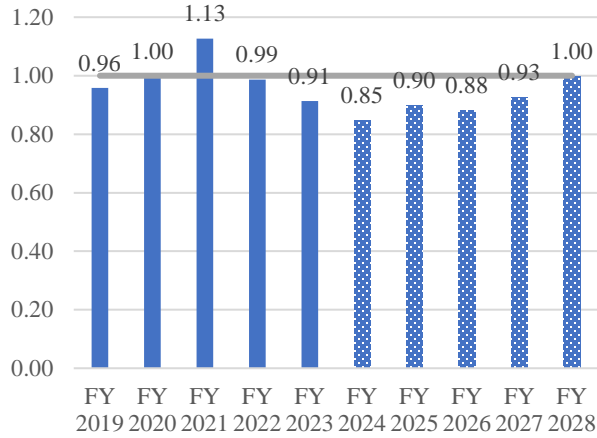
### UMSL Operating Margin



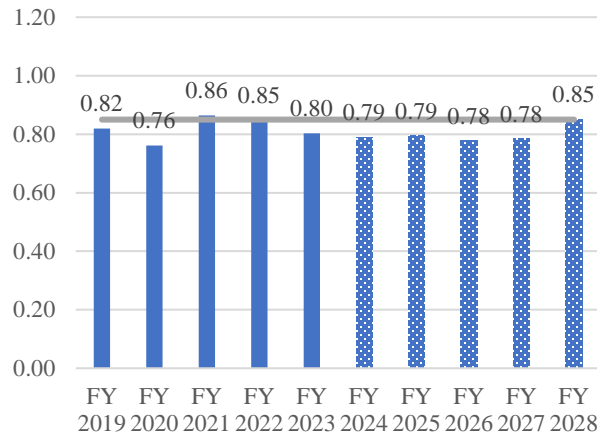
### MU Healthcare Operating Margin



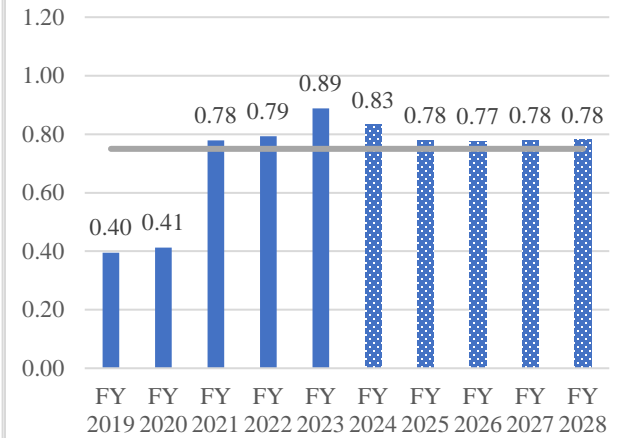
Consolidated Spendable Cash to Operations



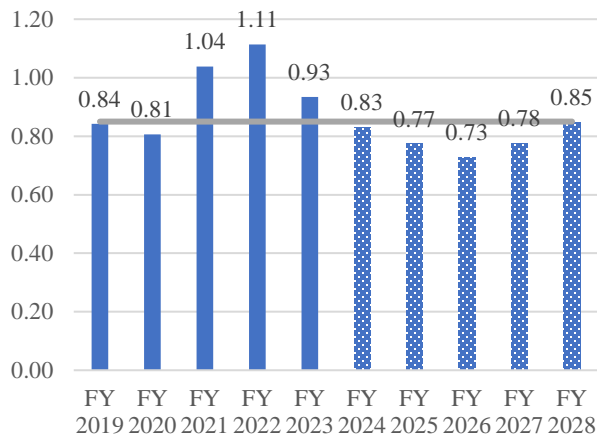
MU Spendable Cash to Operations



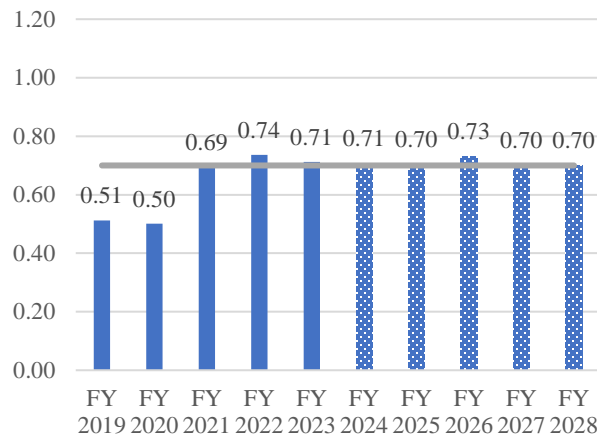
UMKC Spendable Cash to Operations



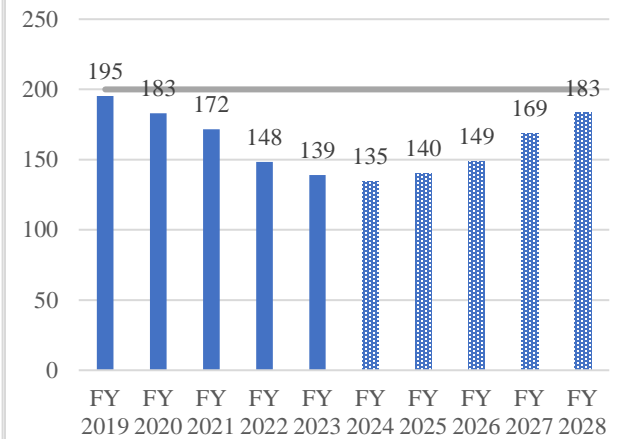
Missouri S&T Spendable Cash to Operations



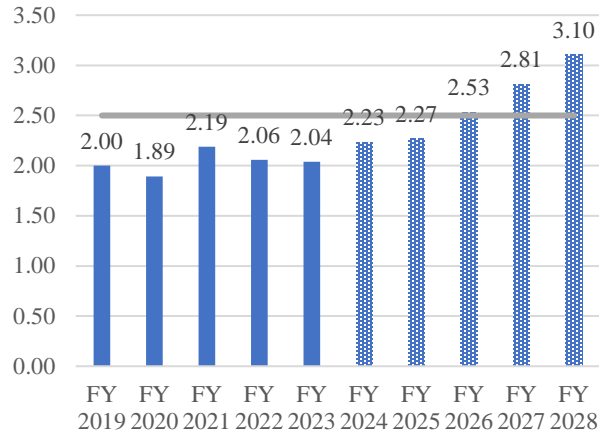
UMSL Spendable Cash to Operations



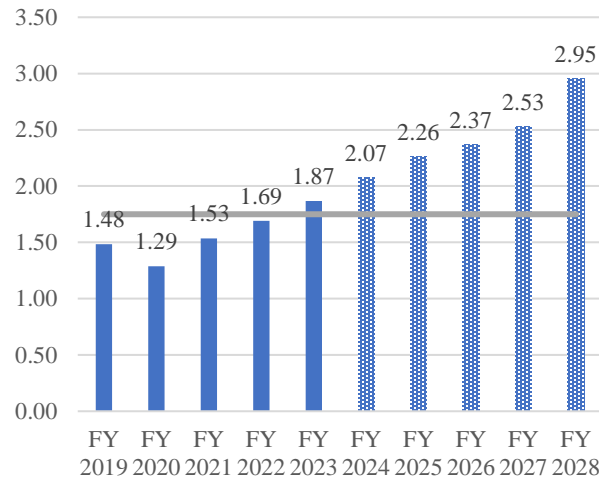
MU Healthcare Days Cash on Hand



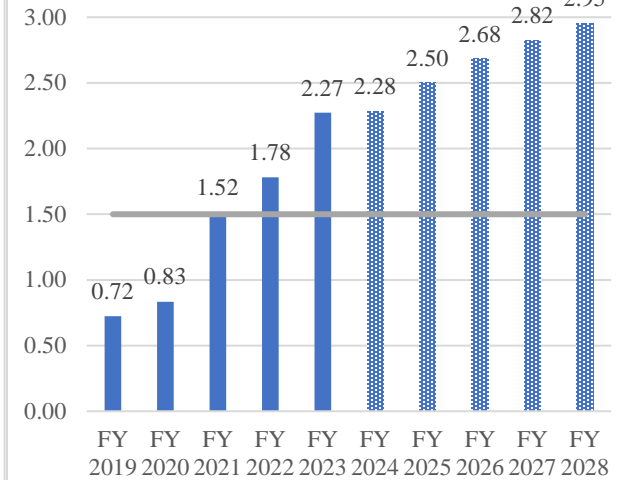
### Consolidated Spendable Cash to Debt



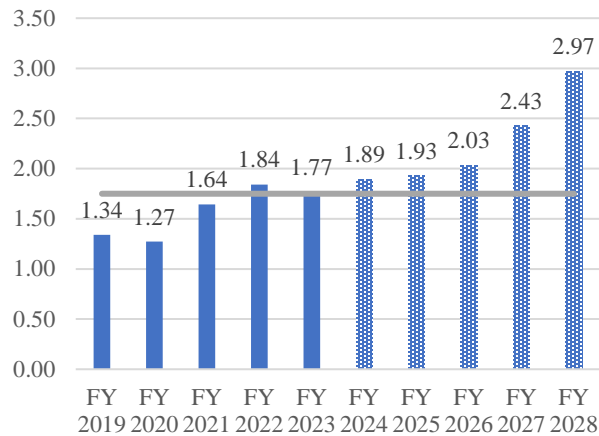
### MU Spendable Cash to Debt



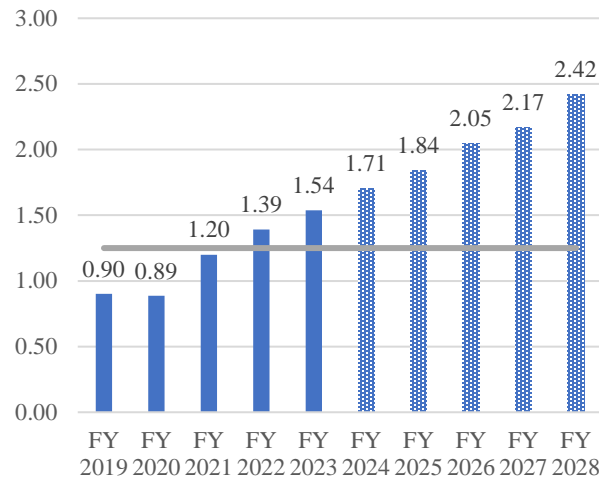
### UMKC Spendable Cash to Debt



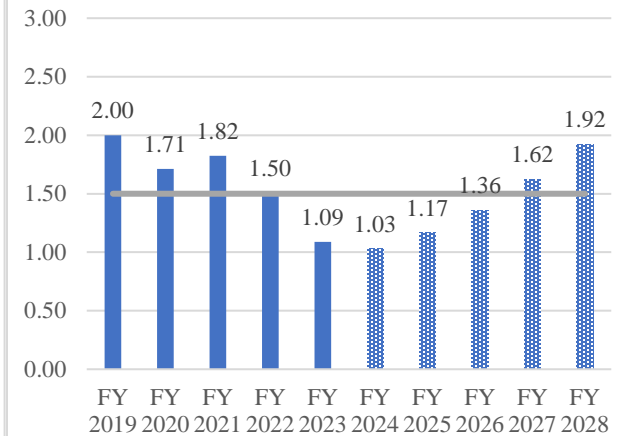
### Missouri S&T Spendable Cash to Debt



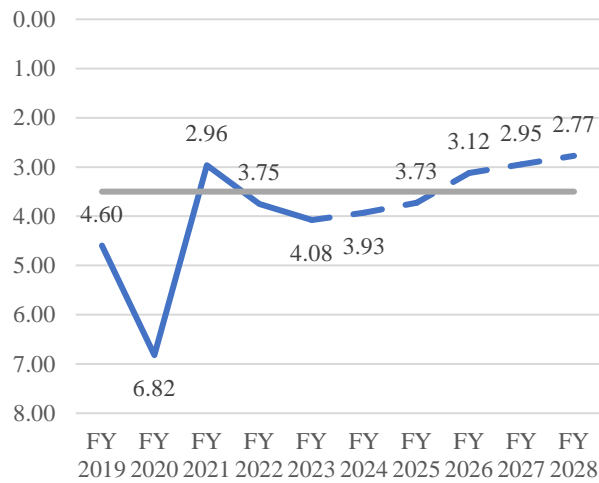
### UMSL Spendable Cash to Debt



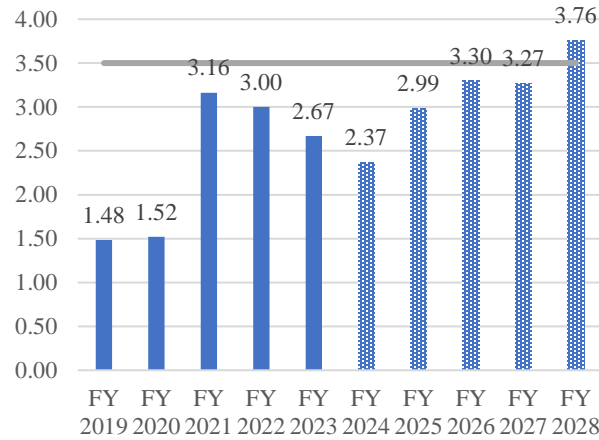
### MU Healthcare Spendable Cash to Debt



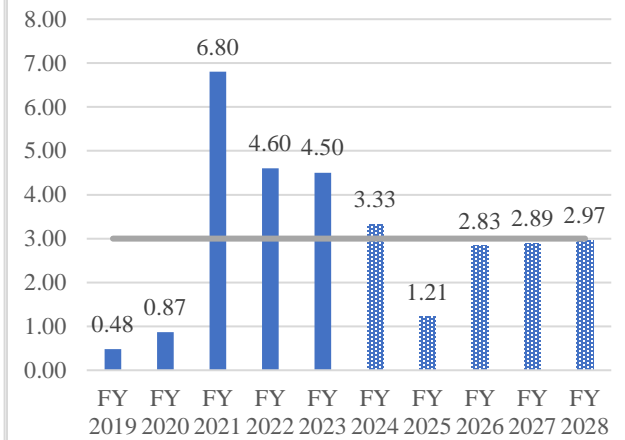
Consolidated Debt to Cash Flow



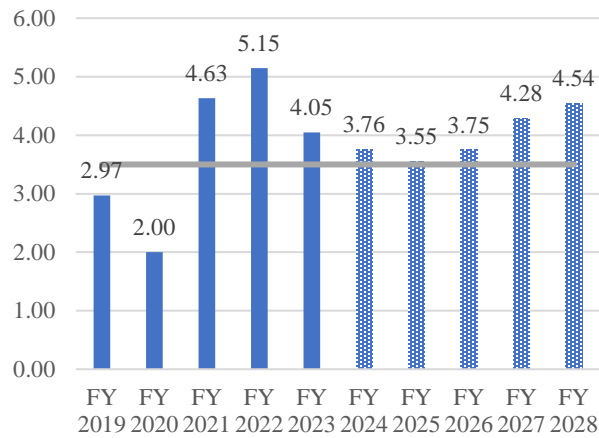
MU Debt Service Coverage Ratio



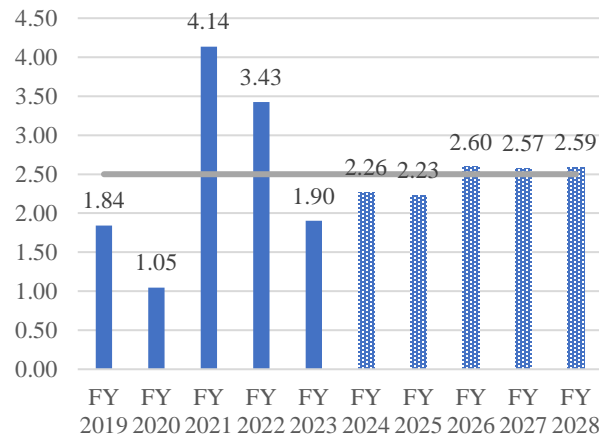
UMKC Debt Service Coverage Ratio



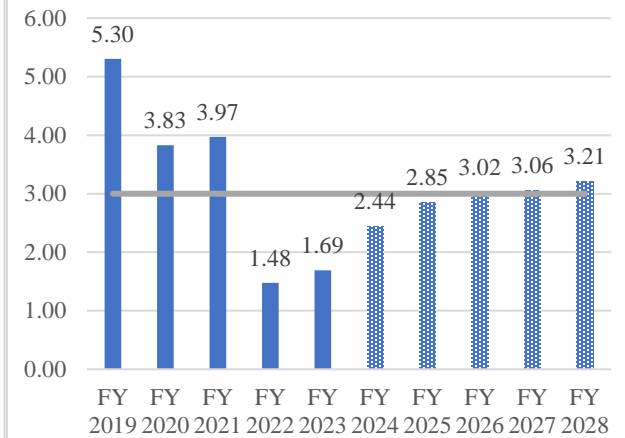
Missouri S&T Debt Service Coverage Ratio



UMSL Debt Service Coverage Ratio



MU Healthcare Debt Service Coverage Ratio



# FY 2024 Five-year Financial Plan and Recommended Targets

February 8, 2024

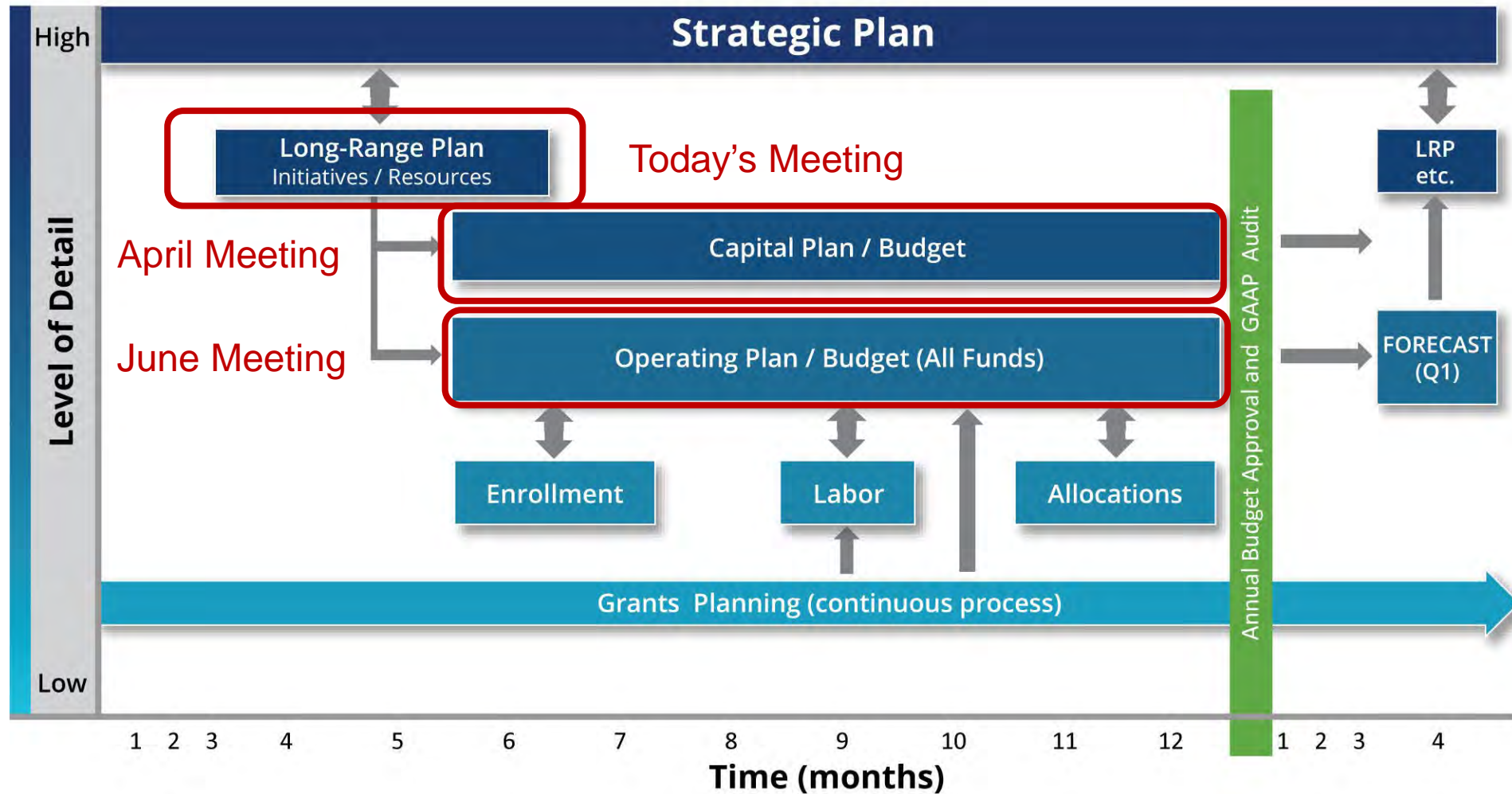


# Financial Accountability Remains Key

- Board Approves financial performance targets as a part of the financial planning process – Today's Action
- University Leadership is responsible for:
  - Managing financial performance within target
  - Balancing financial resources with mission demands
  - Completing financial plans that tie together resources
- Consequences for falling below target include:
  - Lack of participation in strategic dividend investment
  - Capital project prohibition
  - Debt prohibition
  - Reserve Lockbox



# Financial Plan Used to Define Performance



# Recommended Financial Performance Targets

Kaufman Hall set targets at levels to maintain the University's current Aa1/AA+ rating.

	Consolidated	MU	UMKC	Missouri S&T	UMSL	MU Healthcare
Operating Margin	>3.0%	>3.0%	>2.0%	>2.5%	>1.0%	>4.0%
<b>Spendable Cash to Operations</b>	<b>&gt;1.0</b>	<b>&gt;0.85</b>	<b>&gt;0.75</b>	<b>&gt;0.85</b>	<b>&gt;0.70</b>	<b>200 DCOH</b>
<b>Spendable Cash to Debt</b>	<b>&gt;2.50</b>	<b>&gt;1.75</b>	<b>&gt;1.50</b>	<b>&gt;1.75</b>	<b>&gt;1.50</b>	<b>&gt;1.50</b>
Debt Service Coverage*		>3.50	>3.00	>3.50	>2.50	>3.00

*\*Metric used to determine if unit can afford to take on additional debt service. Consolidated target is Debt to Cash flow instead of debt service coverage to account for bullet payments.*

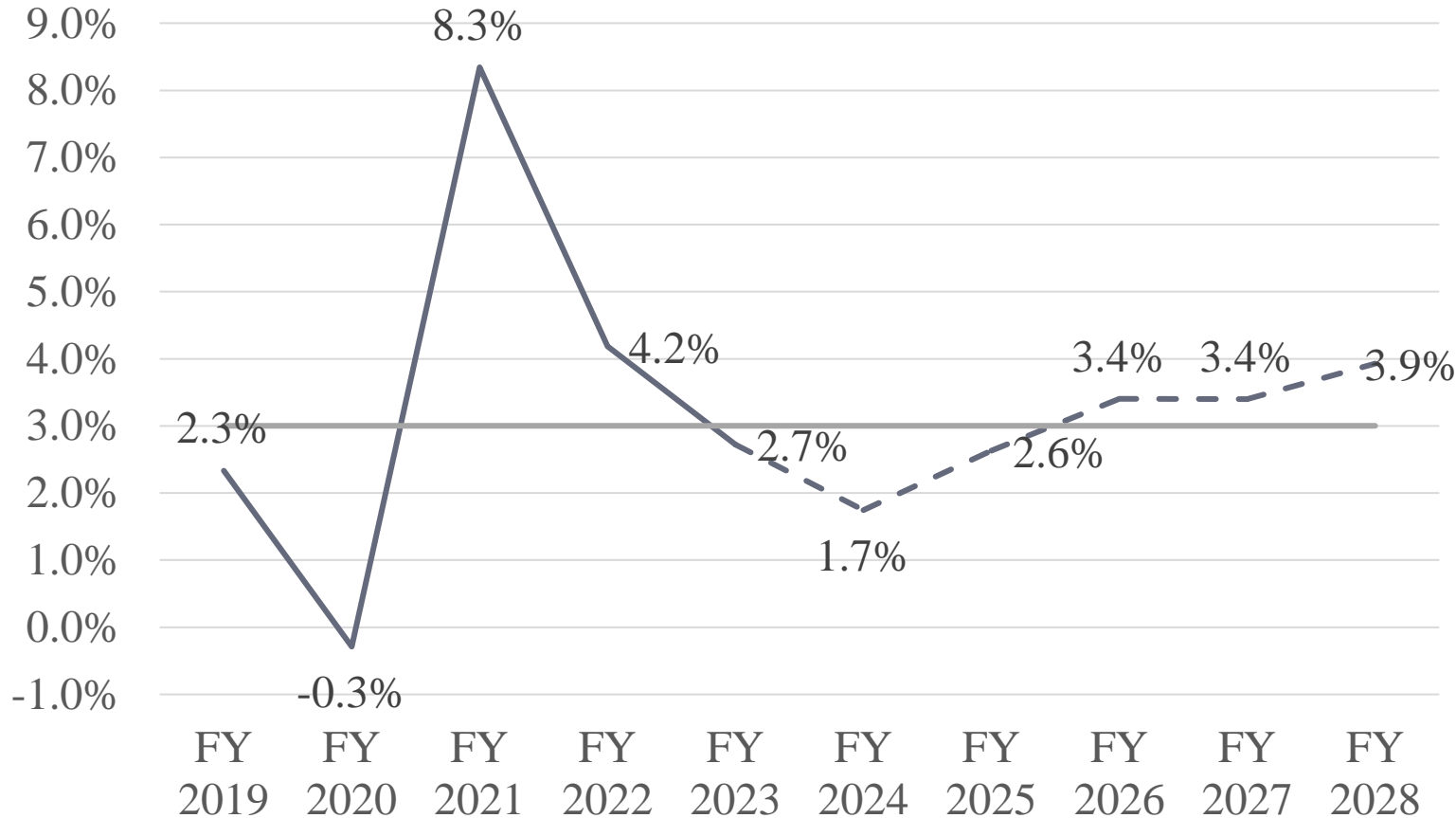
***Spendable cash to operations and spendable cash to debt serve as the anchor point for the consolidated enterprise and each operating unit. Operating margin and debt service targets are based on unit's growth and capital investment plans.***

# Key Themes

- Key to balance Healthcare operating performance, capital plan size, and growth initiatives.
- Enrollment growth is the key driver of and risk to future revenues.
- Plans incorporate significant extramural capital available through state and federal sources. More detailed capital plans will be shared at the April meeting.
- Plans were built on the assumption that inflation would stabilize over the next four years. Consistently high inflation makes it difficult to realize revenue increases at the same rate as cost increases.

