

## **Board of Curators Retreat - Public Session**

University of Missouri System

March 21-22, 2024

Regent Ballroom, The Elms, 401 Regent Street, Excelsior Springs, Missouri

### Thursday, March 21, 2024

12:00 – 12:50 PM                      Lunch for the Board of Curators and President Choi  
Regent Ballroom

## **Agenda**

### **I. PUBLIC SESSION - Call to Order (1:00 PM)**

### **II. GENERAL BUSINESS**

#### **A. Information**

1:00 – 1:15 PM	Welcome and Introductions/General Comments – Chair Wenneker
1:15 – 2:15 PM	Key Initiatives for the Next Five Years for the UM System – President Choi
2:15 – 3:00 PM	Student Life – Curator Michael Williams
3:00 – 3:15 PM	Break
3:15 – 4:15 PM	Philanthropy – Curator Todd Graves and Executive Vice President Ryan Rapp
4:15 – 5:15 PM	Academic, Student Affairs, Research and Economic Development Committee Update – Curator Jeanne Sinquefield
5:15 – 5:20 PM	Recap of the afternoon
5:20 PM	Recess
6:00 PM	Reception (invitation only) Private Dining Room, The Elms
6:30 PM	Dinner (invitation only) Private Dining Room, The Elms

### Friday, March 22, 2024

7:30 – 8:15 AM                      Breakfast for retreat attendees in the Regent Ballroom

### **III. RECONVENE PUBLIC SESSION – 8:15 AM**

#### **IV. GENERAL BUSINESS**

##### **A. Action**

1. Resolution for Executive Session of the Board of Curators Retreat, March 21-22, 2024

#### **V. BOARD OF CURATORS MEETING - EXECUTIVE SESSION (Approximate Time –8:25 AM)**

Location: Regent Ballroom

The Board of Curators will hold an executive session of the March 21-22, 2024 meeting, pursuant to Sections 610.021(1), 610.021(3), 610.021(12) and 610.021(13) RSMo, for consideration of certain confidential or privileged communications with university counsel and contract and personnel matters, all as authorized by law and upon approval by resolution of the Board of Curators.

# PRESIDENT'S REPORT

Mun Y. Choi

*Board of Curators Retreat*

March 21, 2024



UMKC

MISSOURI  
S&T

UMSL

University of Missouri System

# University Classifications

- Carnegie R1 – 146 Very High Research Universities
  - MU is a member
- Carnegie R2 – 133 High Research Universities
  - UMKC, S&T and UMSL are members
- Association of American Universities – 71 Leading Research Universities in US and Canada
  - MU has been a member since 1908

## Carnegie Classifications

**R1 Classification - \$50M in expenditures and 70 research doctorates**

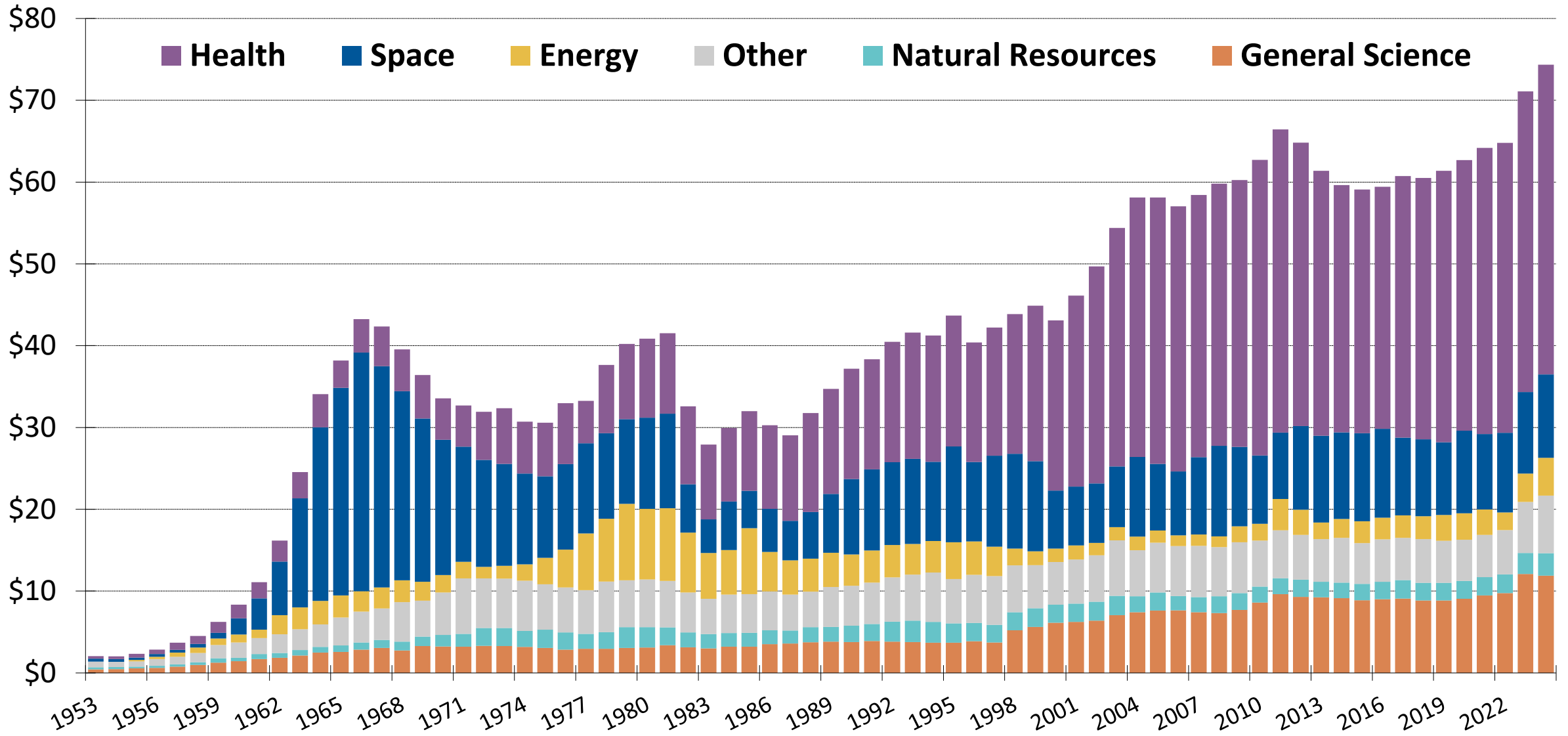
**R2 Classification - \$5M in research expenditures and 20 research doctorates**