# Consolidated Plan Generates Targeted Resources Required

Consolidated Operating Margin



- Cash to operations ends at 1.0 on target of 1.0
- Cash to debt ends at 3.1 on target of 2.5
- Cash flow to total debt remains better than target by 20%

# Key Platforms to Achieve Sustainable Excellence

## Academic Excellence

Program Rationalization  
Degree/Certificate Market Analysis  
Academic Productivity

## Revenue Enhancement

Pricing flexibility  
Long-term Enrollment Strategy  
Auxiliary Operation Rationalization  
Development Opportunities

## *Future Academy*

Research & Creative Works  
Outreach & Engagement  
Student Success

## Resource Utilization

Data Driven Allocation Models  
Reserve Practices & Policies  
Financial Planning & Execution

## Operational Excellence

Expansion of Enterprise Services  
Organizational Consolidation  
Leveraging Technology for Improvement

# Next Steps

- February: Board approves financial plan and financial performance targets
- April: Budget Update, Debt Update and Capital Plan Approval
- May: Special Meeting to Approve Tuition and Fees
- June: FY2025 Budget Approval

*The key to our continued financial success is each individual unit managing their operations in a financially sustainable manner, balancing operating performance, capital investments, and debt.*

# Questions?

Architect - Engineer Hire (Amended)  
New Healthcare Innovation & Delivery Building  
UMKC

The University of Missouri – Kansas City requests to amend the Architect/Engineer hiring for the New Healthcare Innovation & Delivery Building project. The Architect/Engineer will be engaged to design two additional shelled floors for an estimated cost of \$32,000,000, an increase to the previously board approved \$120,000,000 project budget. The project schedule will not be impacted by this change. The plan is for the \$32,000,000 scope expansion to be financed through a lease arrangement with University Health. The terms of the agreement with University Health and the reapproval of the project will be presented to the Board for action at a future meeting.

The two additional floors of shelled space will expand the New Healthcare Innovation & Delivery Building to a total of approximately 200,000 GSF (131,000 GSF UMKC, 69,000 GSF University Health) on the UMKC Health Science Campus.

The shelled space would be occupied by the UMKC School of Medicine partner hospital University Health for their construction of additional simulation laboratory capacity, offices, and other supporting functions. The potential concept to add these floors was noted as a possibility in the original Board of Curators Project Approval (February 2023). This amendment to the Architect/Engineer design fee will allow the schedule to be maintained as the details of the lease arrangement are finalized.

The team of Clark and Enersen, Kansas City, Missouri and RDG Planning and Design Omaha, Nebraska, is recommended to continue as the architect/engineer team for this project. The team is supplemented by Leigh & O’Kane, Lee’s Summit, Missouri, for structural services and Taliaferro & Browne Inc, Kansas City, Missouri, for Civil Engineering. UMKC plans to maintain engagement with the same firms to continue efficiencies of in progress work and to maintain the schedule.

The additional fee for basic architectural and engineering services has been determined by interpolating the University of Missouri’s “Architectural and Engineering Basic Services Fee Estimating Guidelines” with UM Facilities Development and Planning at 6.50% of the additional \$26,000,000 estimated construction cost equating to \$1,690,000. Additional services for equipment planning; research, clinical and academic lab planning; and high-rise design; is anticipated to be an additional \$120,000, for a total additional design fee of \$1,810,000. The previously approved design fee was \$5,950,000, bringing the new total to 7,760,000.

Project delivery will be by Construction Manager at Risk (CMR). The project is expected to be completed in May 2026.



No. 2

Recommended Action - New Healthcare Innovation & Delivery Building, UMKC

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

(Amended) Architect – Engineer hire for the New Healthcare Innovation & Delivery Building, UMKC

Additional design fee \$1,810,000

Roll call vote Finance Committee YES NO

Curator Blitz  
Curator Fry  
Curator Graves  
Curator Holloway

The motion \_\_\_\_\_.

Roll call vote Full Board: YES NO

Curator Blitz  
Curator Brncic  
Curator Fry  
Curator Graves  
Curator Holloway  
Curator Layman  
Curator Sinqefield  
Curator Wenneker  
Curator Williams

The motion \_\_\_\_\_.

Enabling Utilities Project Approval  
Center for Energy Innovation  
MU

The University of Missouri – Columbia requests approval to begin utility enablement projects that will enable the Center for Energy Innovation (CEI) to continue on its schedule. Due to current lead times, the university needs to purchase electrical transformers and related equipment and to initiate utility projects serving nearby Geological Sciences and McAlester Hall that will enable the Center for Energy Innovation (CEI). A request for full CEI project approval will be presented to the board in April. The combined budget for these enabling actions is \$8,000,000 which will be included in the full project budget and funding plan. The board previously approved hiring Architectural and Engineering services for CEI on April 20, 2023, and received an informational report on the project on November 16, 2023.

The Center for Energy Innovation will be a four-story, approximately 184,000 gross square feet building with wet and dry laboratory research space, support functions and services, office, and collaboration spaces. Approximately two floors will be shelled for future fit-out to accommodate growth. The facility will be situated North of Lafferre Hall on Sixth Street. Funding for the \$160,000,000 project is expected to be provided through state capital appropriations, university reserves, and gifts.

The project will be delivered using Construction Manager at Risk (CMR) due to the size, complexity, and schedule requirements. A CMR was selected after the architect/engineer was hired and is currently engaged for preconstruction services. The project is expected to be completed by November 2026.

The Project Manager, Architect, and CMR contractor have been developing overall schedules to ensure compliance with this complex project's funding obligation and completion deadlines. To meet those deadlines some enabling work needs to begin in early February 2024. The utility projects will reroute water and steam lines serving Geological Sciences and McAlester Hall that would otherwise be disrupted during the CEI construction. Medium voltage transformers and related switch gear need to be ordered early to address long lead times associated with supply chain challenges.

No. 3

Recommended Action - Equipment Purchases and Enabling Projects Approval, Center for Energy Innovation

It was recommended by University of Missouri President Mun Y. Choi, recommended by the Finance Committee, moved by Curator \_\_\_\_\_ and seconded by Curator \_\_\_\_\_, that the following action be approved:

That President Choi or his designee be authorized to purchase and/or contract for equipment and contract for services not to exceed \$8,000,000.

Roll call vote Finance Committee	YES	NO
Curator Blitz		
Curator Fry		
Curator Graves		
Curator Holloway		

The motion \_\_\_\_\_.

Roll call vote Full Board:	YES	NO
Curator Blitz		
Curator Brncic		
Curator Fry		
Curator Graves		
Curator Holloway		
Curator Layman		
Curator Sinquefield		
Curator Wenneker		
Curator Williams		

The motion \_\_\_\_\_.

Project Approval  
Meat Science Education and Training Laboratory  
MU

The University of Missouri – Columbia requests project approval for the Meat Science Education and Training Laboratory project. The total project budget of \$25,000,000 is funded through a state appropriation.

A critical component to the University of Missouri’s Land Grant status is to provide high-quality animal science programs that include ability to process meat animals to support teaching, research, and outreach.

The College of Agriculture, Food, and Natural Resources, (CAFNR) currently operates a USDA inspected meat processing facility located on East Campus at Rollins Street and East Campus Drive. The current facility consists of two separate operations located on opposite sides of East Campus Drive. The slaughtering and initial chilling for animal carcasses occurs in the Abattoir facility located on the east side of East Campus that was constructed in the early 1950’s. The meat processing, educational functions, and retail sales operations are located in the William C. Stringer Wing of Eckles Hall on the west side of East Campus. The separation between the two facilities creates burdensome inefficiencies in departmental operations.

In 2012, a concept was developed to replace and consolidate the two current functions with a more efficient design as an addition onto the Animal Sciences Research Center. In addition to addressing the program inefficiencies indicated above, the concept included right sizing the Meats Education and Training Center component of the program. In 2014, the plan was put on hold due to lack of funding. With renewed interest and support from the State of Missouri, MU Administration, and many stakeholders, a new Meat Science Training Laboratory has been re-envisioned and now funded.

The new Meat Science Education and Training facility will consist of approximately 18,000 to 25,000 gross square feet of highly specialized space types that will replace and consolidate the current Abattoir and meat processing operations and provide a small retail operation, serving as a model facility for student education, research, training, and outreach to Missouri’s farmers and meat processing industry. The project will include classroom and demonstration areas, offices, and collaborative support space.

Hord Coplan Macht, (HCM) is the recommended architect for this project. The proposed HCM team is made up of the same staff of architects and engineers responsible for the recently completed Colorado State University 36,000 SF JBS Global Food Innovation Center, a case study model for excellence in this complex and very specialized building type. Their design team includes RWG Meat Science Design Consulting; Allied Food Safety, Meat Processing Food Safety Consultant; Cator Ruma, M/E/P/FP Engineer; and Martin/Martin, Civil and Structural Engineer.

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

The 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 a Type V – New Construction (considerably more complex than average), and the maximum basic services calculated fee permitted is 7.3% of the \$15,000,000 construction cost, or \$1,095,000. Additional services to the basic design fee include, equipment planning; FF&E planning; multiple bid packages; and an accelerated schedule. A total of \$307,500 in additional services was added to the basic services fee amount to arrive at a total maximum fee of \$1,402,500.

Project Schedule:

Project Approval (BOC)	February 2024
Construction Manager at Risk GMP	June 2024
Project Design Information Item (BOC)	September 2024
Construction Complete	March 2026
Occupancy	May 2026

The project will be delivered as Construction Manager at Risk due to the design and construction coordination required for this unique building type, and to meet statewide stakeholder schedule expectations for this project. The CMR will assist with preconstruction services (cost estimating, schedule, identify long lead items and procurement strategies, value engineering and constructability). The project is expected to be complete by March 2026.

No. 4

Recommended Action - Meat Science Education and Training Laboratory, MU

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

the project approval for the Meat Science Education and Training Laboratory, MU

Funding of the project budget is from:

State Appropriations	<u>\$25,000,000</u>
Total Funding	<u>\$25,000,000</u>

Roll call vote Finance Committee                      YES                      NO

Curator Blitz  
Curator Fry  
Curator Graves  
Curator Holloway

The motion \_\_\_\_\_.

Roll call vote Full Board:                              YES                              NO

Curator Blitz  
Curator Brncic  
Curator Fry  
Curator Graves  
Curator Holloway  
Curator Layman  
Curator Siquefield  
Curator Weneker  
Curator Williams

The motion \_\_\_\_\_.

February 8, 2024

Project Approval  
Research Commons Thermal Plant – Chilled Water Production Addition  
MU-Columbia

The University of Missouri – Columbia requests project approval for the Research Commons Thermal Plant – Chilled Water Production Addition Project. The total project budget of \$12,500,000 is funded Energy Management Capital Reserves.

A Utility Integrated Resource Plan (U-IRP) for the University of Missouri (MU) was completed in May 2023. The U-IRP identified projects to replace and/or increase utility generation on MU's campus over the next fifteen years. The U-IRP identified an immediate need for an additional 1,000 tons of chilled water capacity to be added to the chilled water loop serving the Research Commons area of campus to achieve N+1 redundancy – the ability to meet chilled water load in the event the largest supplying unit fails.

The Research Commons Thermal Plant – Chilled Water Production Addition Study was completed December 2023 and confirmed the Research Commons campus needs additional chilled water capacity. Failure of the 1,000-ton chiller at existing Research Commons Park Chiller Plant on a peak cooling day would result in inability to meet campus cooling demand. Recent growth in the Research Commons campus emphasizes the need to expand chilled water production. The study reviewed multiple options to add 1,000 tons of chilled water capacity. The final recommendation was an addition to the Research Commons Thermal Plant to house two 500-ton water cooled magnetic bearing chillers and cooling towers with an open bay for future expansion. This option was found to have the lowest total cost of ownership to reach the capacity needs.

This project will design an addition to the Research Commons Thermal Plant (RCTP) to house the new chiller plant. The new plant will supply 1,000 tons of chilled water immediately and allow for future capacity additions.

PRVN Consultants, Rock Island, IL, is the recommended engineer for this project. PRVN presented a well-balanced team of experts with in-depth knowledge of chiller plants and provided good examples of relevant project experience. The design team includes Crockett Engineering for structural services and Powell CWM (WBE) for architectural and civil services.

The selection committee also interviewed Introba, Saint Louis, MO, RMF Engineers, Baltimore, MD and KFI Engineers St. Paul, MN.

The maximum 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 VI Engineering Renovation Project which suggests an 8.8% fee of the estimated \$9,588,800 construction cost. This results in a maximum fee of \$843,815.

The project is expected to be complete by June 2026. The project will be delivered as a traditional Design-Bid-Build project.

February 8, 2024

No. 5

Recommended Action - Project Approval, Research Commons Thermal Plant – Chilled Water Production Addition, MU

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

the project approval for the Research Commons Thermal Plant – Chilled Water Production Addition, MU

Funding of the project budget is from:

MU Energy Management Capital Reserves	<u>\$12,500,000</u>
Total Funding	\$12,500,000

Roll call vote Finance Committee                      YES                      NO

Curator Blitz  
Curator Fry  
Curator Graves  
Curator Holloway

The motion \_\_\_\_\_.

Roll call vote Full Board:                      YES                      NO

Curator Blitz  
Curator Brncic  
Curator Fry  
Curator Graves  
Curator Holloway  
Curator Layman  
Curator Sinquefield  
Curator Wenneker  
Curator Williams

The motion \_\_\_\_\_.



Architect/Engineer Hiring  
MURR Lab Expansion  
MU

The University of Missouri – Columbia requests approval for Architect/Engineer hire for the MURR Lab Expansion project. A funding plan for the total project budget of \$30,000,000 will be presented as part of the request for project approval once contract terms are finalized with Novartis. The hiring of the Architect/Engineer is necessary to deliver the project on current time constraints. This project is on the September 2023 Strategic Projects Development Plan.

For more than 50 years, the faculty and staff of the MURR have promoted groundbreaking research and developed life-saving radiopharmaceuticals. In November 2020, MURR executed a multi-year agreement with Advanced Accelerator Applications International, SA (AAA), a Novartis company, to provide a key ingredient in a targeted therapy for certain types of cancerous tumors. In June 2023, AAA approached MURR requesting to increase production of the active pharmaceutical ingredient.

A programming study is underway to develop a detailed analysis of the existing spaces for renovation, critical equipment order lead times, and overall schedule deadlines for delivery and production.

This MURR Lab Expansion project will consist of an approximately 8,000 square foot facility addition to the West side of the MURR Reactor Building, a renovation of adjacent space within the Reactor Building, and a renovation of existing space within the Main Industrial Building. The first floor of the addition and renovation spaces will house new hot cell lines for increased production. The addition will include a second floor for hot cell maintenance access, a penthouse for mechanical equipment, and supplies storage. This project will occur while the current MURR West Addition, approved by the board in June 2022, is still under construction.

Due to the critical time frame and aggressive delivery deadlines to produce the radiopharmaceuticals, and because of the shared site, Clark & Enersen, Kansas City, Missouri, is the recommended A/E to continue design services for this proposed MURR Lab Expansion. Clark & Enersen was originally selected through an RFQ process for the MURR West Addition, and they are best suited for this additional overlapping construction area and scopes of work. Clark & Enersen is an expert in the field and has successfully designed and delivered laboratory spaces within the MURR complex for similar hot cell lines. They have in-depth knowledge of university laboratory and office environments and this site.

The original selection committee also interviewed Cannon Design, St. Louis, Missouri, and TreanorHL, Kansas City, Missouri

The maximum 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 IV More Than Average Complexity Engineering Renovation Project, suggesting an 8.8% fee of the estimated \$10,086,964 construction costs. This results in a maximum fee of \$887,653.

The project will be delivered as a Construction Manager at Risk (CMR) project due to its size, complexity, and schedule requirements. A CMR will be selected after the architect/engineer hire is approved to provide preconstruction services for the project (cost estimating, scheduling, identifying long lead items and procurement strategies, value engineering, and constructability). The project is expected to be completed in three phases prior to January 2026.

No. 6

Recommended Action - Architect/Engineer Hire, MURR Lab Expansion, 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 MURR Lab Expansion, MU

design fee \$887,653

Roll call vote Finance Committee YES NO

Curator Blitz  
Curator Fry  
Curator Graves  
Curator Holloway

The motion \_\_\_\_\_.

Roll call vote Full Board: YES NO

Curator Blitz  
Curator Brncic  
Curator Fry  
Curator Graves  
Curator Holloway  
Curator Layman  
Curator Sinquefield  
Curator Wenneker  
Curator Williams

The motion \_\_\_\_\_.

# ACADEMIC, STUDENT AFFAIRS, RESEARCH AND ECONOMIC DEVELOPMENT COMMITTEE

Jeanne C. Sinquefield, Chair

Robert D. Blitz

Todd P. Graves

Michael A. Williams

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 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.

**2022-23 ATHLETICS  
ANNUAL REPORT 270.060**





# TABLE OF CONTENTS

- 1 Introduction
- 2 Participation
- 3 Budget
- 4 Academic Highlights
- 5 Student-Athlete Development
- 6 Name, Image and Likeness
- 7 Compliance and Rules Education
- 8 Outreach and Engagement
- 9 Athletic Highlights



# MIZZOU ATHLETICS

# INTRODUCTION

The Mizzou Athletics Department mission, vision and values were collectively established in the Fall of 2021. Adding to this, in 2022, we created, communicated and implemented our Mizzou Momentum strategic plan, identifying what success looks like and establishing a department scorecard. In 2023, we began operationalizing our strategic plan and continuing to develop our staff.



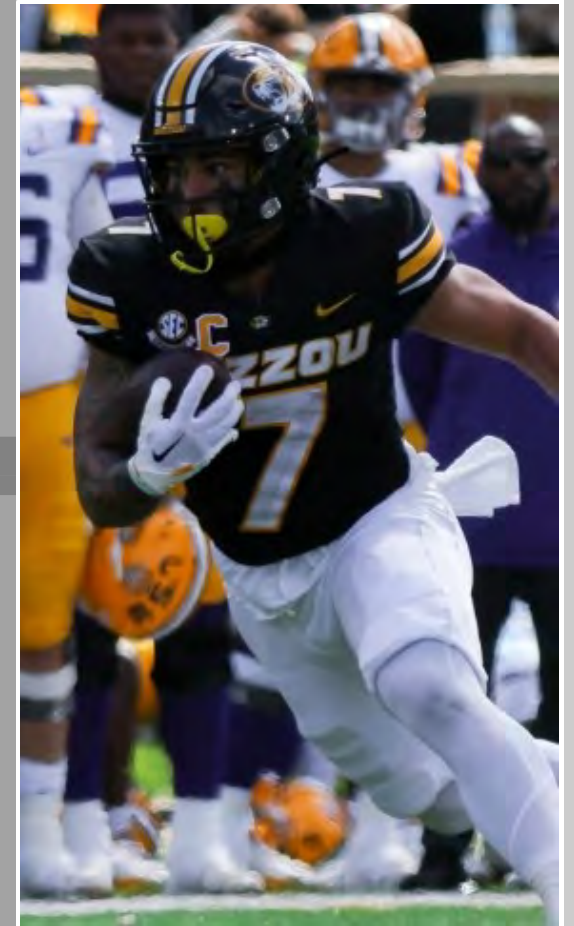
# SPONSORED SPORTS

## Women's Sports

Basketball  
Cross Country  
Golf  
Gymnastics  
Soccer  
Softball  
Swim & Dive  
Tennis  
Track & Field  
Volleyball

## Men's Sports

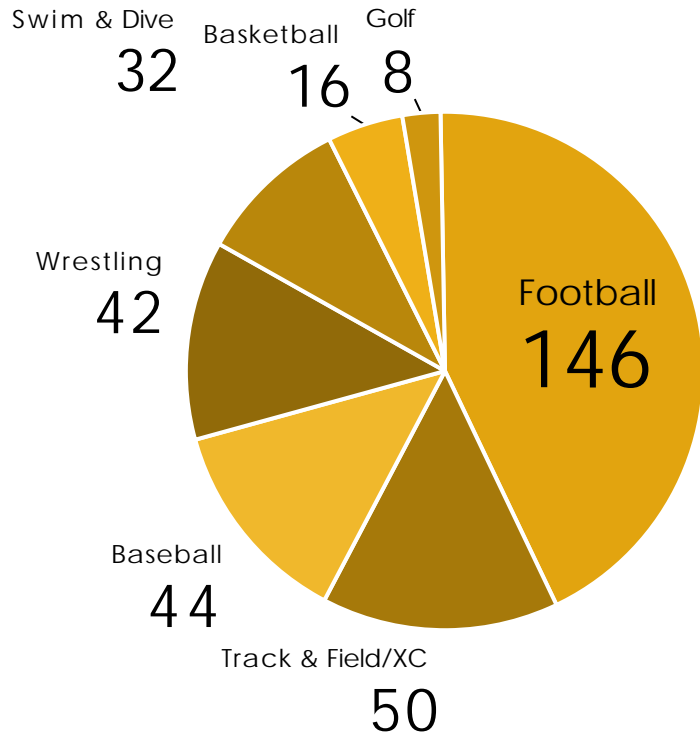
Baseball  
Basketball  
Cross Country  
Football  
Golf  
Swim & Dive  
Track & Field  
Wrestling



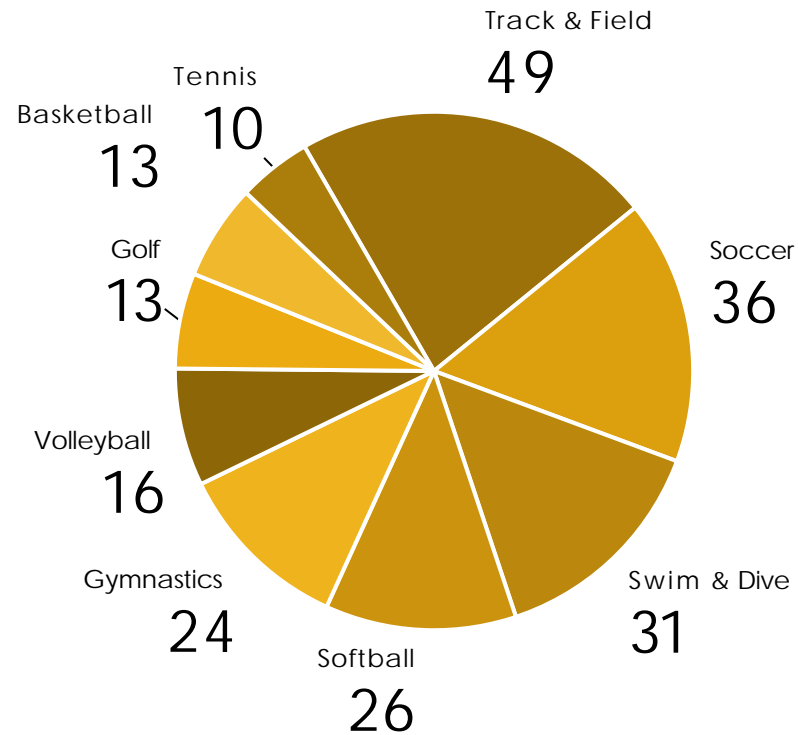


# Athletic Participation (2022-23)

Men's Sports



Women's Sports



556

Total Student-Athletes

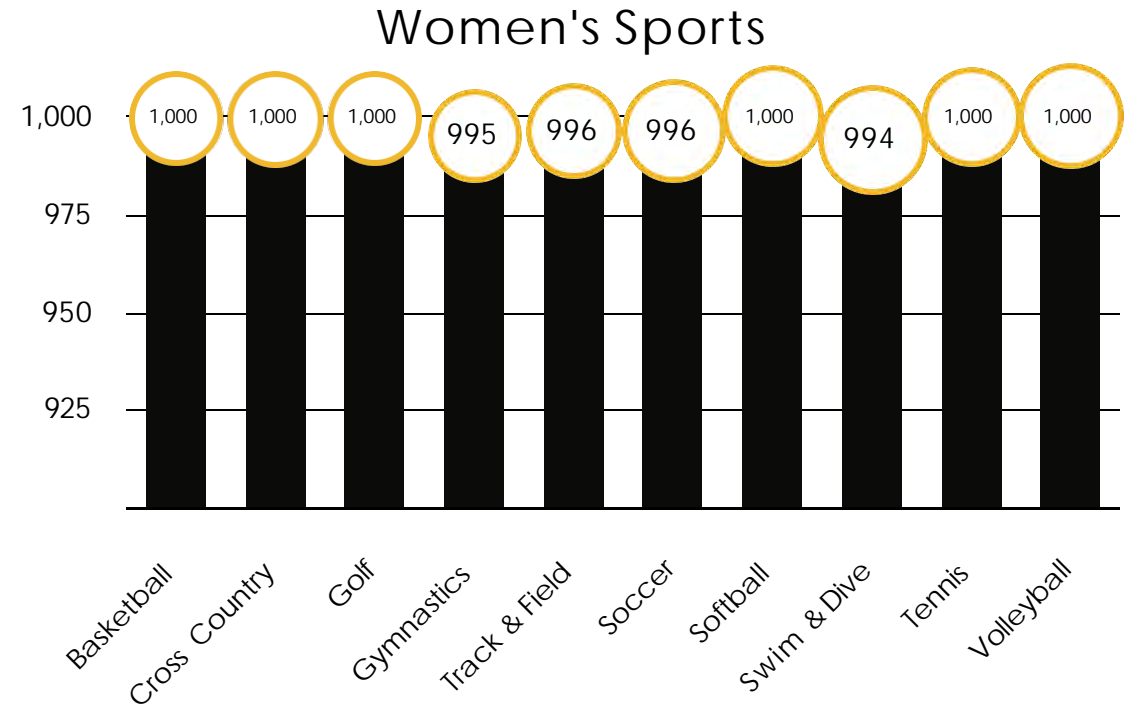
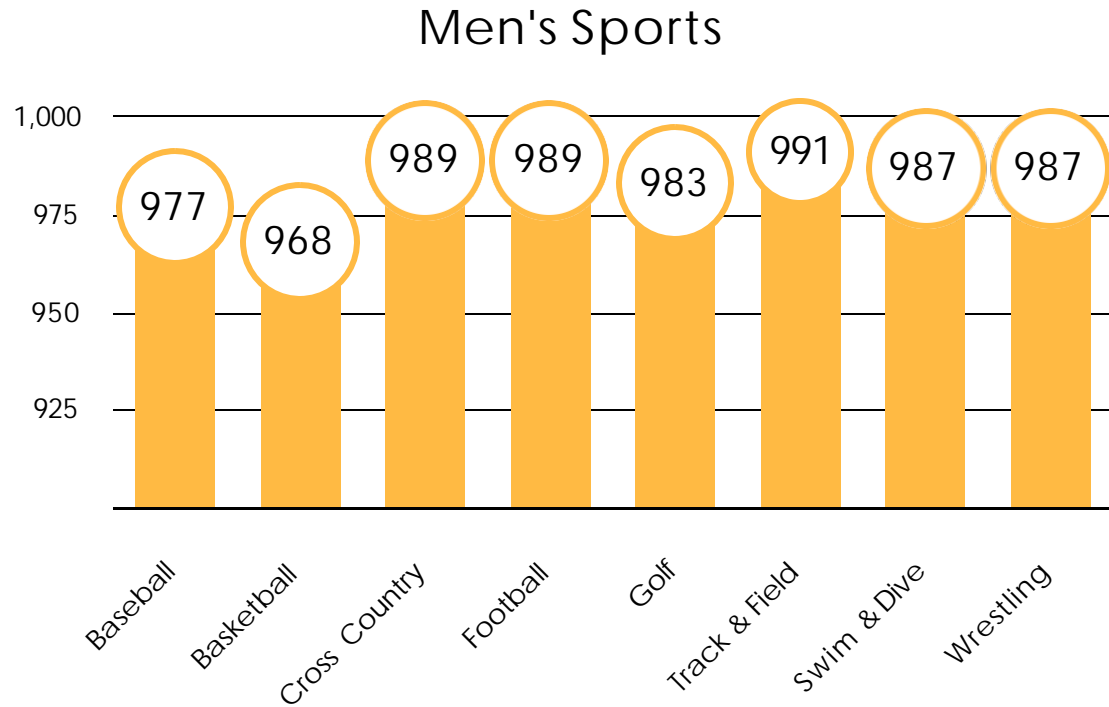
218 Women

338 Men

NOTE: Student-Athletes include all students both walk-on and students receiving athletic aid awards (including post-eligible and medical awards).

# MIZZOU ATHLETICS

## Academic Progress Rate By Sport (2022-23)

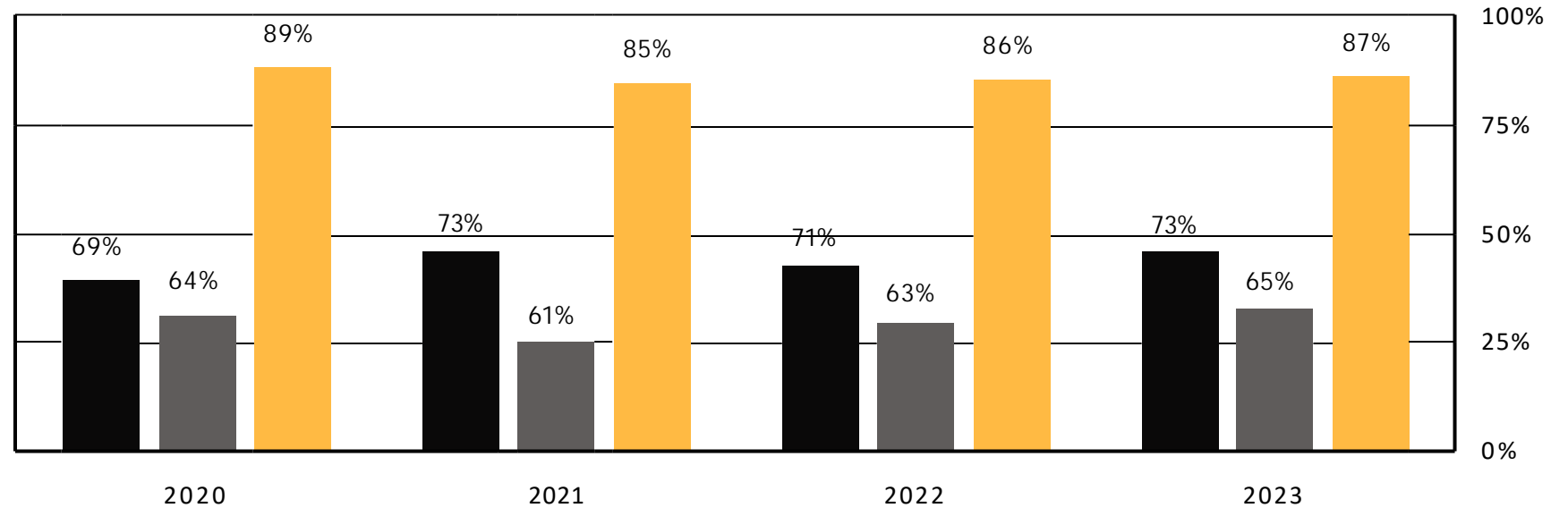


NCAA rules require each sport to have a four-year APR rate above 930 in order to avoid penalties. All Mizzou Athletics women's team APR rates were above 994 while all men's team APR rates were above 968.

# MU Federal Graduation Rates (2022-23)

87%

FOR 2022-2023,  
THE FGR WAS 65%  
AND THE GSR  
(FOUR-YEAR  
COHORT) WAS  
87%.



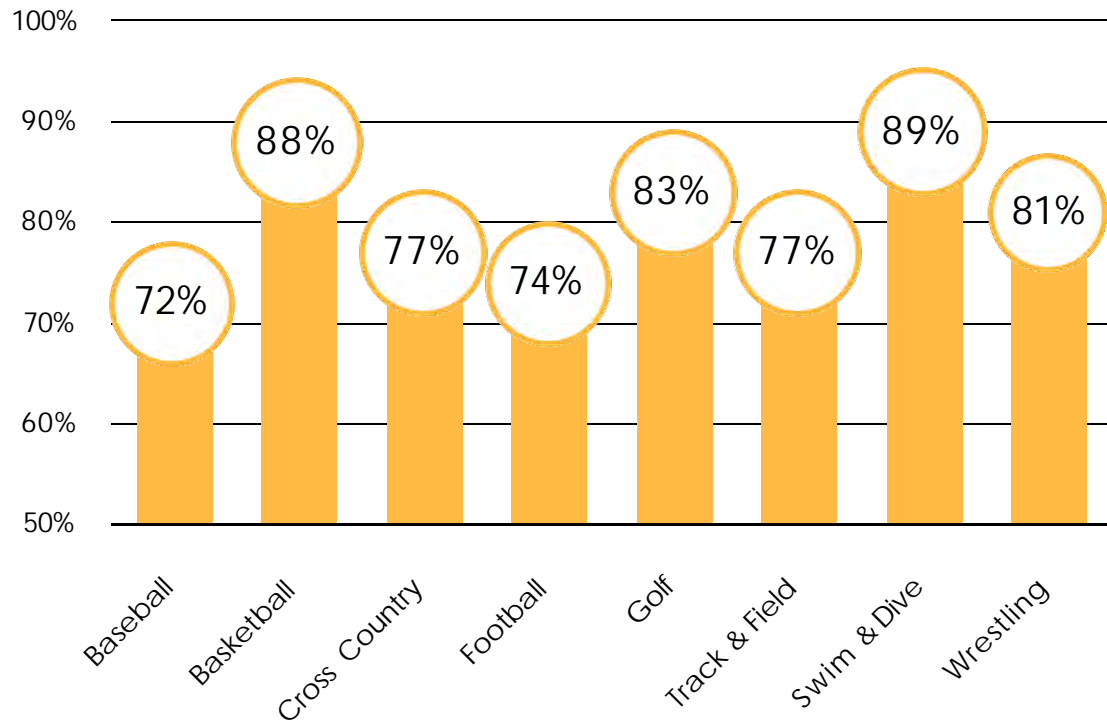
Student-Athlete Graduation Rates

- Four-Year Avg Fed IPEDS Rate (All Students) Four-Year
- Year Avg Fed IPEDS Rate (Student-Athletes) Four-Year
- Year Avg GSR (Student-Athletes)

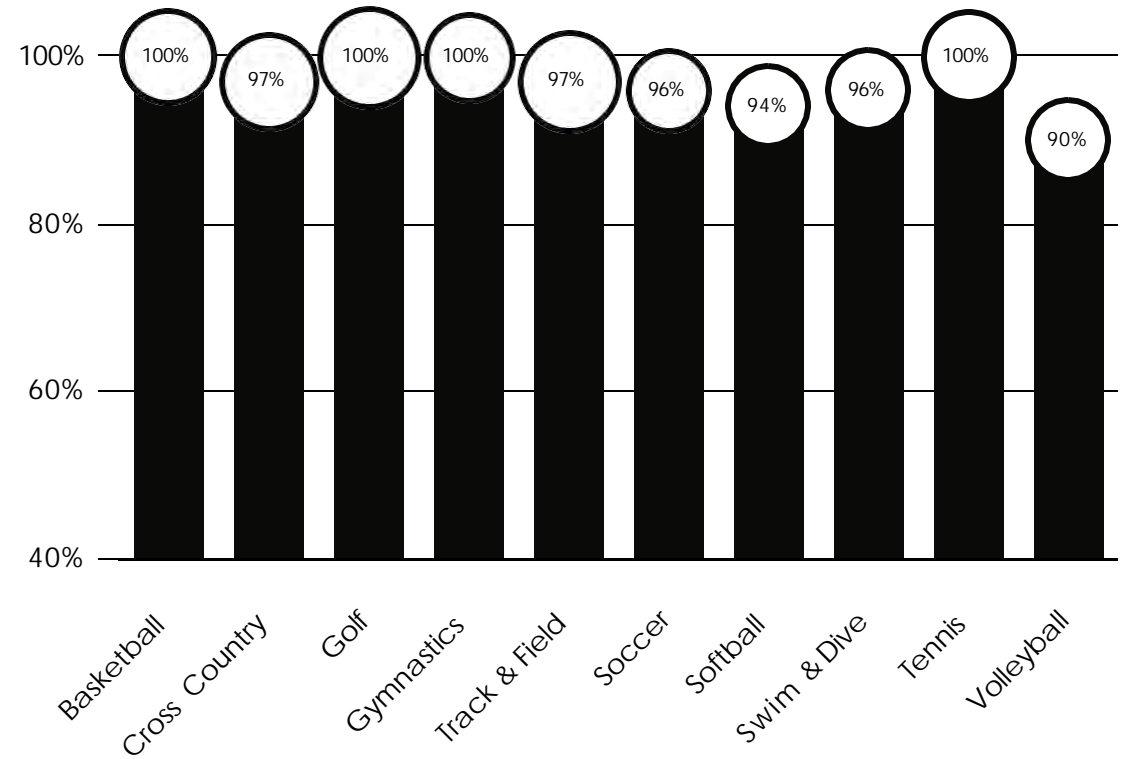


# Graduation Success Rate By Sport

### Men's Sports



### Women's Sports



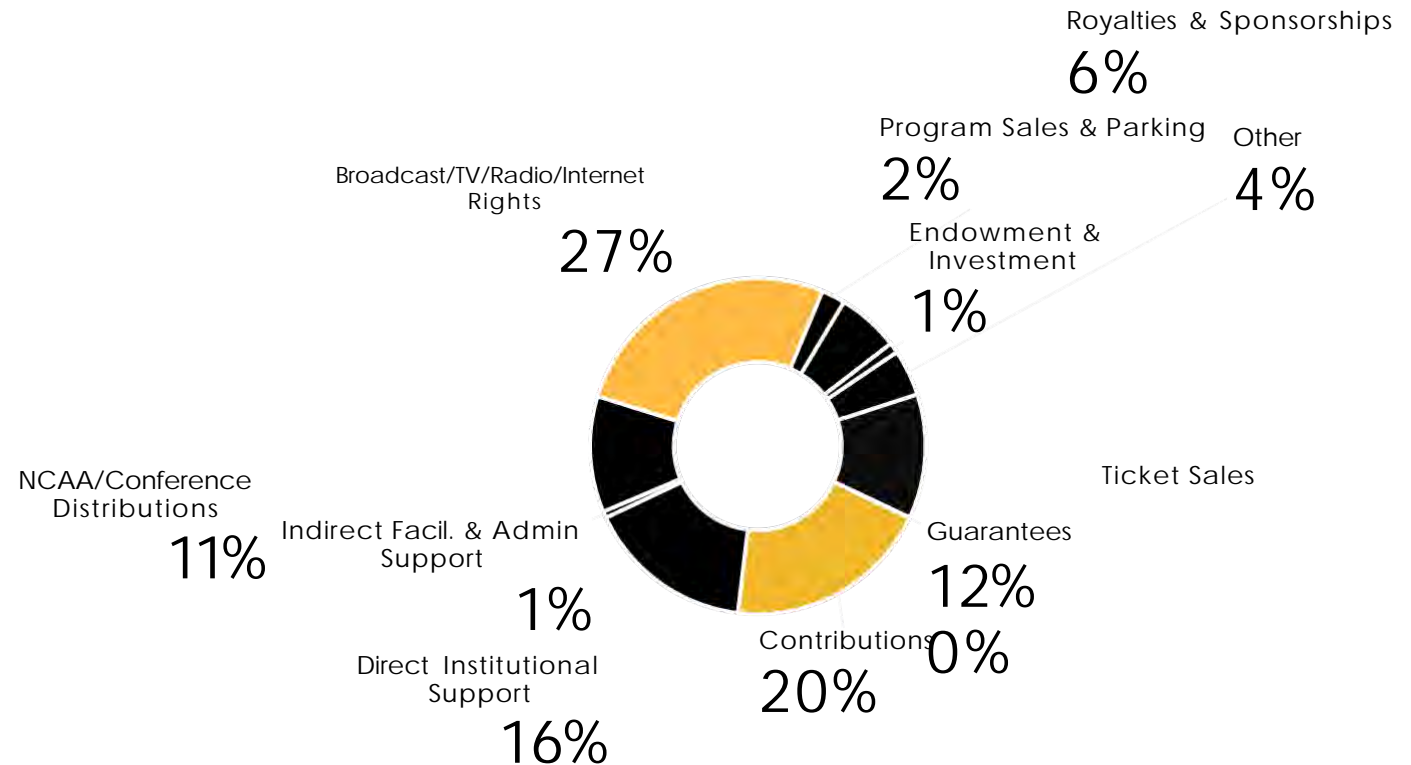
MIZZOU ATHLETICS

# Budget: Revenue

FY 2023

TOTAL REVENUE

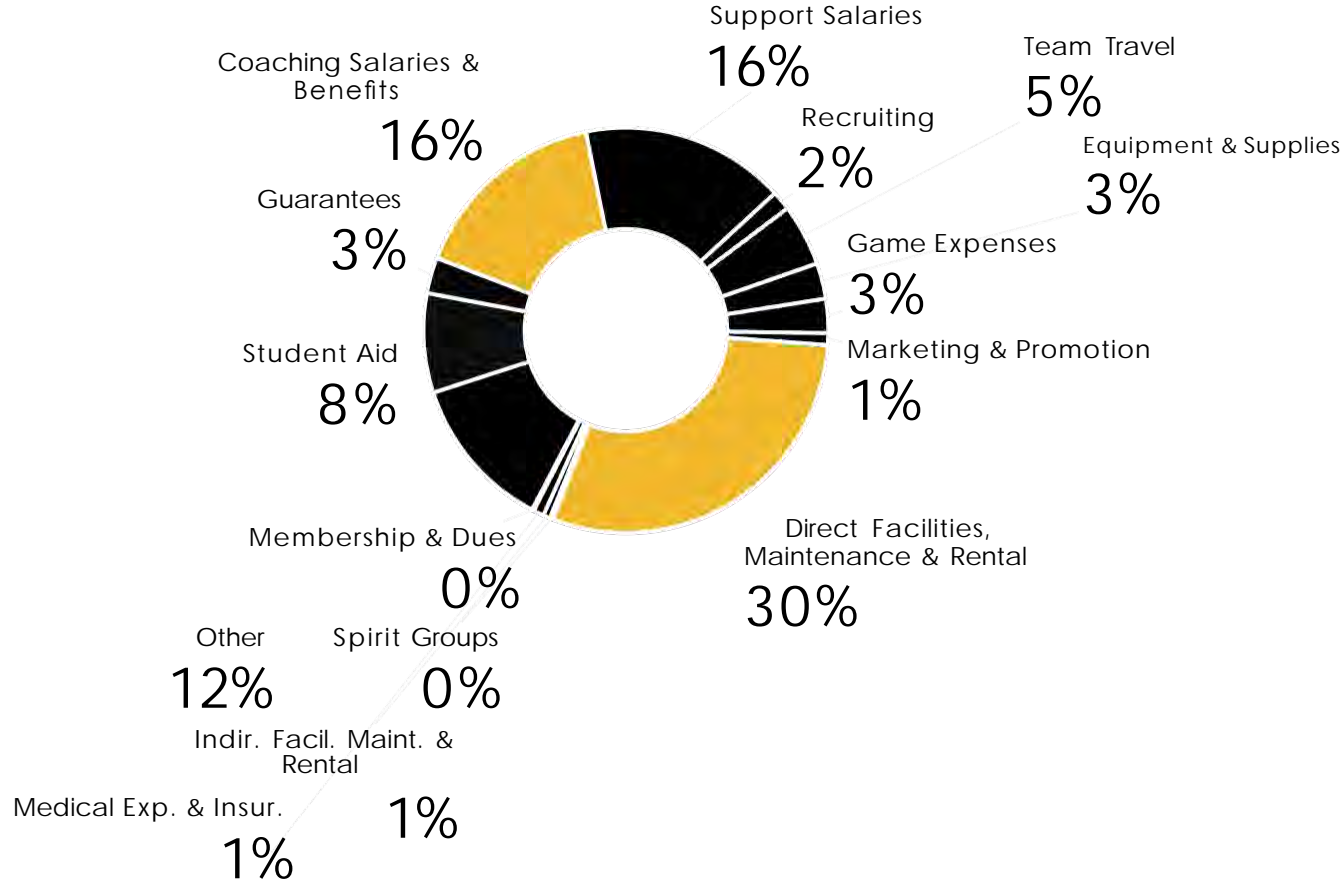
\$141,558,289



# Budget: Expenses

FY 2023

**\$18,990,557**  
Excess (Deficiency of Revenues  
Over Expenses)



# Student-Athlete Academic Highlights

Record academic success was achieved during the 2022-23 academic year.

- 123 Graduates

24 Fall 2022

82 Spring 2023

17 Summer 2023

- 3.00 GPA Or Higher

311 Fall 2022

202 Spring 2023

60% of student-athlete population

- Back-To-Back Record Setting Semesters

3.32 Fall 2022

3.35 Spring 2023

- 13 Record Team GPAs

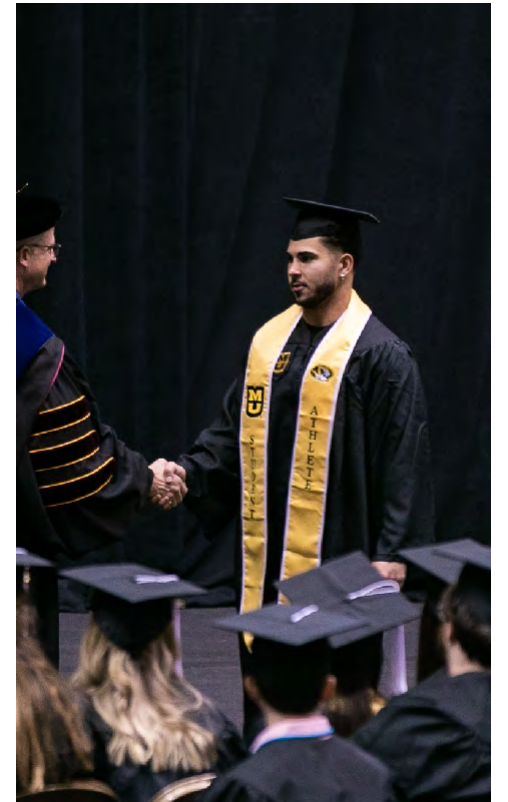
Baseball, Men's Basketball, Men's Golf, Men's Track & Field, Women's Basketball, Women's Golf, Softball, Soccer, Women's Swim & Dive, Football, Gymnastics, Men's Cross Country, Women's Cross Country

- 434 Student-Athletes On The Dean's List

232 Fall 2022

202 Spring 2023

- 348 SEC Honor Roll Student-Athletes



# Student-Athlete Development Enhancements

Five areas were identified as opportunities for growth by our student-athletes.

- Facilities

Performed a preliminary needs assessment and a structural study

- Mental Health

4 total mental health counselors  
Partnership with the School of Social Work

- Nutrition

Enhanced nutritional budget  
Additional nutritionist for football

- Connectivity

Welcome Back BBQ; ROARS; Team Dinners, Career Seminars, Spring Olympics

- Training Table

Enhanced budget  
Cooking demos  
Hired additional chef  
Addition of a smoothie machine





# Student-Athlete Development Highlights

- Career Placement

100% Career Placement In Fall 2022 and Spring 2023

- New Student-Athlete Programming

Letterwinner Mentoring Program; Micro-Internships; Career Fair; Experiential Learning

- Volunteering

Over 5,700 hours volunteering with 40 different organizations



*We look forward to building on 2022-23.*

OPEN -- ASARED -- INFO -- 1-11

February 8, 2024



# Name, Image & Likeness

- Amended Missouri Law

Collaboration with government affairs, general counsel and legislators to create a cutting edge approach to NIL.

- Innovative Partnerships

Mizzou to the Lou

BrandR

Marketing Agency

- Enhanced Education

Monthly NIL education sessions (financial planning, taxes, contracts, personal branding)

NIL course through the School of Journalism



# Compliance & Rules Education

- Building The Team  
6 Full-Time Compliance Staff Members
- Commitment To Education  
Over 1,100 Proactive Compliance Touchpoints
- Implementation Of Audit Recommendations  
Implementation Of Over 20 Audit Recommendations



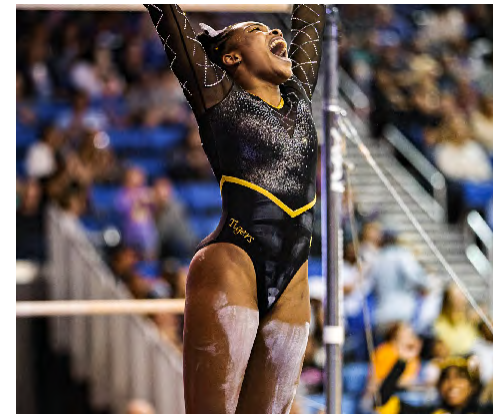
# Outreach & Engagement

- **Football Attendance**  
17.2% Increase Compared To 2021 (Highest In SEC)
- **Student Football Attendance**  
Avg. 6,488 Students Per Game  
Student Attendance Up 121% Across All Sports
- **Men's Basketball Attendance**  
Led The Country In Attendance Growth (63%)
- **Highlights**  
7 Men's Basketball Sellouts  
Single-Game Attendance Records For Gymnastics,  
Wrestling, Softball and Baseball



# Athletic Highlights

- **National Champion**  
Keegan O'Toole
- **Conference Champions**  
Roberto Vilches (Indoor and Outdoor); Jocelyn Moore (Vault); Rocky Elam; Wrestling Big 12 Championship
- **Bowl Eligibility**  
Third-Year In A Row
- **Post-Season Play**  
7 Teams Qualified For Post-Season Play
- **All-American Performers**  
19 All-American Performers Across 5 Sports
- **Draft Highlights**  
Kobe Brown Became Mizzou's First, First Round NBA Pick (No. 30 Overall)
- **New Head Coaches**  
Dennis Gates, Caroline Westrup, Bianca Turati, Dawn Sullivan, Kerrick Jackson, Glen Millican



## **EXECUTIVE SUMMARY**

### **Strategic Plan Updates – UMSL and UMKC**

At regular intervals, the four universities engage in strategic planning efforts to outline objectives, goals, and key metrics for the coming years. The last set of strategic plans for the four UM System universities were approved by the Board of Curators in September 2018, with MU, S&T, and UMSL putting forward 5-year plans (2018-2023) and UMKC putting forward a 10-year plan (2018-2028).

In 2023, each university initiated independent strategic planning processes to outline strategies for advancing their objectives and mission over the next five years. This resulted in the development of new strategic plans at MU, S&T, and UMSL, and an update to the UMKC strategic plan, which is halfway through its lifecycle.

At the February 2024 Board of Curators meeting, UMSL and UMKC will seek approval of their strategic plans. UMSL Provost and Executive Vice Chancellor Steven Berberich and UMKC Provost and Executive Vice Chancellor Jennifer Lundgren will each be present to provide a 20-minute presentation, with an additional 10-minutes for questions and discussion. The MU and S&T strategic plans will be presented and put forward for consideration at a subsequent Board meeting.

No. 1a

Recommended Action – Strategic Plan Update – University of Missouri-St. Louis

It was recommended by University of Missouri-St. Louis Chancellor Kristin Sobolik, 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–St. Louis strategic plan be approved as provided in the materials.

Roll call vote of the Committee: YES NO

Curator Blitz

Curator Graves

Curator Sinquefield

Curator Williams

The motion \_\_\_\_\_.

Roll call vote of Board: YES NO

Curator Blitz

Curator Brncic

Curator Fry

Curator Graves

Curator Holloway

Curator Layman

Curator Sinquefield

Curator Wenneker

Curator Williams

The motion\_\_\_\_\_.

No. 1b

Recommended Action – Strategic Plan Update – University of Missouri-Kansas City

It was recommended by University of Missouri-Kansas City 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 the revisions to the University of Missouri–Kansas City strategic plan be approved as provided in the materials.

Roll call vote of the Committee: YES NO

Curator Blitz

Curator Graves

Curator Sinquefield

Curator Williams

The motion \_\_\_\_\_.

Roll call vote of Board: YES NO

Curator Blitz

Curator Brncic

Curator Fry

Curator Graves

Curator Holloway

Curator Layman

Curator Sinquefield

Curator Wenneker

Curator Williams

The motion \_\_\_\_\_.



# 2023-2028 UMSL STRATEGIC PLAN DRAFT

## MISSION STATEMENT

As the metropolitan, land-grant, research institution serving the most diverse and economically important region in Missouri, the University of Missouri–St. Louis delivers exceptional educational, research and engagement experiences that inform, prepare, challenge and inspire. Together, we transform lives.

## VISION

The University of Missouri–St. Louis will be a beacon of hope, a force for good, and a leader in the pursuit of excellence in education, impactful research and community service. We boldly assert that education is for everyone who is willing and able to seek it out. We honor the duties inherent in our land-grant beginnings by positioning ourselves as partners in the search for knowledge, progress and positive change for ourselves, our communities, our world.

## 6 CORE VALUES

### 1. **TRUST: Our foundation**

At UMSL, trust is sacred. We understand it is actively established and earned at every moment. We build trust through goodwill, transparency, accountability and positive, measurable results. We foster trust with students, colleagues and friends through respectful interactions, clear expectations and soundly ethical research pursuits. To be deserving of this trust is more than a pursuit. It is the very heart of our mission, the basis of our integrity and the foundation that makes the rest of our values and goals a possibility.

### 2. **INCLUSION: Our guiding principle**

We believe celebrating and appreciating diversity is not enough. We strive to create a truly inclusive community, one where equity is reality. We recognize individual attributes and respect individual differences while firmly asserting that we are better together.

### 3. **INNOVATION: Our driving force for transformation**

We know innovation is about far more than coming up with new ideas and that at the heart of every great innovator lies the desire to see a problem solved or a person helped. We believe we are all innovators, driving change for the greater good.

#### **4. ACCESS: Our challenge and our promise**

Our classrooms, our campus, our research, our creativity, our service to the community – all of it – is for everyone. Access is something we constantly seek to better understand and to improve. We believe that a learning environment free from barriers for any one person makes that environment better for all people. We recognize that our commitment to access demands continual change. We embrace it. Always.

#### **5. SUCCESS: Our greatest commitment**

The expectation of success, for each and every one of our students, is something we believe in at every moment, without exception. It is the reason we're all here. We are committed to meeting our students wherever they are, to inspiring and empowering them to meet their goals, break through their barriers, and define and achieve what success means for them.

#### **6. ENGAGEMENT: Our consistent, steadfast action**

We believe it is our duty and responsibility to reach out with open minds, invite others into conversation and create solutions. We use our energy, wisdom and resources to forge partnerships – across campus, within the community and around the world – that are built in the spirit of collaboration. We have much to share and much to learn, and we understand that the two go hand in hand.

## **6 CORE OBJECTIVES**

### **OBJECTIVE 1: Elevate Recruitment and Retention**

Recognizing UMSL as a traditional campus for all types of students, optimize student recruitment and retention while providing an accessible and value-based education. Focus on specific strategies and initiatives that increase student recruitment, retention and student success for a diverse set of learners.

**Goal 1:** Continue to build on UMSL's status as a premier public university for undergraduate, graduate and global students. Capitalize on first-year, regional, transfer, adult and global student markets while making UMSL attractive to a broader population – academically, co-curricular, environmentally, visually and inclusively.

#### **Actions/Metrics**

- Increase degree seeking students by 5% from 8128 to 8534 students.
- Increase international student population to 7.5% of the total degree seeking students from 348 to 630 students.
- Establish retention benchmarks for all academic programs by 2024 and set target goals for 1% increases/yr.
- Expand students' success networks within MyConnect to include co-curricular engagement liaisons, student organization advisors, or other key student affairs

staff to provide additional insight into student interactions and bolster student support services.

**Goal 2:** Provide financial transparency for students while being a top performer in social mobility. Look for ways to reduce or remove barriers for students of various populations to apply, enroll and succeed as students.

Actions/Metrics

- Maintain 100% high school graduation rate and postsecondary matriculation rate in the Bridge Program.
- Revise financial aid letters to make them more transparent to students.
- Increase the number of students utilizing work study by 10% through improving the process for students and employers.
- Decrease the number of students that are eligible but unable to enroll because of prior semester debt by providing juniors and seniors microgrants.

**Goal 3:** Provide transformative learning experiences by fostering innovation, service, and research. Develop and embrace innovative, modern pedagogy through experiential learning that is delivered in flexible learning platforms.

Actions/Metrics

- Track Service-Learning Course Attribute with the expectation of a 10% increase over 2023 baseline.
- Transform UMSL will lead to an increase in HyFlex classroom space.
- Increase participation in the Undergraduate Research Symposium from 40 to 60 presentations.
- Increase faculty and graduate student instructor engagement in Teaching Circles & Faculty Learning Communities.
- Expand on study abroad outbound student mobility to increase global learning experience by 40%.
- Develop and implement student employee curriculum across all Student Affairs departments to assist students in creating meaningful connections between skills and knowledge gained through on-campus employment with their classroom learning.

**Goal 4:** Foster a campus environment that creates resilient, adaptable, ambitious, purposeful, and engaged citizens. Support students in creating lifelong healthy habits and positive mental well-being through comprehensive programs and services.

Actions/Metrics

- Increase FTC students' approval of social engagement opportunities by 10 percentage points to 66%
- Expand utilization of the Triton Connect (Campus Groups) platform, and associated swipe card technology, to assist in tracking student engagement in programs and activities across co-curricular and academic departments.
- Review current Student Affairs programs and services to evaluate relevance to and support for graduate students.

- Utilizing state-wide data from Missouri Partners in Prevention and campus-specific data from the Missouri Assessment of College Health Behaviors (MACHB) survey, develop programs targeting development of student health and wellness knowledge, awareness, and associated behaviors.

**Goal 5:** Ensure long-term success for students through collaborative efforts to increase persistence and retention. Make access to retention supports available from confirmation through graduation.

Actions/Metrics

- Engage with the National Institute of Student Success (NISS) to develop a recruitment/retention playbook. Metrics: Increase first to second-year retention of first-time college students from 68% to 80%; transfer students from 75% to 85%; pell students from 73% to 82%.
- Build out a co-curricular transcript model to review, monitor, and track students' co-curricular engagement in addition to academic performance.

**Goal 6:** Define a target student market that distinguishes UMSL as the destination for working adults wishing to complete their degrees, reskill, upskill and advance earnings through industry-sponsored tuition and other payment models toward increasing enrollment.

Actions/Metrics

- Establish the Advanced Workforce Center and increase the number of non-credit offerings through certificates and training opportunities for industry partners.
- Establish stronger ties to military families to offer degree completion pathways to both active-duty members and their dependents.

**Goal 7:** Support the faculty and staff engaged in the recruitment and retention efforts with professional development and by identifying and implementing best practices. Identify ways to coordinate efforts across units with the student experience.

Actions/Metrics

- Provide professional development opportunities for Academic Advisors and Coaches through UM Advising Development Program funding.
- Increase response rate of students taking the monthly academic advising survey by 25% to provide advising leaders with ongoing opportunities to for improvements.
- Provide MyConnect training for all new employees and an annual training for all academic advisors and coaches.
- Provide regular information sessions and training on international target markets and provide pathways for their active engagement.
- Expand the reach of the Student Success and Advisory Committee to include more student engaging offices and have them present during the annual SSAC summit.

## **OBJECTIVE 2: Shape the Workforce of the Future**

Invest in responsive and relevant programming across alternative modalities. Design creative programs that meet workforce needs in the region and prepare a wide variety of students for the workplace and enhance social and economic mobility.

**Goal 1:** Develop flexible course delivery models and instructional modes that, coupled with multiple entry points into the educational programs, will meet the needs of UMSL's diverse student populations.

Actions/Metrics

- Increase online student credit hours by 20% from 16,000 to 19,200.
- Increase the number of 8-week courses offered from 6% to 12%

**Goal 2:** Align academic programs and units with regional workforce needs in areas with high demand and middle to high earning potential.

Actions/Metrics

- Develop and launch 5 new academic degree programs based on market growth potential and workforce needs.
- Add at least 15 new certificates/micro-credentials based on market growth potential and workforce needs.

**Goal 3:** Build upon the university's expertise in offering high-impact practices for learners and promote direct connections between these learning experiences and the development of essential workforce skills.

Actions/Metrics

- Increase six-year graduation rate of first-time college students from 57% to 65%; transfer students from 71% to 80%; pell-grant students from 65% to 72%.
- Establish experiential learning benchmarks for all academic programs set target goals for a 10% increase.

**Goal 4:** Enhance cultural competency across disciplines to create an inclusive learning environment and prepare students for the future global workforce.

Actions/Metrics

- Increase faculty-led study abroad programs by 25%.
- Increase internship opportunities (locally through partnerships with region-specific chambers of commerce and individual businesses).
- Develop and/or enhance student-focused learning experiences, focused on self-awareness, identity development, and understanding and appreciation of cultural differences.
- Rebrand the existing Living Learning Communities (LLCs) model to a meta-major cohort model with the goal of 50% of students opting in.

### **OBJECTIVE 3: Generate New Knowledge**

Promote research, scholarship and creative work that generates new knowledge to address pressing societal issues. Support scholarly work that fosters innovation, entrepreneurship, and economic development for the St. Louis region and beyond.

**Goal 1:** Strengthen research capacity, support, and infrastructure to enhance UMSL's reputation as a premier, public research university and support for students to participate in mentored research.

#### Actions/Metrics

- Expansion of pre and post award services for consistency with other campuses – to reduce grant submission and post award bottlenecks.
- Increase campus department visits with faculty – to assist in proposal development and support.
- Explore grant software platforms to streamline grant submissions, reporting, funding announcements, and administration of internal funding competitions.
- Increase training in data sharing and data use.
- ORECD web enhancement to provide a more user friendly and engaging faculty experience.
- Increase external grant expenditures by 5%/yr. from \$43,116,366 to \$55,028,622.
- Increase the number of journal articles and citations by 5 %/yr.
- Increase the number of juried performances and national faculty awards by 2.5%/yr.

**Goal 2:** Foster and support multidisciplinary research and creative activity to tackle big societal problems facing our region, nation and world through a grand challenges initiative that identifies 3-4 strategic research priorities for which UMSL will be known.

#### Actions/Metrics

- Create small working groups of humanities and social science faculty to explore collaboration around urban problems.
- Explore opportunities to develop controlled environment agriculture in region.
- Developing capabilities to reshore Advanced Pharmaceutical Ingredients (API).
- Partnering with SLU in leading the research focus in advanced manufacturing at AMICSTL.
- Identify 3-4 campus grand challenge research priorities that align with and build upon research strengths through broad input from research faculty, community partners and campus leadership.
- Increase the number of multi-disciplinary collaborations and grant applications that focus on campus identified strategic grand challenges.
- Increase the number of faculty that participate in grand challenges activities.
- Increase campus investments in tenure track faculty hiring in identified grand challenge areas.
- Increase industry engagement around each grand challenge.

**Goal 3:** Continue to grow and showcase UMSL as a national model for community-engaged and place-based research and creative activities.

Actions/Metrics

- Continue to promote and showcase community engaged scholarship through research workshop series touching upon our current strengths in urban problems, opioid work, crime trends/policies, ecology, literacy, mental health.
- Increase faculty engagement in the Coalition of Urban and Metropolitan Universities.
- Sponsor Research Conversations to bring the campus community and community partners together to showcase and celebrate engaged research.
- Expand and support Humanities and Social Science collaboration and greater integration of these disciplines into strategic research areas and larger proposals.
- Increase the depth and breadth of partnerships to focus on co-creation of knowledge and development of innovation approaches and solutions to pressing regional problems.
- Increase scholarly and practitioner dissemination on engaged research co-creation and community outcomes.

**Goal 4:** Enhance and optimize university-level processes and procedures to make the creation of new knowledge and creative works easier.

Actions/Metrics

- Explore grant software platforms to streamline grant submissions, reporting, funding announcements, and administration of internal funding competitions.
- Hold a faculty (with ORECD and related units) retreat to develop a shared roadmap for growing research priorities, identifying existing and needed expertise, existing and needed partners, funding opportunities etc.
- A decrease in grant submissions bottlenecks assessed through faculty surveys and an increase in grant submissions.

**Goal 5:** Grow and strengthen the infrastructure, capacity, culture and understanding of research translation on campus to bring to market UMSL innovations, research outcomes and creative works for transformative societal and economic impact.

Actions/Metrics

- Expansion of faculty outreach and training (in-person, departmental, online CITI training, etc.) to highest level possible at current staffing level.
- Investment in industry engagement tool (First Ignite) to identify potential commercial partners, including a filter for UMSL alumni, not only to fund applied research and bring discoveries and creative works to market, but to partner across all University needs.
- Online creative works licensing site, which also markets UMSL patented inventions ([license.umsl.edu](http://license.umsl.edu)).
- UMSL Wall of Innovation (SLB Lobby, patent plaques) for recognition of faculty researchers and development of innovation culture on campus.

- Engage the UMSL National Academy of Inventors (NAI Chapter) to strengthen researcher understanding of and participation in IP management and commercialization and help develop faculty liaisons for other inventive and creative researchers on campus.
- Explore ways to better engage alumni to foster and fund innovation development; opportunities might include alumni support of a campus proof-of-concept fund to advance the technology readiness levels of UMSL inventions, structured communications with alumni about licensing and new-venture creation around University intellectual property.
- Work with UMSL Entrepreneurship and Innovation Center and other campus stakeholders to determine ways to better align translational and entrepreneurial efforts across campus, to enhance IP and entrepreneurship training across campus, and to explore experiential commercialization learning opportunities for graduate students.
- Develop enhanced tracking system/processes to better understand and increase the diversity of UMSL researchers engaged in commercialization.
- Explore better recognition of invention, commercialization of creative works and patents, and entrepreneurship in tenure and promotion.
- Decreased bottlenecks in disclosure of inventions, copyrights, and creative works.
- Increased number of inventions, copyrights, and creative works (+5%/yr.).
- Increased number of licenses to industry (+1/yr.).
- Increased number of research and development collaborations with industry.
- Increased number and diversity of UMSL researchers engaged in commercialization.

**Goal 6:** Strengthen local, regional, and national partnerships to develop responsive use-inspired research and innovations to address a range of societal, health and business and industry challenges in support of new knowledge creation.

**Actions/Metrics**

- Leverage anticipated growth of UMSL Innovations to bring in community and industry partners early in the research and innovation process.
- Increase collaboration across research, commercialization, development, and alumni offices to better leverage resources to facilitate more industry partnerships and funding around applied research and development.
- Create additional, expanded opportunities for graduate student researchers to engage with industry partners.
- Increased number of commercial entities engaging with UMSL researchers.



## **Objective 4: Build a Robust Campus Community**

Take steps to build a campus community that embraces the positive transformation of facilities, culture, inclusion, and the voices of faculty, staff, students, alumni, donors and supporters.

**Goal 1:** Promote a campus environment that balances individual needs with work priorities. Enhance employee recruitment and retention processes by identifying and articulating the tangible and intangible benefits of working at UMSL and in higher education. Make it easier for prospective employees to find and understand those benefits online and elsewhere to improve the organization while enhancing digital spaces to remove obstacles to applying for a career at UMSL.

### Actions/Metrics

- Explore the childcare needs of UMSL employees, students, and the North County region. Results from a feasibility study will determine UMSL's plans to work with community partners to create a facility in the future North County Business and Workforce Development site.
- Explore the data regarding where faculty job applicants find out about open positions. Based on this data, provide units with information about best practices to advertise and publicize open positions to recruit a broad pool of qualified applicants effectively and efficiently. We will assess our success rates in faculty hires as we modify practices.
- Include information on the university's benefits package in all external job postings.
- Develop broad-based support among existing employees of the tangible and intangible benefits of working at UMSL. Strategic Communications and HR create a website and other communication materials provide descriptions of the benefits of working at UMSL.

**Goal 2:** Respond to the changing demands of the workforce and the need to foster a vibrant, collaborative campus community by supporting units in implementing successful hybrid work arrangements where appropriate, in combination with purposeful and meaningful community-building.

### Actions/Metrics

- Review hybrid work arrangements with unit leaders on a regular basis, confirming UMSL's approach to hybrid work. Senior leaders will review and discuss arrangements with unit leaders at least annually.
- Include information on hybrid work arrangements, if applicable, in all external job postings. HR includes in all external job posting eligible for hybrid work information in the job posting.
- Provide annual training to employees and supervisors on successfully implementing a hybrid work arrangement. HR conducts one annual training session for supervisors and one for employees.
- Provide ongoing support to supervisors and employees in implementing other flexible work arrangements when hybrid work arrangements are not available

for a specific unit, position, or person. Metric: 70% of staff in the Pulse Survey indicate that they have a hybrid work arrangement.

**Goal 3:** Reimagine the campus community through intentional placemaking, improving and sustaining a built environment, enhancing the student experience outside of the classroom, and fostering a renewed sense of community and belonging for students, faculty, staff, and community members working together to transform lives.

Actions/Metrics

- Transform UMSL is a bold and ambitious 110-million-dollar initiative designed to reimagine the University of Missouri–St. Louis and build the metropolitan campus of the future. Metric:
- On campus housing will achieve over 90% occupancy. Rebrand the existing Living Learning Communities (LLCs) model to a meta-major cohort model with the goal of 50% of students opting in.
- Make the Millennium Student Center a comfortable, active, user-friendly and customer service-oriented facility that centers student programs, events, activities, and services while supporting engagement of faculty, staff, alumni and guests.
- Create a centralized resource platform to share all opportunities available to students to serve on committees, and other leadership platforms (Instagram, Handshake, Triton Connect, websites, newsletters).
- HR hosts one campus wide event each semester to bring employees together for relationship building.
- Encourage staff participation in the Pulse Survey. Leaders encourage participation so that UMSL obtains a 40% participation rate in each survey.
- Communicate Pulse Survey data to leaders and employees are aware of staff perceptions of their work experience. HR provides training information for leaders, units, and staff implemented after each Pulse Survey.
- Act on Pulse Survey data to enhance the work experience for staff members. Vice Chancellors hold unit leaders accountable for actions plans and corresponding metrics.

**Goal 4:** Create and deploy strategic communication efforts to engage and activate key internal and external stakeholders to significantly expand the awareness, knowledge, and support of UMSL’s powerful story of transforming lives.

Actions/Metrics

- Provide training sessions to employees clarifying our mission, vision, and strategic plan. HR provides two sessions per semester related expanding support for our mission.
- Increase the staff members’ likelihood of recommending working at UMSL to a friend or colleague. Increase the “Ambassador” item on the Pulse Survey to 50%.
- Expand the reach of owned media such as UMSL Daily (internal newsletter and blog) through compelling storytelling focused on sharing people-centric

features that showcase transformation. Metrics: email open rates (increase from 22% to 26%), click-throughs (increase from 7% to 10%), and website views (increase from 542,000 to 575,000).

- Enhance earned media through proactive media placements in key outlets such as the St. Louis Post Dispatch, Business Journal, and St. Louis Public Radio as well as through regional newsletters such as North County Inc. and Greater St. Louis Inc. Metrics: increase proactive media placements by 10% year over year.
- Grow social media prominence and engagement through active storytelling with video and creative. Metrics: increase followers and engagement across core channels (Facebook, Instagram, LinkedIn) by 10% year over year.
- Produce UMSL Magazine to feature curated, transformative stories that are shared broadly with university faculty, staff, students, alumni, donors, and friends. Metric: produce magazine on time and within budget twice per year while expanding readership.

**Goal 5:** Create and strengthen the culture of philanthropy at UMSL among students, faculty, and staff. Provide alumni and donor programming through university, college and department efforts designed to educate, inspire, promote, and increase awareness of the impact of giving back through mutually value-added volunteerism and financial commitments.

#### Actions/Metrics

- Advancement will achieve \$25 million minimum private fundraising goal for Transform UMSL renovation project as a part of its larger campaign planning efforts.
- Advancement will utilize UMSL's 60th Anniversary in FY24 to launch new alumni and donor programming and communications to elevate storytelling and culture of philanthropy.
- Advancement will create new and align existing Alumni Affinity Groups and programming to serve strategic engagement priorities of university, colleges, units, students, and alumni.

## **OBJECTIVE 5: Advance St. Louis as an Anchor Institution**

Maximize UMSL's impact on inclusive growth in St. Louis as a regional anchor institution through campus transformation; driving economic development, health, and education outcomes; research and innovation; a global reach; and a vibrant and equitable experience for faculty, staff, students, and community. Establish the university as the most embedded, trusted, and impactful partner in our region to tackle metropolitan challenges and opportunities.

**Goal 1:** Increase UMSL's impact on inclusive economic growth in the region. Intensify UMSL's economic impact through the development of tools to aid all units in implementing strategies and policy changes to attain annual institutional stretch goals for local hiring and career development, purchasing and investing.

#### Actions/Metrics

- Improve wage equity and retention of our local and inclusive workforce assessed annually.
- Assess the use/contract of a new local or diverse suppliers (non-construction) on annual basis.
- Increase our presence at career fairs across St. Louis and provide personalized assistance for hiring managers and hiring teams to generate broader applicant pools from the region.

**Goal 2:** Increase the university's workforce development impact on upward mobility and industry employment needs. Increase the number of learners with relevant work experience and skills to further their careers by developing and implementing a framework for colleges to create streamlined pathways to and through degrees, workplace certifications, micro-credentials, or alternative training options for in-demand fields.

#### Actions/Metrics

- Develop campus-wide policy and guidance on prior learning credit.
- Advanced Workforce Center will partner with academic units to develop 15 new certificates and micro credentials that meet workforce needs.

**Goal 3:** Improve health care outcomes by increasing the number of health professionals with evidence-based training in interdisciplinary settings and enable an expansion in access to care that decreases health disparities. Expand the health care workforce with improved evidence-based training in interdisciplinary health and create greater access to care through comprehensive partnerships for internship and practicum placements, training and coordinated mental and physical health care on-campus.

#### Actions/Metrics

- Expand local healthcare services as part of the Business and Workforce District.
- Create a Health Sciences focus within the Business and Workforce District that seeks to increase graduates in the mental health and counseling fields.
- Nursing will leverage the SIM labs to produce more nurses and support nurse certifications.

**Goal 4:** Reduce educational disparities and increase regional educational attainment levels by scaling innovative educational models.

#### Actions/Metrics

- Increase participation of students in the Bridge programs by 5%.
- Broaden the impact of our Advanced Credit Program by increasing the number of participating high schools by 5.
- Increase the number of non-traditional students receiving certificates or micro-credentials at UMSL by 20%.
- Increase by 20% the number of students completing the Accelerated Masters programs.

## **OBJECTIVE 6: Develop Stewardship and Vitality**

Assess how the university allocates resources to focus on strategic alignment and sustainable growth. Create a vibrant physical environment. Enhance and communicate the UMSL brand.

**Goal 1:** Improve efficiency, effectiveness and quality of cross-campus service delivery and administrative processes to remove bottlenecks, reduce delays and make it easier for internal and external stakeholders to access and use campus systems and services.

Actions/Metrics

- Continue to explore ways to utilize shared services for financial and HR work to improve efficiency and effectiveness.
- As enrollments improve, work to explore budget models that provide incentives to revenue generating units and units with high efficiency/effectiveness metrics.

**Goal 2:** Intentionally steward campus financial, physical, and human capital to sustain and grow UMSL as a premier urban public research university and anchor institution for the region by linking the budget process to the strategic plan.

Actions/Metrics

- During the annual budget process, the strategic plan will be reviewed to ensure that resource allocations align with plan.

**Goal 3:** Improve career pathways for staff, transparency of tenure and promotion policies for faculty, and compensation scales for all to attract and retain high-quality faculty and staff.

Actions/Metrics

- Academic units across campus will review and update tenure and promotion criteria and policies to be consistent with current UM System Guidelines, best practices, and UMSL's mission and goals; after 5 years 95% of the academic units will have submitted updated and approved promotion guidelines that are readily available to all tenure-track/tenured faculty.
- Review the Non-Tenure-Track Faculty Promotion Processes to increase efficiency and increase transparency; campus-level guidelines will be reviewed and updated within two years; seek to have 80% of Assistant to Associate-level NTT faculty with above average annual evaluations promoted to the next rank within 2 years of being eligible.
- By Fall of 2024, Academic Affairs will add a section on faculty retention and advancement to academic units (departmental) five-year reviews to provide departments with benchmarks and a mechanism for feedback regarding development; after 5 years, 80% of academic units will have completed a 5-year review with this section.
- Review the academic advising and retention coach process and establish career ladders for advisors and coaches.

- Develop training resources for supervisors and employees on career pathways at UMSL. HR provides annual training and corresponding business processes that communicate methods for growing your career at UMSL.
- Provide training to staff twice a year on the UM System compensation philosophy and tools. HR hosts training twice per year.
- Provide merit increases as the budget allows every year to full-time faculty and staff. The Justification Committee approves merit increases annually.

**Goal 4:** Invest in the physical environment of the campus to create a more vibrant and engaging campus for students, faculty, and staff.

Actions/Metrics

- Completion of the Transform UMSL renovation project will lead to a 200 million dollar decrease in deferred maintenance.
- Consolidate campus dining services in the Millennium Student Center to expand licensed brand availability and create community space for students, faculty, staff, and visitors.
- Provide resources to units to invest in the interior décor of existing physical spaces to create vibrancy and engagement. Vice Chancellors discuss with unit leaders their plan to invigorate their interior spaces.

**Goal 5:** Establish stakeholder-specific branding and messaging to highlight UMSL as a premier urban public research university, committed to providing high-quality, top-ranked, and affordable education for all types of students.

Actions/Metrics

- Secure new marketing dollars to develop programmatic-level advertising focused on promoting key academic programs with demand and capacity to grow. Metrics: dedicate \$200,000 in new marketing dollars to promote key programs.
- Align marketing and messaging for upskilling and certification programs in partnership with the UMSL Advanced Workforce Center, UMSL Skills Lab, and assigned Online Program Managers. Metrics: increase website visits, requests for information and enrollment conversions across each area.
- Increase overall website traffic to [umsl.edu](http://umsl.edu) with a focus on increasing visits to key landing pages centered around audience-specific messaging (freshmen, transfer, graduate, adult learners, community partners, research, etc.)
- Continue to refine the advertising media plan to better reach the target audience where they consume media.
- Further develop, integrate and share UMSL brand standards and key messaging by creating a thorough brand architecture and accessible campus-wide toolkit to be housed on the Marcom website.

**Goal 6:** Identify and develop new financial resources through gifts, grants, and public-private partnerships to provide additional resources to invest.

Actions/Metrics

- Advancement will begin campaign planning efforts including an assessment of CRM data capabilities and reporting needs, fundraising priority ideation and prioritization, campaign feasibility, goal setting, and timeline.

Dear UMKC Stakeholders and Constituents,

In 2018, I was just beginning my journey as chancellor of the University of Missouri-Kansas City. That year, we launched a comprehensive vision and action plan for elevating the excellence of UMKC, Kansas City's only public research university. That document – UMKC Strategic Plan 2018-2028 – became our blueprint for the future. It contained both a broad strategic framework and detailed metrics for achieving even greater success in educating our students, advancing our research enterprise and engaging more deeply with our Kansas City community.

But we all know the thing about plans. The minute you commit plans to paper, the world begins to change. And in the past five years, we didn't just experience ordinary change. The world has undergone a remarkable shift, including a major worldwide pandemic, that has had deep and lasting effects on higher education and our daily lives.

In addition, at the five-year mark, we found ourselves with the delightful quandary of needing to revisit our metrics. On some measures of achievement, we outperformed our expectations and accomplished in five years what we set out to do in 10. On other metrics, we know we still have important work to do. Since we are not ready to rest on our laurels just yet, we must raise the bar.

Therefore, it is my distinct pleasure to release this updated version of our UMKC Strategic Plan. Our strategic themes remain unchanged, but we have revised some of the goals and metrics in small but important ways that will keep us ever reaching for greater achievement. We have refined our vision to account for the changing needs of our campus and community. We have seized the moment and added some new opportunities that weren't on the horizon five years ago.

With your full support and engagement, we look forward to seeing what the next five years will bring.

Onward, UMKC.

CMA

**University of Missouri-Kansas City**  
**STRATEGIC PLAN 2018-2028: February 2024 Update**

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## **SECTION 1: OVERVIEW AND BACKGROUND**

### **About the University of Missouri-Kansas City**

Through education, discovery and community engagement, UMKC's people and programs drive the social, cultural, health and economic enrichment of the Greater Kansas City region and the state of Missouri.

Since UMKC's founding, the driving mission has been to engage deeply in the community, working side by side with the region's leaders, to develop human potential by educating the city's future workforce and leaders and to solve the most pressing challenges of the day through our research and scholarship.

Though the mission may not have changed, UMKC has evolved the way it delivers on its mission. The university has developed a mindset and strategic framework to position itself for future success by celebrating UMKC's unique qualities and having the courage to break tradition with those higher education norms that have outlived their usefulness or don't have meaningful outcomes. UMKC has set forth ambitious goals in the Strategic Plan and has made intentional investments to support these goals, starting in 2018.

The objective is to find innovative ways to meet the educational needs of new generations of students, support and develop faculty and staff, enhance the research enterprise and deliver greater value to the campus and community. UMKC's forward-looking vision involves a unique combination of building on core strengths while developing new solutions.

As Kansas City's only public, urban research university, UMKC offers an exceptionally comprehensive academic portfolio of more than 120 academic programs for graduate and undergraduate students. From STEM programs to the humanities, from health professions to law, UMKC has something for everyone. It is the only public university in Missouri with schools of Dentistry and Pharmacy, and a Conservatory for music, dance and theater.

UMKC also features an exceptionally diverse student body, attracting students from Missouri and neighboring Kansas but also from almost every U.S. state and about 70 countries around the world. About 68% of UMKC students are either first-generation college, underrepresented-minority or Pell-eligible students. UMKC also has garnered national honors for its work to provide a welcoming academic environment for students from a variety of experiences, including military veterans, among others. Today, UMKC's enrollment sits at 15,300 students.

To meet the varying needs of students, UMKC has developed a number of unconventional programs to enhance student success. The First Gen Roo Scholars program creates a unique set of first-year experiences to support greater academic achievement and retention among students whose parents didn't attend college. After three years, First Gen Roo students have higher GPAs and higher retention rates than their peers.

Another program, UMKC Professional Career Escalators, helps students think beyond just getting the credits required to graduate. Instead, UMKC has built a comprehensive set of experiences that gives students access to mentors, leadership development, graduate and professional school preparation, internships and other experiences that will enable them to not only earn a degree but create a blueprint for career success post-graduation.

These programs, along with many others, have driven steady improvement in retention and graduation rates, a trend line UMKC is eager to extend.

Similar out-of-the-box initiatives are underway with faculty recruitment and development as well as the growth of the research enterprise.

UMKC's academic excellence in teaching and research requires a dedicated faculty — one that models continuous growth and innovation. The Provost's Office founded the UMKC Center for Advancing Faculty Excellence in response to a growing desire by faculty to have an enriched set of training and development opportunities to support them in their academic pursuits. Among the varied offerings are mid-career leadership development, research grant writing classes and task forces looking at national recognition for faculty with outstanding achievement.

Further, UMKC leadership has publicly set forth multi-year plans to invest in faculty hiring and staff support for faculty research to ensure continued excellence at UMKC.

Growing the research enterprise has also been an area of focus for the university in recent years, with notable success. Standout areas of research at UMKC include national security, microelectronics, data analytics, drug development, health equity, digital humanities and more. UMKC has more than doubled research expenditures in the past five years and more than tripled total sponsored awards. The strategic plan lays out a path for continued advancement, and UMKC has set its sights on becoming a Carnegie R1 research enterprise by 2030.

As UMKC has flourished academically, it also has seen tremendous success in building its relationships with donors, alumni and the community at large. With more than 56,000 alumni in the Kansas City area and strong business and civic connections across

the region, UMKC has a wealth of partners and volunteers to help recruit students, raise funds for scholarships, advocate for UMKC, contribute to UMKC campaigns and maintain the bridges that connect campus and community. The university's Board of Trustees and UMKC Foundation Board represent the best of leadership in the region. The university convenes more than 53 community affiliate groups comprised of civic and community leaders who ensure our impact extends beyond the classroom.

The UMKC Innovation Center sits at the center of Kansas City's entrepreneurial ecosystem, helping people turn their ideas and innovations into ventures that create jobs and grow the economy. Each year, the Innovation Center serves more than 5,000 clients, through training classes, one-on-one counseling sessions, and referrals to other support organizations. The center expands its reach through SourceLink, a national organization with more than 80 regional chapters that builds entrepreneurial infrastructures in communities across the nation.

Because of these and other strong community collaborations, UMKC has received the Carnegie Foundation for the Advancement of Teaching's coveted Community Engagement Classification.

On the philanthropic front, UMKC is setting new records for charitable giving, with a record-setting total in 2023 and a comprehensive campaign in the works. Donors have responded favorably to UMKC initiatives to support student scholarships, programming and key capital projects including a new \$120M Healthcare Delivery and Innovation Building at the UMKC Health Sciences District.

Five years into a 10-year Strategic Plan, the word at UMKC is momentum — the university has made tangible, energetic progress from academics to research to community engagement that is driving it to new heights.

## **OUR HISTORY**

### History of UMKC: Of, by and for the Community

In 1933, Kansas City's civic leaders dared to dream big during a time of great challenge. In the depths of the Great Depression, they founded a university.

It was an event born of a powerful, yet simple idea: To overcome the tough times and become a great city, Kansas City needed a great university.

What was originally known as the University of Kansas City began its first classes with just 18 instructors and 265 students. In 1936, 80 students became UKC's first graduating class.

The original UKC was a private university, though it was created to serve a very public purpose: to be a catalyst for growth, a statement of confidence and a beacon of hope. It was a university created by, and for, this community. UMKC has been bound to this community, and this community to the university, ever since.

Over the years, existing institutions merged with the university and today stand as the School of Law, School of Dentistry, School of Pharmacy and Conservatory. The private institution joined the University of Missouri System, becoming a public university in 1963, and in the years since have added several other academic units to the university portfolio. Today's UMKC includes more than 15,300 students, spread over two campuses in Kansas City and three satellite locations around Missouri.

UMKC counts one Pulitzer Prize winner among its faculty, and two among its alumni. The faculty boasts Guggenheim Fellows in programs ranging from music to philosophy to dance to English literature. In addition to President Truman, alumni include a Supreme Court justice, a senator, mayors and governors, educators and astronomers, surgeons and symphony conductors, police chiefs, entrepreneurs and philanthropists.

## **ESSENTIAL DOCUMENTS**

### The University of Missouri System

Formed in 1963, the University of Missouri System's founding goal was to leverage its collective resources to achieve more together than its component parts could individually as they deliver excellence in teaching, research and creative works, economic development, engagement and inclusion.

It is the fundamental responsibility of UM System universities and leaders to effectively manage resources to achieve the System's vision and mission. This fundamental responsibility compels all to look beyond individual universities and interests to enable the UM System to meet the needs of the people of Missouri, the nation and the world.

In addition to its four campuses — the University of Missouri-Kansas City (UMKC), the University of Missouri-Columbia (MU), Missouri University of Science and Technology (S&T) and the University of Missouri-St. Louis (UMSL) — UM System comprises a statewide health-care system, multiple research parks and incubators, agricultural research stations, and a vast network of small business and technology development centers, extension centers, telehealth network sites and MOREnet sites.

Collectively, the UM System is a nearly \$4 billion enterprise that represents one of the greatest assets of the state of Missouri.

## Mission (what we do)

As an urban research university, our mission at the University of Missouri-Kansas City is to promote learning through the discovery, preservation and dissemination of knowledge of public value across a broad spectrum of disciplines and fields of study. UMKC celebrates the individual and embodies diversity and inclusion by intertwining these goals with innovation to enable transformational impact aimed at bringing cultural, social, health and economic prosperity to the metropolitan, regional and global communities we serve.

## Vision (why we do what we do)

UMKC aspires to be an exemplary public urban research university of the 21st Century, pursuing excellence as a human-centric learning and discovery community, fostering equity, diversity and inclusion to enrich the lives of the people and regions we serve.

Changing the world starts here.

## UMKC's Unique Academic Programs

### 1. CONSERVATORY

The Conservatory, with its music, dance and theatre programs, has earned the distinctive designation of being the leader in the UM System for the visual and performing arts. It has an internationally renowned composing program and counts a Pulitzer Prize-winning composer and four Guggenheim Fellows among its faculty. Conservatory faculty and alumni have founded many of the community's premier performing arts organizations, including the Kauffman Center for the Performing Arts, Kansas City Symphony, Kansas City Ballet, Lyric Opera, Kansas City Repertory Theatre, Heart of America Shakespeare Festival and many more. The Conservatory presents more than 500 events per year, including recitals, master classes, concerts, workshops and main stage productions.

### 2. SCHOOL OF DENTISTRY

As the only public dental school in Missouri, this competitive program serves students seeking doctor of dental surgery degrees and bachelor of science in dental hygiene degrees. The school has more than 7,000 alumni practicing throughout all 50 states. In addition to oral health education, the school conducts cutting-edge research and delivers dental care to more than 60,000 patients each year through its comprehensive care clinic, providing about \$750,000 annually in free dental care to community members.

### 3. SCHOOL OF EDUCATION, SOCIAL WORK AND PSYCHOLOGICAL SCIENCES

This academic unit focuses on the education and social needs of people across their life spans, supporting development and well-being of people through teaching, research and clinical practice. The school is a national leader in innovation and research in urban K–12 education. Its education, social work, psychology and counseling programs include advanced education opportunities leading to professional licensure. The school’s mission rests on more than 65 years of mutually beneficial partnerships within the greater Kansas City metropolitan area — engaging with school districts, charter schools, hospitals, mental health agencies, and educational and social service organizations.

### 4. SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

In the School of Humanities and Social Sciences, students pursue a well-rounded course of study in the humanities, social sciences and arts that helps them develop sought-after leadership and career skills such as excellent communication, critical analysis, collaboration and creative problem-solving. The school comprises 10 academic departments and multiple interdisciplinary programs, and offers undergraduate, master’s and terminal degrees. In the classroom, students learn from faculty producing world-class research and creative work; outside of the classroom, community engagement and internship opportunities lead to strong connections and job placements.

### 5. SCHOOL OF LAW

UMKC School of Law offers a comprehensive, affordable law education, with historic strengths in trial and advocacy, and a growing national presence in business law and technology. UMKC is one of only six law schools in the United States to have educated both a President of the United States (Harry S. Truman) and a U.S. Supreme Court justice (Charles Evans Whittaker). With a focus on job acquisition, the school hosts a variety of best-in-class clinics and provides bar prep programs to every student, included in tuition. The Law School’s CLE department is the largest provider of CLE in Kansas and one of the largest in Missouri.

### 6. HENRY W. BLOCH SCHOOL OF MANAGEMENT

No other school of business and public affairs in the region has met the rigorous accreditation standards of both the Association to Advance Collegiate Schools of Business and the Network of Schools of Public Policy, Affairs and Administration. Renowned for its work in entrepreneurship and innovation, the Bloch School is a vital part of the entrepreneurial ecosystem of Greater Kansas City. Partnerships within the

business community are leveraged to provide experiential learning through distinctive educational opportunities that develop talent and promote career success. In the nonprofit arena, UMKC has educated and nurtured the development of civic and philanthropic leaders across the region.

## 7. SCHOOL OF MEDICINE

This program, named by U.S. News and World Report as a top medical school in the nation for primary care, is one of only a handful of medical schools nationally that accepts students upon high school graduation and puts them through a rigorous program that earns them B.A. and M.D. degrees in just six years. Immediate exposure to a curriculum that builds a strong foundation in medical science and clinical skills is integrated with leadership development, liberal arts and humanities. The school also offers a four-year M.D. program in St. Joseph, Missouri, with a goal to fill health-care provider gaps in rural Missouri, as well as degree offerings in related fields such as the master of medical science physician assistant program.

## 8. SCHOOL OF NURSING AND HEALTH STUDIES

Offering both undergraduate and graduate programs, the school offers multiple degree tracks for students interested in nursing and health-care professions. Adjacent to the schools of medicine and pharmacy, this program provides students multiple interprofessional practice opportunities, along with clinical and research experience. The school is regularly listed as one of the best graduate online nursing programs in the nation and has been lauded for its undergraduate programs as well.

## 9. SCHOOL OF PHARMACY

This program is nationally recognized for community engagement and applied learning, and its graduate programs and research activities consistently rank in the top third of pharmacy schools from the National Institutes of Health. Satellite programs in Columbia and Springfield are designed to address rural health-care gaps in Missouri. Graduates go on to work in a wide variety of practice areas, including clinics, academia, public health, businesses, hospitals and the pharmaceutical industry.

## 10. SCHOOL OF SCIENCE AND ENGINEERING

The School of Science and Engineering provides excellent training in computing, natural sciences, mathematics and engineering. Undergraduate, graduate and doctoral programs supply a well-educated workforce to keep pace with the demand in Greater Kansas City, which has one of the largest concentrations of engineering firms per capita in the United States and a burgeoning computer science sector. The school's Robert W. Plaster Free Enterprise and Research Center is a hub for collaborative research and

innovation, including a clean room for the study of bio and nanomaterials, an augmented and virtual reality lab, a renewable energy lab, spaces for the study of unmanned systems and a high- performance computing lab. Areas of excellence include breakthrough research in network security, drone technology, augmented and virtual reality, artificial intelligence and biomedical engineering partnerships with the School of Medicine.

### Statement of Values

We, the community members of UMKC, are proud to contribute to a student-centered urban university, serving our mission of learning, discovery, research and service, inspired by our commitment to equity, diversity, inclusion and respectful interaction.

#### COMMITTED TO LEARNING, WE AGREE TO:

- » Pursue our own growth, encourage our students and support all engaged in learning, discovery, research and service.
- » Learn from our mistakes and value feedback from others.
- » Explore the ways our experiences and biases shape us, so as to empower ourselves and elevate our communities.

#### AS INDIVIDUALS, WE AGREE TO:

- » Act with honesty, integrity, transparency and accountability for our decisions and actions.
- » Appreciate each person as multitalented, possessing dignity and reflecting diverse social and cultural identities.
- » Listen to others with empathy, express our own views with civility and engage in respectful dialogue.

#### AS A COMMUNITY, WE AGREE TO:

- » Foster a culture of caring and service.
- » Avoid assuming intentions or judging others.
- » Partner and collaborate with colleagues and constituents in our stewardship of university resources.



WORKING TO CREATE A GREAT UNIVERSITY, A VIBRANT COMMUNITY AND A BETTER WORLD, WE AGREE TO:

- » Ensure that everyone is safe and free from oppression, to fully participate in our multicultural community.
- » Engage in critical inquiry and data-informed decision-making that fosters continuous improvement.
- » Recognize change as an ongoing opportunity to create a brighter future for each and for all.

OUR KEY VALUES:

Learning | Diversity | Integrity | Accountability | Respect | Collaboration

## **SECTION 2: STRATEGIC PLAN PILLARS**

### **Building a Model Public Urban Research University for the 21st Century**

UMKC is committed to being a transformational force in our community and in the world. We commit to providing:

- » Transformational undergraduate and graduate education
- » Transformational solutions to grand challenges via discovery and applied research
- » Transformational enhancements to social, cultural, health and economic prosperity

UMKC's Strategic Plan is the road map that we will follow on our journey to deliver these commitments. The foundation of the plan is the Missouri Compacts: unifying principles developed by the University of Missouri System to guide strategic planning at all four System universities.

The plan also is based on a single foundational commitment. We recognize that a university is not buildings. It is not books, computers, advanced technology or laboratories. A university is people, because without the right people, these tools cannot perform their proper function. Therefore, the foundational commitment of the strategic plan is to support the personal and professional development of our faculty and staff.

This foundation supports five pillars through which we will achieve transformation:

1. Provide exceptional student learning, success and experience (Aligned with The Missouri Compact for Excellence in Student Success)
2. Advance a thriving discovery enterprise (Aligned with The Missouri Compact for Excellence in Research and Creative Works)
3. Transform our community and region with impactful engagement (Aligned with The Missouri Compact for Excellence in Engagement and Outreach)
4. Foster an environment of inclusive opportunity and excellence (Aligned with The Missouri Compact for Inclusive Excellence)
5. Develop strong and resilient people, processes and physical infrastructure (Aligned with The Missouri Compact for Excellence in Planning, Operations and Stewardship)

These pillars were developed after a careful analysis of the university's strengths, weaknesses, opportunities and threats. Indeed, UMKC set forth its aggressive and hopeful ambitions for the future in 2018 amid a host of challenges that have beset all higher education institutions. These pressures included shrinking revenues, heightened focus on workforce development, greater expectations for return on investment from students and community alike, changing expectations about personalization and engagement, more aggressive competition and greater demand for accountability.

UMKC recognized that first movers to address these pressures will benefit most, while those slow to change will experience significant, negative consequences. While the Strategic Plan represented a strong blueprint for progress, UMKC was ready to navigate a fork in the road that would further set it apart from its higher education colleagues. Shortly after the release of the Strategic Plan in late 2018, the university made a bold play to seize its own destiny and forge a new path for change. This move came during a most unexpected time. A global pandemic.

In March 2020, UMKC, along with most public institutions, went into lockdown in response to COVID-19. Students, faculty and staff were sent home. Classes and work moved to remote operations. The economy went into hibernation. In that uncertain time, UMKC went against conventional wisdom and human instinct. Rather than hunker down or retrench, UMKC dug deep and used the crisis to reinvent itself.

During that bleak spring, the university launched UMKC Forward. More than 140 people came together during a series of deep workshops and explorations to reimagine the university's future in innovative and creative ways with the goals of growing

UMKC's academic and research excellence as well as its financial stability. Hard decisions were made about programs to cut. But more importantly, the university made decisions about where it would invest to ensure success in what matters to the university: helping students succeed and go on to meaningful career achievement; solving the grand challenges of the community and the world through research and discovery; building the workforce of tomorrow and deeply engaging in the community for positive change.

UMKC came out of the pandemic stronger than ever, and the work of UMKC Forward gave new impetus and focus to the university's pursuit of its strategic plan goals. With UMKC Forward, the university's impact as an urban public research institution has resulted in heightened achievement and new momentum with enormous positive benefits for the campus, the community and the region.

**PILLAR 1: Provide exceptional student learning, success and experience.**

This pillar reflects the fundamental reason for the transformation of UMKC, and for this plan to guide the transformation. We are leaving behind the model of university-as-gatekeeper, charged with selecting an elite few to lead. We are embracing a public-service model for higher education in which we are called to help all those who come here successfully reach their goals. We will support each other in a culture of caring for people as individuals, meeting them where they are, and using innovation and discovery to find ways to help them succeed. When we disagree, we will do so in an atmosphere of mutual respect, civility, and a commitment to equity, diversity and inclusion. We will be a learning-centric organization, recognizing that student success is our primary mission, while maintaining our commitment to meet the needs of all of our stakeholders, including faculty, staff, alumni and the community at large.

We are committed to providing customized educational experiences tailored to each individual's needs, through a combination of impactful and engaging classroom and online learning, academic support and cocurricular experiences. We will be a provider of lifelong learning, delivered through an ever-evolving array of flexible, diverse, personalized formats.

As in a family, our students will find here a place where they are welcomed, where they belong and where they know they are cared for as part of a community infused with a sense of spirit and pride. Our collective spirit rises from a sense of pride in ourselves, in each other and as an institution to which we share a lifelong connection.

## METRICS

Specific targets for this pillar include:

» Increasing first-year retention for full-time, first-time college students

- 2018 Baseline: 75%
- 2023 Target: 80%
- 2023 Actual: 77%
- 2028 Target: 82%

» Increasing first-year retention for full-time transfer students

- 2018 Baseline: 71%
- 2023 Target: 78%
- 2023 Actual: 80%
- 2028 Target: 85%

» Increasing the six-year graduation rate for full-time, first-time college students

- 2018 Baseline: 49%
- 2023 Target: 60%
- 2023 Actual: 55%
- 2028 Target: 66%

» Increasing the six-year graduation rate for full-time transfer students

- 2018 Baseline: 60%
- 2023 Target: 66%
- 2023 Actual: 64%
- 2028 Target: 70%

» Increasing the career outcome rate

- 2018 Baseline: 78%
- 2023 Target: 85%
- 2023 Actual: 90%
- 2028 Target: 95%

» Increasing total fall enrollment (including dual high school)

- 2018 Baseline: 16,675
- 2023 Target: 20,000
- 2023 Actual: 15,327
- 2028 Target: 17,250

» Increasing total fall enrollment (excluding dual high school)

- 2023 Baseline: 11,963 [New metric]
- 2028 Target: 13,750

\*Please note: In some of our measures of achievement, we met our five-year metrics or outperformed our expectations, and in other measures of achievement, we lagged

our five-year targets. For our five-year update, we adjusted our 2028 targets based on our current measures and strategies outlined below.

### GOAL 1.1

Increase the retention, persistence and successful degree completion of our undergraduate students

#### STRATEGIES

A. Support the increase of undergraduate student retention, persistence and successful degree completion by:

- » Increasing the use of predictive data analytics to identify opportunities
- » Increasing the use of data in the review of policies and procedures to remove institutional barriers
- » Using predictive data analytics to review existing student support initiatives
- » Analyzing existing and emerging technologies to determine efficacy as support tools

B. Decrease the gaps for specified student groups in retention, persistence and successful degree completion of undergraduate students

### GOAL 1.2

Increase enrollment in targeted areas to assist in meeting anticipated regional workforce needs, while maintaining our commitment to student diversity and academic quality. Increased enrollments will create opportunities for strategic investments in student success resources.

#### STRATEGIES

A. Engage in comprehensive outreach programming to regional K-12 school districts and private schools for grades 7-12 to support recruitment and college readiness

B. Grow the university's undergraduate student body by increasing the funnel (number of applications) of first-time freshman and transfer students

C. Increase the yield of students who are admitted to UMKC

D. Target enrollment growth in areas of market opportunity that meet regional, national and global workforce needs

E. Elevate marketing efforts to increase awareness of and interest in UMKC

### GOAL 1.3

Provide access to higher education for the population in our surrounding region, in alignment with our institutional mission. This requires constant review of existing data and policies to ensure access for individuals across the income spectrum to a range of program offerings.

#### STRATEGIES

A. Increase financial assistance to individuals from low- and moderate-income groups

B. Continue working to close the gap between unmet financial need and full cost of attendance

C. Provide consistent and expanding services to support students from low- and moderate-income groups toward academic program completion

### GOAL 1.4

Review existing academic experiences and instructional effectiveness, and implement new academic programs and opportunities that embody academic quality and personalized, flexible, diverse and engaging learning experiences

#### STRATEGIES

A. Increase academic quality and diversity of academic program offerings through innovative curricula that introduce the latest advancements in discipline-specific knowledge and meet workforce needs

B. Improve instructional effectiveness of students' academic experience, the curriculum and the campus's overriding commitment to academic excellence

C. Make investments in the Center for Advancing Faculty Excellence (CAFE) that provides year-round faculty development opportunities and personalized faculty support to promote student success

D. Enhance teaching evaluation process by creating a consistent platform and core questions set for use across all units

E. Enhance high-impact practices such as highly interactive, feedback-rich and engaging classroom and co-curricular activities for our students

F. Increase flexible instructional formats, such as online, blended and competency-based programs that meet each and all of our students where they are when they enroll at UMKC

G. Improve the quality of the undergraduate academic foundation for all students through alignment of major choice, career goals and general education experiences

H. Initiate and promote quality, personalized and engaging learning opportunities and academic support services for our students

I. Pursue course-sharing and cross-enrollment opportunities with other UM System universities

#### GOAL 1.5

Improve career outcomes for undergraduate and graduate students and improve the preparedness for students entering the workforce or pursuing graduate and professional degrees in Kansas City and beyond

#### STRATEGIES

A. Improve instructional effectiveness through leadership training and holding unit leaders accountable annually for key student success goals in completion, retention and student experience

B. Improve students' preparedness relative to the knowledge, skills and competencies needed to meet the workforce needs in Kansas City, nationally and globally

C. Improve the knowledge, skills and competencies for students pursuing continued graduate and professional degree programs, making them increasingly more competitive for admission into advanced degree programs

D. Increase data collection and use regarding career outcomes

E. Increase participation of key external constituents to improve career outcomes for students and support regional workforce development

F. Expand and enhance campus career services and high-impact learning opportunities for our students to prepare them for the global workforce

## GOAL 1.6

Elevate students' sense of community, belonging and pride through on- and off-campus experiences, traditions and making connections with other students, staff, faculty, UMKC alumni and the Kansas City community

### STRATEGIES

- A. Offer a student-life experience, on and off campus, that is exciting, developmental and complementary to their academic experience
- B. Actively engage with students to determine their needs and remove barriers, both real and perceived, to their overall success
- C. Actively engage with students to promote their learning and achievement, and to provide personalized advising and support through best practices
- D. Actively engage with Athletics to support student-athletes in their personal, academic and competitive pursuits and make the spectator experience exciting and compelling for our students and community
- E. Be accessible and receptive to all students, faculty and staff

## GOAL 1.7

Provide the institutional infrastructure for students to be well-rounded individuals in terms of mental health, physical well-being and financial wellness

- A. Increase affordability for students through strategic scholarshiping, reduced costs of course materials through open educational resources and expansion of affordable student housing
- B. Partner with CAFE to provide workshops for faculty and staff to help them identify the warning signs of a struggling student and also build this content into New Faculty Orientation
- C. Create a workshop series on resilience, grit, etc., for students and student leaders
- D. Work with the Office of Financial Wellness to continue developing programs that empower all students for financial success by providing financial literacy information, resources and programs to secondary and post-secondary education sectors.



E. Host leadership development trainings and an annual leadership conference for student leaders and Greek Life provided through Office of Student Involvement (OSI)

#### Goal 1.8

Increase the modality and delivery of courses to accommodate student needs

- A. Increase the number of student credit hours taught via both blended and face-to-face instruction
- B. Increase the number of student credit hours taught via all online instruction
- C. Increase flexible course formats in targeted programs popular with adult learners to better meet their needs

### **PILLAR 2: Advance a thriving discovery enterprise**

Robust discovery activity and accomplishments are fundamental to both our educational and public service missions. Through discovery, UMKC will act as a transformational agent of positive change for our community and the world.

Our people produce research, creative works, discovery and innovation, and we graduate alumni who continue to produce innovation throughout their lives — in business, the arts, government, the nonprofit sector, in universities and as entrepreneurs. In this new model, discovery is not the sole province of faculty and graduate students. The discovery process must begin in the first semester of a student's experience and become a lifelong pursuit.

To educate people for the modern age, we must teach them to be critical thinkers. Our graduates must master the ability to create and innovate. Here, they learn how to generate new knowledge themselves, and how to navigate a world teeming with new information coming at them from every direction. Our graduates will encounter new knowledge on a daily basis throughout their lives. Our responsibility is to help students learn how to find, evaluate, communicate and combine relevant new information from multiple sources and disciplines and apply it to solve problems and improve the human condition. We model these activities for our students in order to teach the next generation to carry this vital work forward.

As a public university with a community service mission, we are called to focus our discovery activity in ways that address the needs of our local community, as well as the global community. We serve as a vital resource for Greater Kansas City and the state of Missouri, especially in our urban neighborhoods where it is needed most. Discovery is not a goal, but a process through which we realize our goals.

## METRICS

Specific targets for this pillar include:

### » Increasing annual extramural research expenditures

- 2018 Baseline: \$25 Million
- 2023 Actual: \$58 Million (estimate; final numbers confirmed by UMSystem in January 2024)
- 2028 Target: \$100 Million
- 2023 Target: \$50 Million

\*Revised baseline: The R&D expenditures baseline data in 2023 UMKC Strategic Plan reported as \$29M to NSF is \$25.1M

### » Increasing the number of annual grant proposals

- 2018 Baseline: 414
- 2023 Actual: 599
- 2028 Target: 850
- 2023 Target: 600

### » Increasing the total dollar amount of annual grant proposals

- 2018 Baseline: \$160 Million
- 2023 Actual: 527 Million
- 2028 Target: \$1 Billion
- 2023 Target: \$300 Million

### » Doubling the annual grant awards

- 2018 Baseline: 230
- 2023 Actual: 334
- 2028 Target: 600
- 2023 Target: NA

### » Increasing the total dollar amount of annual grant awards

- 2018 Baseline: \$36 Million
- 2023 Actual: \$147 Million
- 2028 Target: \$250 Million
- 2023 Target: \$60 Million

### » Increasing the annual number of patents filed

- 2018 Baseline: 17
- 2023 Actual: 18
- 2028 Target: 25
- 2023 Target: 25

### » Increasing the annual number of inventions

- 2018 Baseline: 25
- 2023 Actual: 24
- 2028 Target: 40
- 2023 Target: 40

» Increase journal article publication

- 2023 Baseline: 833  
Source: Scopus (articles and books)
- 2028 Target: 1,040

» Increase prestigious, highly prestigious and self-reported national awards for faculty

- 2023 Baseline: 10  
Source AcA; count does not include School of Law or School of Medicine healthcare partner faculty. Law and Medicine faculty tracking will be implemented in Spring 2024 and added to baseline and 2028 target adjusted
- 2028 Target: 20

\*Please note: In some of our measures of achievement, we met our five-year metrics or outperformed our expectations, and in other measures of achievement, we lagged our five-year targets. For our five-year update, we adjusted our 2028 targets based on our current measures and strategies outlined below.

## GOAL 2.1

Invest in faculty to increase research, citation and publication

### STRATEGIES

- A. Develop investment pools to support faculty research, start-up funding, equipment purchases, mentoring, etc.
- B. Promote exceptional grant writing through training and the development of a Grants Institute aimed at supporting proposal development
- C. Support faculty travel and research training opportunities
- D. Promote faculty membership on National Institutes of Health (NIH) and National Science Foundation (NSF) grant-review panels
- E. Work with UMKC Foundation to establish specific endowment funds within the UMKC Foundation to support research and scholarship
- F. Collaborate with library services to support faculty research
- G. Develop an investment pool to support faculty workload adjustment costs (teaching replacement costs) to support faculty development specific to research (grant writing, data management, certification workshops, external research collaborations, etc.)

H. Incorporate new information systems for tracking citations and publications into the annual faculty evaluation process, measured against nationally recognized benchmarks

## GOAL 2.2

Build a strong and supportive research infrastructure that is applied, adaptive and translational

### STRATEGIES

A. Expand the Office of Research Services to support faculty innovation and scholarship; specifically, expand pre-award support staff to increase number and quality of proposal output

B. Launch a robust proposal development and pre-submission review process to increase the outcome of submitted proposals

C. Make targeted investments in equipment, capital improvements and core facilities that directly promote and advance existing areas of research expertise, and offer services and equipment to support faculty research projects at UMKC and across the UM System

## GOAL 2.3

Identify, strengthen and promote areas of excellence in research and scholarship

### STRATEGIES

A. Establish a data science center through our Data Science Analytics and Innovation Center (known as dSAIC) aimed at improving the quality of life for citizens of Kansas City, the state of Missouri and beyond. dSAIC will align faculty expertise with industry and community needs, with foci in generation of unique data, design of data insights and implementation considerations required to solve practical problems confronting organizations, populations and individuals

B. Match societal needs with federal and foundation funding opportunities with broad areas of interdisciplinary research activity and launch new centers and/or institutes to address the opportunities

C. Work with the UM System to redefine the definition of university “centers” to better compete for funding opportunities

D. Promote “cluster hiring” strategies within our areas of research expertise to advance our strength, competitiveness, visibility and national ranking in these areas

E. Identify new areas for research concentration that do not currently exist at the university and would support existing areas of excellence or community needs, and develop these with new hires and investments

#### GOAL 2.4

Reward research and scholarly excellence

##### STRATEGIES

A. Revise faculty evaluation policies and promotion and tenure policies to align with UM System research goals and support faculty research success, including recognition of interdisciplinary research, collaborative research and open-access publishing

B. Develop a funding pool to award merit raises for outstanding research and scholarly excellence linked to post-tenure review

C. Establish additional awards for research and creative activity to complement those already in existence

D. Provide additional course release time on a competitive/rewards basis

#### GOAL 2.5

Enhance research opportunities for undergraduate and graduate students to reinforce the value of research in how people learn

##### STRATEGIES

A. Develop discipline-specific, uniform and competitive Graduate Research Assistantship (GRA) stipends and a benefits-funding program

B. Encourage students to use course credit for research opportunities

C. Encourage faculty to obtain grant awards (e.g., NSF and NIH R15 awards) that reward mentorship of student research

D. Develop research internships for students at local companies and academic institutes

E. Increase funding and support for the Office of Undergraduate Research and Creative Scholarship

F. Expand students' opportunities to use their federal work-study awards to join the Undergraduate Research Associate Program

G. Increase the number of course-based deliveries of undergraduate research, particularly for first- and second-year students through Experiences in Undergraduate Research (EUREKA) offerings, and determine characteristics that make EUREKA courses impactful for students

H. Enhance the visibility and functionality of the UR-Linked database

#### GOAL 2.6

Build and expand internal and external interdisciplinary research partnerships

##### STRATEGIES

A. Facilitate collaboration for interdisciplinary research through system networking and conferencing opportunities

B. Promote research and creative collaborations with other educational and research institutions in the community

#### GOAL 2.7

Enhance the societal impact of university innovations

##### STRATEGIES

A. Increase the number of patent applications and issued patents, trademarks and copyrights awarded to UMKC

B. Support the transfer of research innovations to the public, including tech transfer

C. Develop policies that incentivize the formation of faculty startups and licensing agreements

D. Make a culture shift toward commercialization through hiring practices, training, incentives, and creation of supportive policies and processes

E. Provide additional physical infrastructure for commercialization

F. Make strong connections to the local, regional and national community within which UMKC resides to commercialize technology

## GOAL 2.8

Capture and report all research expenditures, as defined by the NSF Higher Education Research and Development (HERD) SURVEY

### STRATEGIES

- A. All academic and non-academic units revisit and review their accounts to make sure any research-related spending is correctly coded (PCS 22)
- B. Enhance university-wide understanding about the definition of research and creative activities, and which should be counted toward research expenditures

## GOAL 2.9

Streamline internal financial processes to facilitate research-related spending

### STRATEGIES

- A. Each unit across the university will review and streamline its processes and protocols for research-related spending requests
- B. Provide training to all the fiscal officers about research accounts, appropriate codes and related definitions

## GOAL 2.10

Accurately capture headcount data on the following three categories: Faculty, Researchers (including Postdocs), and Doctoral graduates

### STRATEGIES

- A. Empower the University Institutional Research Office to play a central role on all the data reporting

## **PILLAR 3: Transform our community and region with impactful engagement**

UMKC is committed to collaboration with the greater community — at the state, national and global levels, but especially in the Greater Kansas City region. This collaboration will take myriad forms, while always advancing our core mission of teaching, discovery and service. For us, collaboration is a true mutual exchange, in which all participants are teachers, learners, contributors and beneficiaries; a two-way exchange in which campus reaches out to the community, and the community reaches back to us.

We intend our engagement to advance the human condition: expanding knowledge, improving health, alleviating poverty, opening avenues for economic development to

under-served communities, expanding knowledge, driving artistic creativity and expression and improving lifelong learning. This is how we define “impactful engagement,” and how we intend to practice it.

We will emphasize entrepreneurship and innovation as a key element of our engagement. These are powerful, proven tools to drive economic development and create solutions. They are also a significant strength among our faculty and staff and a key differentiator for our region.

Working hand in hand with community partners, we strive to prepare educated, engaged citizens who will serve as our community’s future workforce, artists, contributors and leaders; to strengthen democratic values and civic responsibility; to address critical societal issues; and to contribute to the public good.

Our faculty, staff and students will engage with our community, just as our community engages with UMKC. We will continue to leverage the power and influence of our stakeholder organizations and the collective efforts and talents of our alumni living in this region to drive engagement and its impact to ever-greater levels. For our university community, the benefits of engagement include enriched scholarship, research, creative activity, curriculum, teaching and learning.

## METRICS

Specific targets for this pillar include:

» Increasing the percentage of graduating students having participated in community-based learning

- 2023 Baseline: NA; changed metric from service learning to community-based learning. New baseline will be available in Spring 2024
- 2028 Target: 75%

» Increasing the total number of volunteer hours participating in community partnerships

- 2018 Baseline: 234,000
- 2023 Actual: NA; during transition, data was not captured
- 2023 Target: 350,000
- 2028 Target: 400,000



\*Please note: In some of our measures of achievement, we met our five-year metrics or outperformed our expectations, and in other measures of achievement, we lagged our five-year targets. For our five-year update, we adjusted our 2028 targets based on our current measures and strategies outlined below.

### GOAL 3.1

Partner with Greater Kansas City employers to meet the region's workforce needs, creating jobs and economic development opportunities for the region

#### STRATEGIES

- A. Become the university of choice for Greater Kansas City employers seeking talent for entry-level positions and ongoing talent pipelines
- B. Partner and serve on workforce development initiatives/councils/taskforces with civic and economic development organizations
- C. Increase, coordinate and market the portfolio of informal and non-credit programs UMKC provides to meet the workforce needs of the community

### GOAL 3.2

Advance urban engagement for the benefit of the community and the university

#### STRATEGIES

- A. Coordinate and increase informal, non-credit and community educational programs
- B. Through partnership with CAFE, develop a series of workshops to enhance faculty engagement in the broader community
- C. Align necessary resources and faculty/staff leadership to prepare for the successful renewal of the campus's Carnegie Classification for Community Engagement status
- D. Promote the work UMKC is currently doing in the Greater Kansas City area and promote the success of our programs, students, faculty and alumni
- E. Promote the availability of the Presidential Engagement Fellows

### GOAL 3.3

Increase partnerships to address cultural, social, health and economic prosperity in the state of Missouri

#### STRATEGIES

A. Utilize the campus's extensive volunteer network and the myriad of civic and business relationships that are maintained and stewarded by the External Relations and Constituent Engagement (ERCE) Division to actively design programming that engages external leaders in the life of the institution and thus builds a strong and vibrant advocacy network across the regions and state for the campus

B. Create and implement a strategy to strengthen the UMKC Health Sciences District and leverage the collaborations and partnerships associated with the district

C. Recognize and capitalize on the strong relationships UMKC has with the community to enhance academic goals and provide real-world experience for faculty and students

D. Collaborate with civic, legislative, and academic partners to address health, education, and workforce needs in rural regions of Missouri

### GOAL 3.4

Strengthen alumni engagement and recognition

#### STRATEGIES

A. Support infrastructure for alumni to promote and invest in student success

B. Provide lifelong learning activities and meaningful engagement for alumni to interact and contribute to UMKC through volunteerism, philanthropy and experiential activities

C. Increase outreach to bring more alumni into the donor pipeline

D. Raise UMKC's reputation in the community by promoting the success of our programs, students, faculty and alumni

### GOAL 3.5

Strengthen donor engagement and investment

#### STRATEGIES

- A. Improve operational alignment between UMKC administration and the UMKC Foundation
- B. Increase outreach to increase giving
- C. Improve the overall philanthropic experience for donors
- D. Prioritize, plan and prepare for the next development campaign

### GOAL 3.6

Foster partnerships with key organizations to promote entrepreneurship and innovation

#### STRATEGIES

- A. In partnership with the UM System and Missouri Technology Corporation, expand KCSOURCELINK across the state of Missouri
- B. Seek increased partnerships and enhanced coordination with organizations throughout the region that are promoting commercialization and entrepreneurship
- C. Implement an early-stage Technology Venture Development Studio, a key entry point for Technology Commercialization System, that results in 15 new businesses, 30 new jobs and \$20M in follow-on funding annually
- D. Lead the region in delivering relevant and timely business information, counseling, management and legal matters education services for aspiring and existing business owners in the Kansas City region
- E. Improve the entrepreneurial ecosystem in the Kansas City metropolitan area and across the state of Missouri by connecting a network of business-building services across the region, deepening corporate engagement in the entrepreneur community and improving access to resources and capital
- F. Support entrepreneurial approaches to civic and social innovation in the Kansas City region through multi-stakeholder convenings and workshops, resulting in recommendations to ensure equitable opportunities for education, employment, health, safety and prosperity throughout the region

- G. Position UMKC as an international thought leader in entrepreneurship through participation in associations, publications, leadership of national programs and expansion of UMKC entrepreneurial programs across the country
- H. Build an endowment that provides core funding for UMKC entrepreneurial activities, further growing UMKC's position as a premier institution for entrepreneurship education and community involvement

#### **PILLAR 4: Foster an environment of inclusive opportunity and excellence**

UMKC is known as a place where *all* are welcome. Our community of students, faculty and staff comprises people with diverse backgrounds, experiences, and perspectives, including first generation students, veterans, underserved groups and minorities, rural students, people with different abilities, international students, and many others. This rich fabric of our community gives us, as individuals, a unique opportunity to deepen our understanding of the benefits of plurality of thought and experiences and leverage that to pursue excellence in work and life.

As a university, we are committed to be a broadly inclusive campus that continually strives to provide opportunity and the tools so that all can access excellence to meet our high standards and reach their full potential. Our goal is to provide pathways to prosperity through education --both for individuals and communities-- and the creation of new possibilities for those we serve.

We also recognize that our region and state, inclusive of metropolitan and rural communities, are inextricably tied to the world; we must educate our students to live and work and create in such a world; we must strive to inspire them to lead and serve in that world. UMKC's commitment to inclusive excellence, and access to opportunity plays a vital role in leveraging the interconnected nature of modern society to our region and state's advantage.

Thus, as Kansas City's top comprehensive research university, we dedicate ourselves to providing all individuals in our campus community the opportunity to thrive in a competitive, interconnected, multifaceted workforce and society.

**METRICS**

Specific 2028 targets for this pillar include:

» Increase the retention rate for all students and decrease retention gap for First Generation, Underrepresented Minority (URM), and Pell students

<b>2022 Cohort*</b>	<b>Retention Rate</b>	<b>2028 Target</b>
Baseline (all students)	77.4%	82%**
First Generation	76.5%	Reduce gap by at least 50%
Not First Generation	78.4%	
URM	74.8%	Reduce gap by at least 50%
• Black/African American	74.6%	
• Hispanic/Latino	73.9%	
Non-URM	79.1%	
Pell	76.4%	Reduce gap by at least 50%
Non-Pell	78.3%	

\*2022 cohort for FTC students is used for baseline because 2023 cohort baseline data not available when published. Fall 2022 utilizes unofficial IPEDS data. Retention defined as enrollment in the following Fall enrollment census.

\*\*Please refer to Pillar 1.

NOTE: Domestic Underrepresented Minority (URM) includes Black, Hispanic, American Indian or Alaska Native and Native Hawaiian or Other Pacific Islander. The UMKC enrollment numbers for American Indian or Alaska Native and Native Hawaiian or Other Pacific Islander are too small for reporting.

» Increase the graduation rate for all students and decrease graduation gap for First Generation, Underrepresented Minority (URM), and Pell students

<b>2016 Cohort*</b>	<b>Graduation Rate</b>	<b>2028 Target</b>
Baseline (all students)	55.3%	66%**
First Generation	49.4%	Reduce gap by at least 50%
Not First Generation	59.0%	
URM	45.8%	Reduce gap by at least 50%
• Black/African American	40.1%	
• Hispanic/Latino	50.0%	
Non-URM	59.2%	
Pell	45.4%	Reduce gap by at least 50%
Non-Pell	61.5%	

\*2016 cohort for FTC students is used for baseline because 2017 cohort baseline data not available when published. Graduation defined as baccalaureate award within six years.

\*\*Please refer to Pillar 1.

NOTE: Domestic Underrepresented Minority (URM) includes Black, Hispanic, American Indian or Alaska Native and Native Hawaiian or Other Pacific Islander. The UMKC enrollment numbers for American Indian or Alaska Native and Native Hawaiian or Other Pacific Islander are too small for reporting.

» Increase the number of veterans and active-duty service members enrolled

- 2023 Baseline: 358
- 2028 Target: 400

» Double the number of faculty (incoming and outgoing) engaged in global research and teaching collaborations, including the Fulbright program and UM South Africa program

- 2023 Baseline [Fulbright]: 3
- 2028 Target [Fulbright]: 6
- 2023 Baseline [UM South Africa Program]: 4
- 2023 Target [UM South Africa Program]: 8

» Increase the number of students engaged in study abroad opportunities by 10%

- 2023 Baseline: 150
- 2023 Target: 165

» Increase number of students enrolled in satellite programs

- 2023 Baseline: 240
- 2023 Target: 275

\*Please note: In some of our measures of achievement, we met our five-year metrics or outperformed our expectations, and in other measures of achievement, we lagged our five-year targets. For our five-year update, we adjusted our 2028 targets based on our current measures and strategies outlined below.

## **Goal 4.1**

### **Support student success through the removal of barriers to education and professional development**

#### STRATEGIES

- A. Partner with regional PK-12 school districts, metropolitan and rural, to engage school students early with career exploration through the Professional Career Escalator program
- B. Grow participation in student onboarding and academic support programs, such as Summer Bridge and mentorship and leadership programs such Avanzando, AACE and MOCA

- C. Grow enrollment in the First Gen Roos program to continue to assist first generation students in persistence and graduation
- D. Enhance support for veterans through the At Ease Zone and achieve the highest level of veteran-friendly-campus designation
- E. Leverage the first semester experience course to increase student engagement with peer academic leaders, student organizations, and campus resources including student accessibility and counseling services
- F. Increase access to paid internship opportunities for students in corporations and non-profit organizations

#### **Goal 4.2**

#### **Create learning opportunities in rural areas that positively impact state and regional workforce**

##### STRATEGIES

- A. Leverage community partnerships and relationships with other institutions of higher education to create collaborative learning opportunities outside metro areas in the state
- B. Evaluate community needs in rural areas and address healthcare provider and other shortages by establishing satellite professional education opportunities where relevant and feasible

#### **GOAL 4.3**

#### **Become a university of choice for international students, while enhancing our educational and economic impact through the enhancement of international learning and research opportunities for domestic students and faculty**

##### STRATEGIES

- A. Cultivate robust academic partnerships with universities across the globe
- B. Create an international strategic enrollment management plan
- C. Increase student study abroad opportunities through scholarships and improved infrastructure for faculty led programs
- D. Support faculty participation in global teaching and research opportunities, such as the UM South Africa program and Fulbright Fellow program

## Goal 4.4

### **Support faculty engaged in teaching and scholarship that reflects our inclusive commitment to access, opportunity, and excellence**

#### STRATEGES

- A. Promote teaching and mentoring practices that support the needs of learners from broadly diverse backgrounds, such as varying cultures, veteran status, first generation students, disability, socioeconomic resources, etc.
- B. Support global engagement and participation in international faculty exchanges through CAFE professional development programming (e.g., Fulbright application support) and the Faculty Fellows program
- C. Support interdisciplinary and international research collaboration through pre-award and grant writing support services

### **PILLAR 5: Develop a strong and resilient people, process and physical infrastructure**

In order to deliver on our goals and live up to our values, we must have the proper systems in place to support our people. Our systems and processes must be reliable, transparent and fair. They must allow us to be proper stewards of the resources, and the trust, given to us by students, taxpayers, donors and stakeholders. They must encourage collaboration across campus, across the region and across the University of Missouri System. They must empower, not restrict.

Our processes must promote efficiency, empower innovation and reduce wasteful duplication of effort, allowing us to maximize our investments in the strategic priorities that will promote growth in enrollment, student success and community impact. We must use data effectively and develop clear and relevant metrics to guide our evolution into a high-performance organization. We must develop a robust, comprehensive risk mitigation system to ensure compliance with federal and state mandates, accreditation requirements, safety and environmental protection regulations, and our own policies.

Even as financial pressures drive us to improve operations and increase efficiency, we recognize that we cannot cut our way to growth and improvement. A key element of this pillar calls for us to identify and leverage new opportunities and new revenue streams that will provide additional resources for the vital strategic investments we need to make.





B. Develop and implement policies, processes and collection mechanisms to institutionalize responsibilities for implementing The Higher Learning Commission (HLC) Assumed Practices

C. Develop and implement policies and processes that improve space use that are clear, engaging and equitable to all stakeholders

D. Review policy, improve process and incorporate new information systems to support centralized scheduling

E. Identify and prioritize needs for metrics with data review and management plan in conjunction with UM System expectations. Continue to adapt plan for Athletics in response to changes in NCAA D1 framework

F. Continue to implement strategies focused on financial efficiencies of auxiliary services

#### GOAL 5.2

Develop long-term planning processes for operating and capital needs and associated resources

##### STRATEGIES

A. Develop and implement maintenance and repair long-term funding plan

B. Develop and implement asset-management plan for land and buildings lease and sale opportunities

#### GOAL 5.3

Support processes, practices and policies that ensure efficiencies and collaborations across the four campuses of the UM System

##### STRATEGIES

A. Support plans for shared services initiatives, as appropriate

B. Replace campus-specific systems with UM System shared systems, as appropriate

#### GOAL 5.4

Align organizational structures to achieve the objectives of research, teaching and engagement

##### STRATEGIES

A. Align academic organizational structures to more effectively and efficiently support mission

(including interdisciplinary and interprofessional programs and research, and international affairs)

B. Develop and implement IT plan that increases efficiency and eliminates duplication of efforts

C. Develop and implement plan for opportunities to leverage all UM System and UMKC Libraries

#### GOAL 5.5

Increase revenue and diversify revenue to account for declining share of costs covered by state appropriations

##### STRATEGIES

A. Enhance existing revenue derived from current programming and develop new revenue-producing programs in the areas of non-credit instruction and informal and continuing education

B. Promote and market our academic programs in the bi-state region and heartland, especially the areas with strong growth potential

C. Expand partnerships with other universities, community colleges and educational institutions including programs with Metropolitan Community College (MCC), Johnson County Community College (JCCC), Kansas City Community College (KCKCC), etc.

D. Strengthen and align enrollment management operations with the academic units and create a comprehensive, seamless recruitment experience for first-time freshman, transfer, graduate and professional students

E. Develop and implement plan for dual-credit program to assess growth opportunities with review of pricing and internal structure

F. Prioritize, plan and prepare for next development campaign

G. Work to improve commercialization of intellectual property

## GOAL 5.6

Improve compliance and risk mitigation systems

### STRATEGIES

A. Assess needs and improve policy development, communication, monitoring, archiving and audit systems

B. Upgrade and implement crisis management and communications processes

C. Develop and implement an equipment and technology lifecycle management policy and process

## **SECTION 3: FOUNDATIONAL COMMITMENT**

### **Provide an unwavering commitment to the development of our people**

A university is people. Any university can only be as impactful and effective as its people are. To deliver on our goals, we must keep our commitment to help our people become and maintain their best selves.

Maintaining our commitment to our people is the only way we can recruit the best people, retain them for the long term, and provide the tools, support and motivation they need to be successful in their work and at their base. Many in our community have other options yet choose to be part of our community. We owe it to them to support this choice and have them continue to view that choice as the right one.

This will be a university that listens to its people, is responsive to its people, gives people opportunities to do meaningful, impactful work, maintains an appreciative and respectful atmosphere, provides opportunities for people to develop their knowledge and skills, and recognizes and rewards success.

A renewed emphasis on collaboration will be an essential component of this commitment. Collaborative discovery activity and problem-solving drives personal growth, improves efficiency, promotes enthusiasm, models best practices for students and broadens opportunities for professional development and success.

UMKC recognizes that a university that is transforming its practices has a parallel obligation to transform the metrics it uses to measure employee performance. We will install systems that give proper weight and consideration.

## METRICS

Specific targets for this foundational commitment include:

- » Increase the number of supervisors who have completed a leadership development program during their time at UMKC from 24% in 2023 to 40% in 2028
- » Increase the number of staff who complete at least one instructor-led training or online course in Percipio annually from 23% in 2023 to 40% in 2028
- » Increase the percentage of faculty attending trainings and workshops facilitated by CAFE from an estimated 50% in 2023 to 75% in 2028
- » Retain a firm to complete a climate survey in 2024 and again in 2028 with a target to increase the percentage of faculty and staff who:
  - Report they are comfortable with the overall climate
  - Report they agree that UMKC is a good place to work
  - Report they agree that UMKC offers adequate professional development opportunities

*We commit to ongoing improvement of workplace conditions and culture, becoming a place where people are consistently happy and satisfied.*

## STRATEGIES

- A. Our faculty, staff, students and administrators will be meaningfully involved in institutional planning
- B. Our leaders will have the knowledge, skills and experience necessary for success at an urban-serving research university
- C. The university will maintain an appreciative, respectful, fair and flexible work environment for all employees
- D. The university will meet employees' needs by providing facilities that are safe, well designed and well maintained
- E. Faculty and staff will be compensated with pay and benefits that are satisfactory and will find satisfaction in work that is meaningful to the university and to the community we serve
- F. Faculty and staff will have access to the equipment and resources necessary to do their jobs, opportunities to develop their skills, and the requirements for career advancement and promotion and tenure will be clear and easily understood

G. Supervisors will solicit ideas, provide clear expectations and prompt feedback, and recognize success

H. The university will recognize and support innovative and high-quality teaching

*We commit to becoming a performance-driven organization.*

#### STRATEGIES

A. Collect, analyze and disseminate data on target metrics to key stakeholder groups

B. Develop annual evaluations for each faculty, staff member and leader that provide performance feedback and development goals

C. Codify, communicate and monitor completion of baseline policies and procedures

D. Operate in accordance with The Higher Learning Commission assumed practices

E. All search committees and hiring managers will be trained in, and carry out, best practices in behavioral hiring, screening and reference-checking practices

F. Handbooks will be accessible, regularly updated and reviewed annually with each employee group (faculty, staff, chair, dean, administrator)

G. Develop and maintain a method of gathering regular employee feedback

H. Identify and work to reduce obstacles and create incentives for collaboration across units, departments and other institutional groups

I. Through annual review, deans and chairs will promote continuous improvement of all programs in the academic portfolio

*We commit to support faculty and staff success and career development.*

#### STRATEGIES

A. Support both tenure-track and non-tenure-track faculty and their career advancement

B. Promote faculty success through improved policies, processes and metrics in collaboration with faculty

C. Promote staff development opportunities and reward programs that foster excellence in faculty teaching, research and engagement to reach nationally recognized benchmarks

D. Support staff members and their career advancement and retention, which will include an assessment of staff compensation inequities

*We commit to promote professionalism and collaboration.*

#### STRATEGIES

A. Facilitate collaboration between Staff Council, Faculty Senate and Administrative Council

B. Offer and provide trainings

C. Provide resources for staff to assess their career opportunities

#### **SECTION 4: CRITICAL ENABLERS**

While the challenges we face at UMKC are significant, they can also be seen as an unprecedented opportunity to build a model public urban research university for the 21st century. Our academic strategy must develop and/or strengthen the elements of our organization and operations that are critical to enabling UMKC to achieve its mission and vision in this new reality. We must also remove infrastructure and improve processes that are currently barriers and obstacles to our success. We must recognize that our students value autonomy, flexibility, experiential learning and innovation.

Our foundational commitment to support the development of our people is the most important driver of success for this plan. In addition to that foundation, five critical enablers will be vital success factors.

These critical enablers apply to, cut across and reinforce all five pillars of the plan. For example, our commitment to inclusive opportunity and excellence is integral to our teaching mission and commitment to student success (Pillar 1) because it is inherent in our commitment to personalized instruction. This commitment is integral to our research and discovery enterprise (Pillar 2) because it informs our investment in faculty and our commitment to act as a transformational agent of change for our community.

This commitment is integral to our impactful engagement with our community (Pillar 3) because we live in a diverse community with demonstrated needs for greater equity and inclusion, and because it is critical to satisfying the workforce development needs of our community. This commitment is integral to fostering an environment of inclusive opportunity and excellence (Pillar 4).

And we cannot develop a strong and resilient people and process (Pillar 5) unless our commitment to diversity, equity and inclusion is embedded in our daily activity as a source of strength.

We cannot achieve our goals unless we bring these critical enablers to bear across each and every pillar of our strategic plan. They are the essential tools we will use to build an exemplary modern urban research university of the 21st century. We must all commit to making these enablers part of our culture as guiding principles for everything that we do.

The critical enablers for UMKC's academic strategy are:

#### GOAL 1

Because our people are our greatest asset, we will cultivate a community of learners with a commitment to equity, diversity and respectful interaction

- » When we speak of equity, we mean that each human being is of value simply because they are human
- » When we speak of diversity, we mean that we are each different, and diversity is a strength to be celebrated and appreciated
- » When we speak of inclusion, we mean that we are creating an infrastructure that encourages the collective to support the individual, and the individual to support the collective

#### STRATEGIES

- A. Build a human-centric learning and discovery community
- B. Foster equity, diversity and inclusion to enrich the lives of our faculty, staff and students and the communities we serve
- C. Leverage our commitment to inclusive opportunity and excellence to elevate UMKC to be the location of choice for Greater Kansas City and enhance our students' ability to succeed in a global workforce



## GOAL 2

Require strong fiscal stewardship and adherence to systematic resource allocation and management processes to reach a balanced budget and build for a healthy, sustainable future

### STRATEGIES

- A. Build a stable and dependable stream of financial resources sufficient to realize our goals
- B. Develop resources to invest in strategic growth initiatives and areas of excellence
- C. Implement a budget model and process that provides academic units and departments with adequate resources, ensures accountability, assigns responsibility and avoids deficits

## GOAL 3

Develop a comprehensive communications strategy for internal and external stakeholders, leveraging our unique attributes and academic programs

### STRATEGIES

- A. Commit to transparency and accountability in governance through strong and consistent internal communications
- B. Increase public awareness of our strengths to build reputation, partnership opportunities and our student population
- C. Improve communication and responsiveness to alumni and donors to grow our alumni participation and donor base
- D. Build a strong, enduring UMKC brand

## GOAL 4

Develop data-informed, decision-making tools and processes to support our goals and priorities

### STRATEGIES

- A. Provide personalized, individualized education and services based on data
- B. Enhance student success through data-informed academic support and mentoring systems

C. Utilize data to drive investment decisions on how our resources are deployed to support the teaching and learning enterprise, and determine our return on investment in terms of educational quality and student success

D. Align our mission with academic program opportunities to create efficient operations, through annual reviews of the academic portfolio and academic efficiency, in keeping with our unwavering commitment to ensure our university resources support our students and serve our community

## GOAL 5

Build a dynamic and vibrant campus life where curricular and cocurricular experiences are integrated and holistic, bringing together students, faculty, staff and Greater Kansas City for shared purpose

### STRATEGIES

A. Develop strong, shared sense of belonging at UMKC among students, alumni, faculty, staff and stakeholders through strategies that focus on school spirit, campus pride and campus/community/global citizenship

B. Increase awareness, participation and attendance for Athletics, Performing Arts, Student Government, Faculty Senate, Staff Council, cultural and educational programming and events and volunteer efforts

C. Leverage enrollment growth and retention, enhancing resources, collaboration, and cross-campus partnerships

## **SECTION 5: FROM PLAN TO IMPLEMENTATION**

This strategic plan provides a framework for our future and outlines a set of aspirational goals and strategies for our university. Implementation details are not included in this plan. However, we know the implementation phase will be critical to achieving meaningful success.

As important as refocusing our strategies is readdressing how we go about implementing them. As we build our implementation plan, in the face of significant change, the following principles will guide our work.

### GUIDING PRINCIPLES FOR IMPLEMENTING THE UMKC STRATEGIC PLAN

» Protect UMKC's mission and academic core, in service to one another, to our students and to society

- » Act in accordance with our core values: Learning, Diversity, Integrity, Accountability, Respect, Collaboration
- » Find and support our unique value proposition by aligning resources with strategic priorities
- » Work together as a team of teams, influencing and resolving issues with sensitivity and respect, recognizing that the competition we face is outside UMKC
- » Pursue innovative ideas that respectfully challenge the status quo and create positive change to better deliver on our mission
- » Engage in data-informed decision making, drawing from a single source for valid, reliable data to measure progress, inform planning and guide action
- » Break down silos, eliminate duplicative services, workarounds and waste to improve service models, gain efficiency and generate savings wherever possible
- » Be accountable by clarifying roles, responsibilities and baseline accountabilities associated with our work
- » Engage in professional development opportunities to gain new knowledge and skills to support our work and our success
- » Promote transparency by communicating regularly with our stakeholders
- » Serve as stewards of university resources, being ever-mindful of the need for financial sustainability now and in the future
- » This document is intended to be a working document over time and implementation should not be limited by the specific strategies outlined in this document

The UMKC community is indebted to the members of the Strategic Plan Committee whose hard work, dedication, knowledge and insight is demonstrated by this document.

## **CAMPUS LEADERSHIP (2024)**

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**Changing the world starts here.**

Here in Kansas City. Here at the University of Missouri-Kansas City.

With this plan, we make a bold statement because these are times that demand bold dreams, bold ambitions and bold determination to achieve them.

Our world presents us with new problems to solve, new demands to meet, new needs to fulfill. We are called to change for the better the way we teach, the way we discover, the way we engage and to ensure that the benefits of these efforts are shared equitably by all. In these pages, we have outlined in specific detail how we plan to answer this call.

As we follow the course of action outlined in this plan, we proclaim to the world that we will not settle for small impacts, or just following the norm. We dare to reach for greatness and become an exemplary public urban research university of the 21st Century.

We invite all who aspire to change the world to join us in this quest.

UNIVERSITY OF  
MISSOURI-ST. LOUIS

UMSL

2023-2028  
STRATEGIC PLAN  
FINAL DRAFT

DR. STEVEN BERBERICH





# OUR MISSION WE TRANSFORM LIVES

As the metropolitan, land-grant, research institution serving the most diverse and economically important region in Missouri, the University of Missouri–St. Louis delivers exceptional educational, research and engagement experiences that inform, prepare, challenge and inspire.





# OUR VISION

The University of Missouri–St. Louis will be a beacon of hope, a force for good, and a leader in the pursuit of excellence in education, impactful research and community service. We boldly assert that education is for everyone who is willing and able to seek it out. We honor the duties inherent in our land-grant beginnings by positioning ourselves as partners in the search for knowledge, progress and positive change for ourselves, our communities, our world.

# SIX CORE VALUES

Trust  
Inclusion  
Innovation  
Access  
Success  
Engagement

# SIX OBJECTIVES

Elevate Recruitment and Retention  
Shape the Workforce of the Future  
Generate New Knowledge  
Build a Robust Campus Community  
Advance St. Louis as an Anchor Institution  
Develop Stewardship and Vitality

# Elevate Recruitment and Retention Objective 1

Recognizing UMSL as a traditional campus for all types of students, optimize student recruitment and retention while providing an accessible and value-based education. Focus on specific strategies and initiatives that increase student recruitment, retention, and student success for a diverse set of learners.

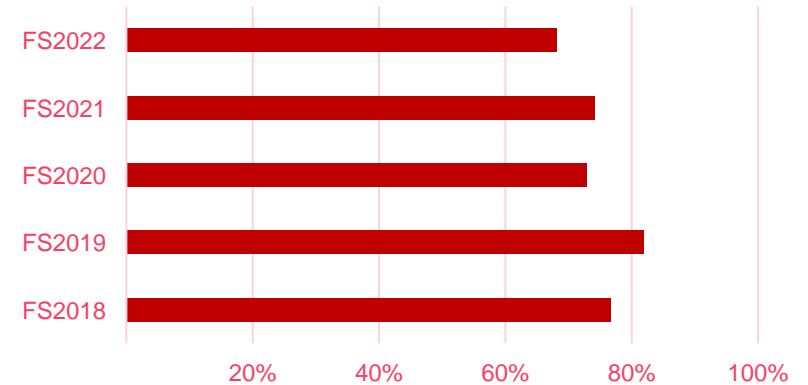
**UM Compacts:** Excellence in Student Success; Inclusive Excellence



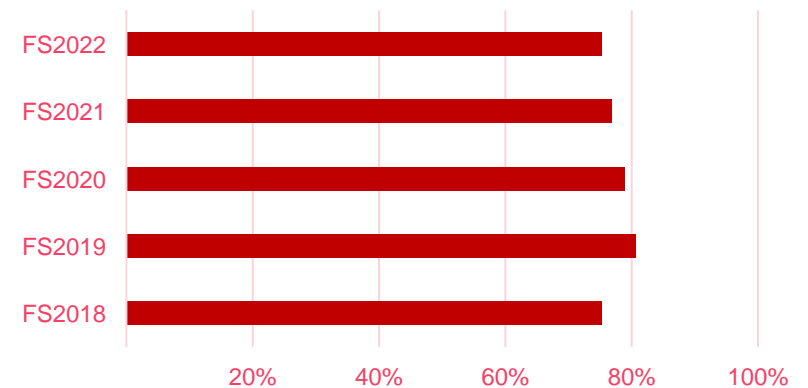
# Objective 1 Actions/Metrics

- Engage with the National Institute of Student Success (NISS) to develop an enrollment/retention playbook. Increase first to second-year retention of first-time college students from 68% to 80%; transfer students from 75% to 85%; pell students from 73% to 82%.
- Increase degree seeking students by 5% from 8128 to 8534 students.
- Increase international student population to 7.5% of the total degree seeking students from 348 to 630 students.
- Maintain 100% high school graduation rate and postsecondary matriculation rate in the Bridge Program.

First Time in College (FTC)



Transfer Students



# Shape the Workforce of the Future Objective 2

Invest in responsive and relevant programming across alternative modalities. Design creative programs that meet workforce needs in the region and prepare a wide variety of students for the workplace and enhance social and economic mobility.

**UM Compacts:** Excellence in Student Success; Excellence in Community Engagement and Economic Development



## Objective 2: Actions/Metrics

- Continue to meet the needs of the workforce by launching five new academic degree programs based on market growth potential.
- Establish the Advanced Workforce Center. Metric: increase the number of non-credit offerings through certificates and training opportunities for industry partners by 15.
- Rebrand the existing Living Learning Communities (LLCs) model to a meta-major cohort model with the goal of 50% of students opting in.
- Increase six-year graduation rate of first-time college students from 57% to 65%; transfer students from 71% to 80%; Pell-grant students from 65% to 72%.



# Generate New Knowledge Objective 3

Promote research, scholarship and creative work that generates new knowledge to address pressing societal issues. Support scholarly work that fosters innovation, entrepreneurship and economic development for the St. Louis region and beyond.

**UM Compacts:** Excellence in Research and Creative Works; Excellence in Community Engagement and Economic Development

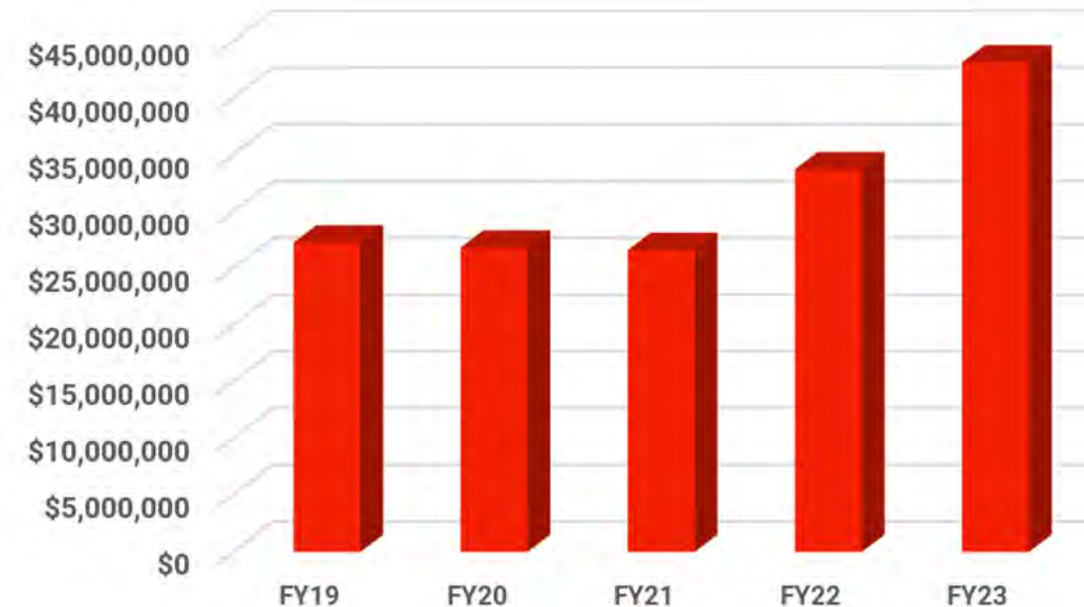




## Objective 3: Actions/Metrics

- Increase external grant expenditures by 5%/yr. from \$43,116,366 to \$55,028,622. Expansion of pre and post award services for consistency with other campuses – to reduce grant submission and post award bottlenecks.
- Developing capabilities to reshore Advanced Pharmaceutical Ingredients (API).
- Partnering with SLU in leading the research focus in advanced manufacturing at AMICSTL.
- Continue to promote and showcase community engaged scholarship through research workshop series touching upon our current strengths in urban problems, opioid work, crime trends/policies, ecology, literacy, mental health.

### RESEARCH AND SPONSORED ACTIVITY EXPENDITURES: +58% SINCE FY19



# Build a Robust Campus Community Objective 4

Take steps to build a campus community that embraces the positive transformation of facilities, culture, inclusion, and the voices of faculty, staff, students, alumni, donors and supporters.

**UM Compacts:** Inclusive Excellence; Excellence in Planning, Operations, and Stewardship



## Objective 4 Actions/Metrics

- Transform UMSL is a bold and ambitious 110-million-dollar initiative designed to reimagine the University of Missouri–St. Louis and build the metropolitan campus of the future.
- Advancement will achieve \$25 million minimum private fundraising goal for Transform UMSL renovation project as a part of its larger campaign planning efforts.
- Expand the reach of owned media such as UMSL Daily (internal newsletter and blog). Metrics: email open rates (increase from 22% to 26%), click-throughs (increase from 7% to 10%), and website views (increase from 542,000 to 575,000).
- Review hybrid work arrangements with unit leaders on a regular basis, confirming UMSL’s approach to hybrid work. Senior leaders will review and discuss arrangements with unit leaders at least annually.



# Advance St. Louis as an Anchor Institution Objective 5

Maximize UMSL's impact on inclusive growth in St. Louis as a regional anchor institution through campus transformation, driving economic development, health and education outcomes, research and innovation, a global reach, and a vibrant and equitable experience for faculty, staff, students and community. Establish the university as the most embedded, trusted and impactful partner in our region to tackle metropolitan challenges and opportunities.

**UM Compacts:** Excellence in Research and Creative Works; Excellence in Community Engagement and Economic Development and Inclusive Excellence.



## Objective 5: Actions/Metrics

- Assess the use/contract of a new local or diverse suppliers (non-construction) on annual basis.
- Workforce: Develop campus-wide policy and guidance on prior learning credit.
- Healthcare: Create a Health Sciences focus within the Business and Workforce District that seeks to increase graduates in the mental health and counseling fields.
- Education: Increase the number of non-traditional students receiving certificates or micro-credentials at UMSL by 20%.



# Develop Stewardship and Vitality Objective 6

Assess how the university allocates resources to focus on strategic alignment and sustainable growth. Create a vibrant physical environment. Enhance and communicate the UMSL brand.

**UM Compact:** Excellence in Planning, Operations and Stewardship



## Objective 6: Actions/Metrics

- During the annual budget process, the strategic plan will be reviewed to ensure that resource allocations align with plan.
- Provide training to staff twice a year on the UM System compensation philosophy and tools. HR hosts training twice per year.
- Continue to explore ways to utilize shared services for financial and HR work to improve efficiency and effectiveness. Completion of the Transform UMSL renovation project will lead to a 200 million dollar decrease in deferred maintenance.
- Advancement will begin campaign planning efforts including an assessment of CRM data capabilities and reporting needs, fundraising priority ideation and prioritization, campaign feasibility, goal setting, and timeline.





# UMSL 2023-2028 STRATEGIC PLAN

University of Missouri Board of Curators

Fall Semester





# Strategic Plan 2018-2028 Update

Board of Curators | February 8, 2024

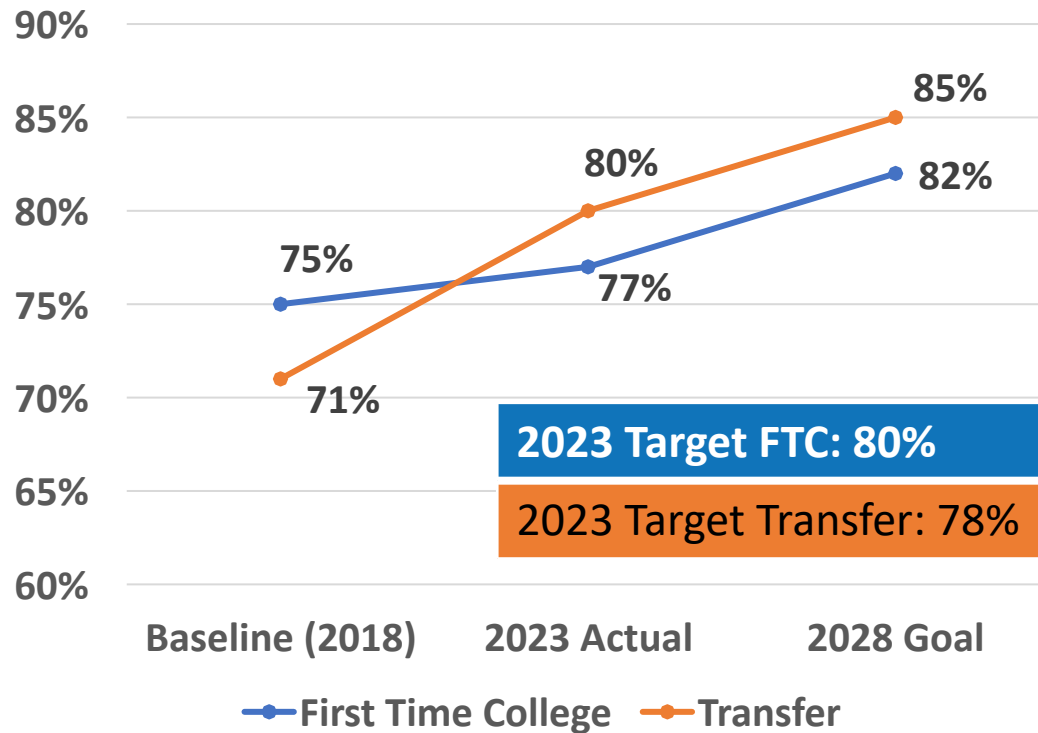


# Background: UMKC Strategic Plan 2018-2028

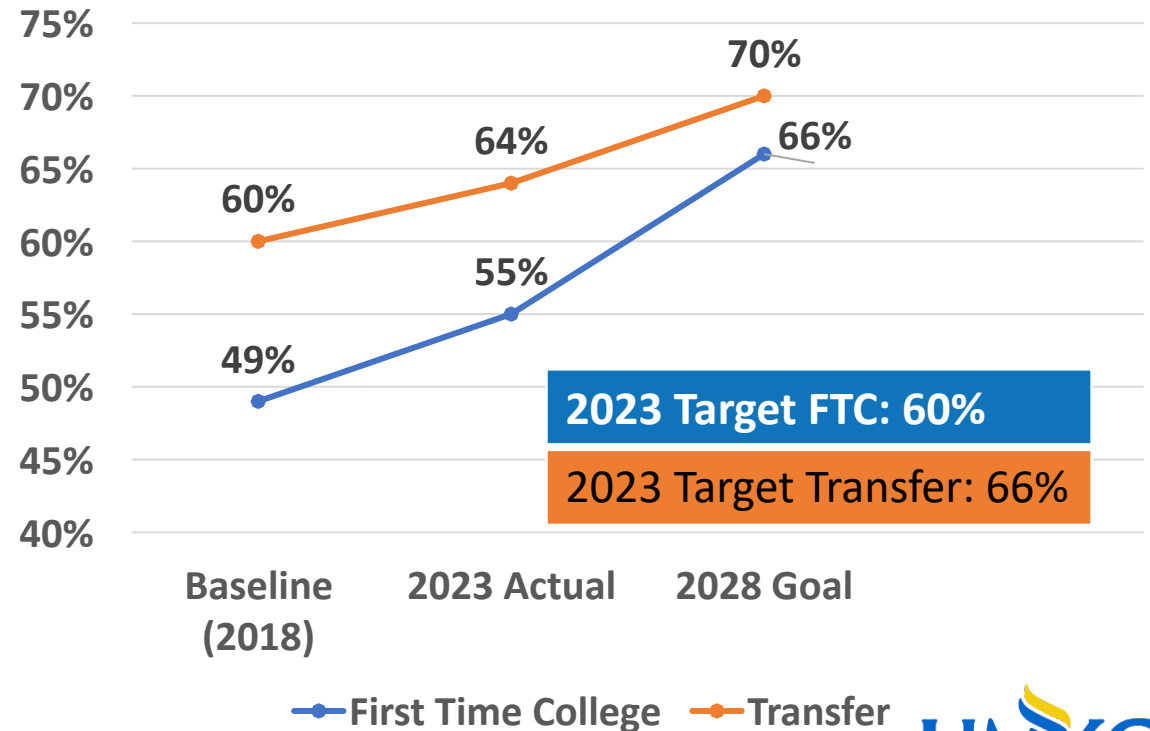
- 2018: Chancellor Agrawal joined UMKC and led the completion of the UMKC Strategic Plan 2018-2028, in alignment with the Missouri Compacts
- 2023: Mid-point progress evaluated; revised metrics, strategies, and tactics in alignment with Missouri Compacts

# Pillar 1: Provide exceptional student learning, success and experience

## First Year Retention Rates



## Six Year Graduation Rates

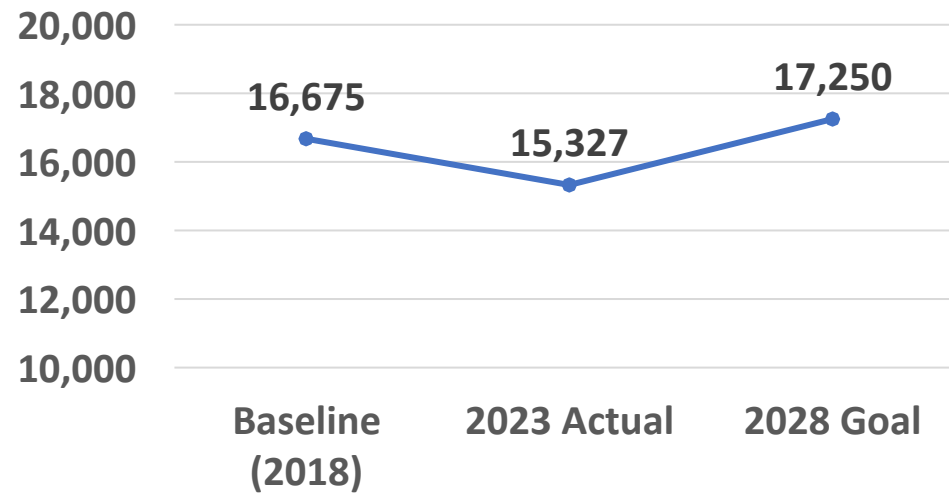


# Pillar 1: Provide exceptional student learning, success and experience



Career Outcomes	
Baseline (2018)	78%
2023 Actual	90%
2028 Goal	95%

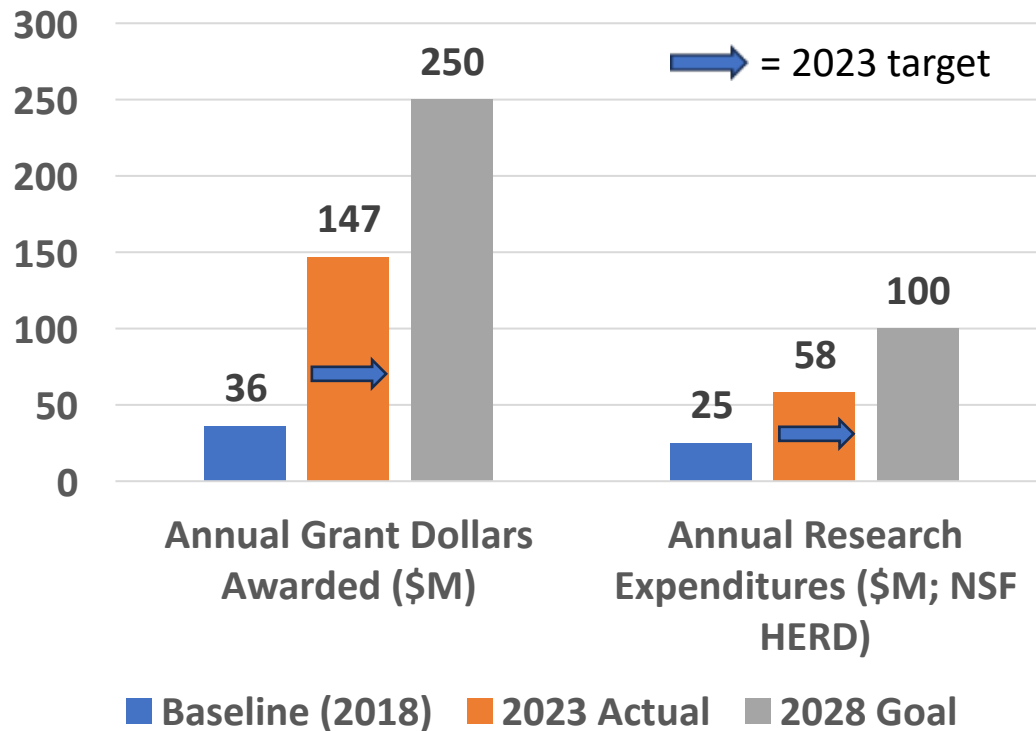
## Fall Total Enrollment



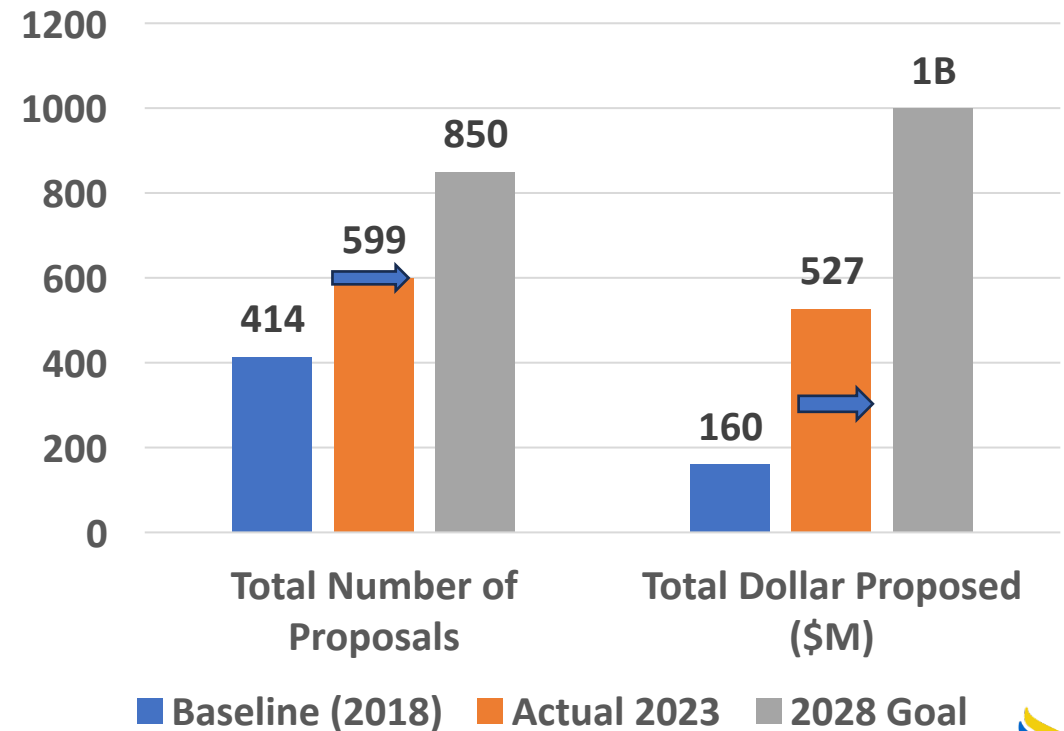
Total Enrollment Excluding Dual High School Students	
Baseline (2018)	11,963
2028	13,750

# Pillar 2: Advance a thriving discovery enterprise

## Actual Awards and Expenditures (\$M)



## Proposals



# Pillar 2: Advance a thriving discovery enterprise

Metric	Baseline (2018)	2023 Actual	2028 Goal
Patents Filed	17	18	25
Inventions	25	24	40

Metric	Baseline (2023 Actual)	2028 Goal
Faculty Publications	833	1040
Faculty Awards	10	20



# Pillar 3: Transform our community and region with impactful engagement



Metric	2028 Goal
Community-Based Learning (% of students engaged)	75%
Community Volunteers (hours provided to UMKC)	400,000

# Pillar 4: Foster an Environment of Inclusive Opportunity and Excellence

Cohort	Retention Rate (Baseline, 2023 Actual)	2028 Target
Baseline (all students)	77.4%	82% (see Pillar 1)
First Generation	76.5%	Reduce gap by at least 50%
Not First Generation	78.4%	
URM		Reduce gap by at least 50%
• Black/African American	74.6%	
• Hispanic/Latino	73.9%	
Non-URM	79.1%	
Pell	76.4%	Reduce gap by at least 50%
Non-Pell	78.3%	



# Pillar 4: Foster an Environment of Inclusive Opportunity and Excellence

Cohort	Six Year Graduation Rate (Baseline, 2023 Actual)	2028 Target
Baseline (all students)	55.3%	66% (See Pillar 1)
First Generation	49.4%	Reduce gap by at least 50%
Not First Generation	59.0%	
URM		Reduce gap by at least 50%
• Black/African American	40.1%	
• Hispanic/Latino	50.0%	
Non-URM	59.2%	
Pell	45.4%	Reduce gap by at least 50%
Non-Pell	61.5%	

# Pillar 4: Foster an Environment of Inclusive Opportunity and Excellence

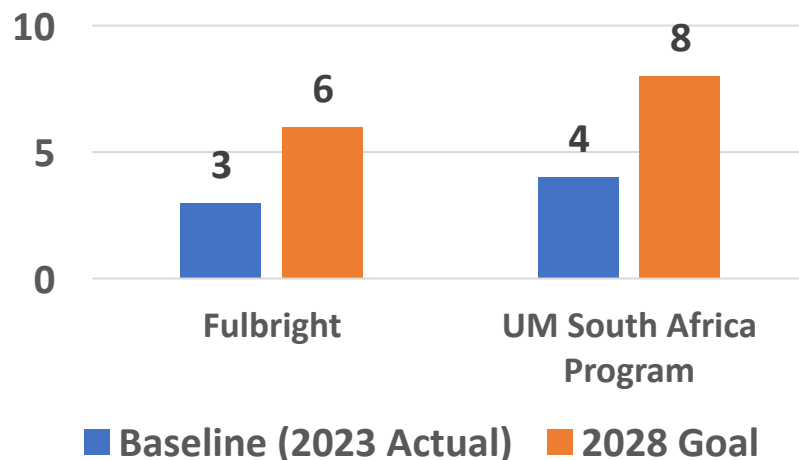
## Active Duty and Veteran Student Enrollment

<b>Baseline (2023 Actual)</b>	<b>358 Students</b>
<b>2028 Target</b>	<b>400 Students</b>

## Students Enrolled in Satellite Programs

<b>Baseline (2023 Actual)</b>	<b>240</b>
<b>2028 Target</b>	<b>275</b>

## Faculty Global Exchanges



## Students Engaged in Study Abroad

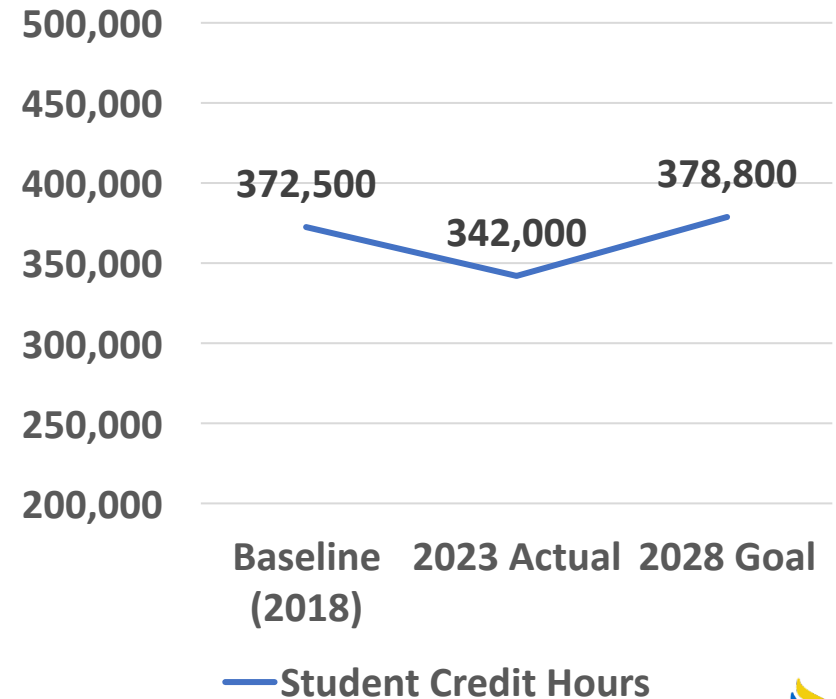
<b>Baseline (2023 Actual)</b>	<b>150 Students</b>
<b>2028 Target</b>	<b>165 Students</b>

# Pillar 5: Develop a Strong and Resilient People, Process and Physical infrastructure

Composite Financial Index	
Baseline	1.56
2023 Actual	5.0
2028 Goal	3.0

Alumni Donors	
Baseline (2023 Actual)	4,712
2028 Goal	5,200

## Student Credit Hour Production



Annual Philanthropic Giving	
Baseline	\$41M
2023 Actual	\$94M
2028 Goal	\$75M

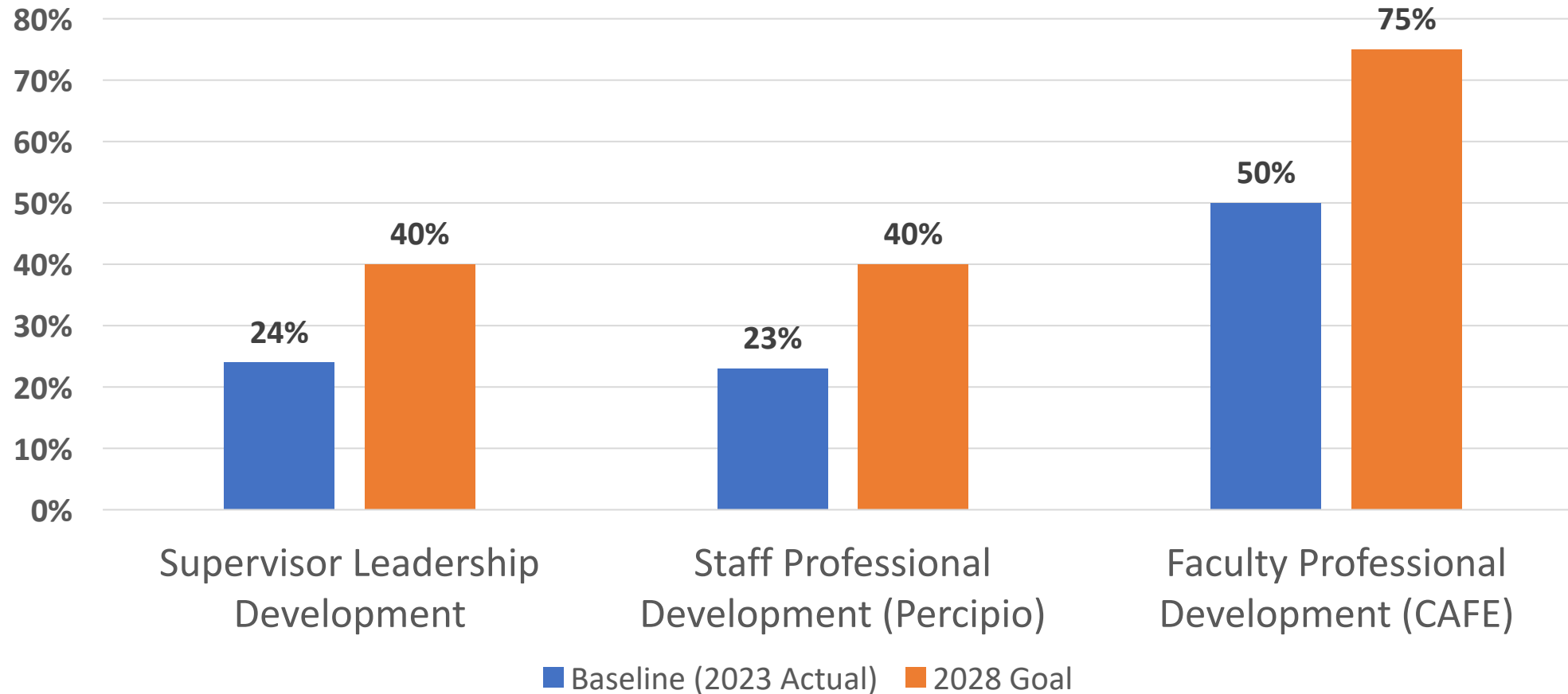
# UMKC Health Delivery and Innovation Building



## St. Joseph Medical Education Building



# Foundational Commitment: Provide an Unwavering Commitment to the Development of Our People



Questions?