# NSF Expenditures, PhD Rankings

	FY 22 Expenditures	Rank
MU	\$432M	#70
UMKC	\$53M	#208
S&T	\$53M	#207
UMSL	\$13M	#327

	FY22 PhD	Rank
MU	287	#72
UMKC	77	#179
S&T	113	#137
UMSL	49	#213

# Trends in Federal Nondefense R&D by Function (\$Billions)



# 2023 Student Success: Graduation Rates

## 6 Year Graduation Rates (59%, national)

<b>MU</b>	<b>76%</b>
<b>Truman State</b>	<b>68%</b>
<b>S&amp;T</b>	<b>64%</b>
<b>UMSL</b>	<b>57%</b>
<b>Missouri State</b>	<b>57%</b>
<b>Northwest Missouri</b>	<b>57%</b>
<b>SEMO</b>	<b>56%</b>
<b>UMKC</b>	<b>55%</b>
<b>UCM</b>	<b>49%</b>
<b>Missouri Western</b>	<b>40%</b>
<b>Missouri Southern</b>	<b>35%</b>
<b>Harris-Stowe</b>	<b>27%</b>
<b>Lincoln University</b>	<b>22%</b>

## 6 Year Pell Graduation Rates (49%, national)

<b>MU</b>	<b>67%</b>
<b>Truman State</b>	<b>57%</b>
<b>UMSL</b>	<b>54%</b>
<b>S&amp;T</b>	<b>51%</b>
<b>Missouri State</b>	<b>47%</b>
<b>UMKC</b>	<b>46%</b>
<b>Northwest Missouri</b>	<b>46%</b>
<b>SEMO</b>	<b>43%</b>
<b>UCM</b>	<b>39%</b>
<b>Missouri Western</b>	<b>32%</b>
<b>Missouri Southern</b>	<b>26%</b>
<b>Harris-Stowe</b>	<b>25%</b>
<b>Lincoln University</b>	<b>22%</b>

# 2023 Student Success: Graduation Rates

## 6 Year Black/African American Graduation Rates (40%, national)

<b>MU</b>	<b>67%</b>
<b>Truman State</b>	54%
<b>UMSL</b>	<b>46%</b>
<b>S&amp;T</b>	<b>42%</b>
<b>Northwest Missouri</b>	41%
<b>SEMO</b>	40%
<b>UMKC</b>	<b>39%</b>
<b>Missouri State</b>	33%
<b>UCM</b>	31%
<b>Missouri Western</b>	25%
<b>Harris-Stowe</b>	25%
<b>Lincoln University</b>	20%
<b>Missouri Southern</b>	17%

## 6 Year Hispanic Graduation Rates (54%, national)

<b>MU</b>	<b>72%</b>
<b>UMSL</b>	<b>72%</b>
<b>Truman State</b>	69%
<b>Harris-Stowe</b>	50%
<b>Missouri State</b>	49%
<b>S&amp;T</b>	<b>44%</b>
<b>UMKC</b>	<b>44%</b>
<b>Lincoln University</b>	43%
<b>UCM</b>	39%
<b>Missouri Western</b>	39%
<b>Missouri Southern</b>	38%
<b>Northwest Missouri</b>	34%
<b>SEMO</b>	33%



6 Yr Graduation Rate Rank	University	6 Yr Graduation Rate	Educational Expense/Student
1	Vanderbilt	93%	\$79.4K
2	Florida	90%	\$65.3K
3	Texas	88%	\$47.5K
4	Georgia	87%	\$34.5K
<b>5</b>	<b>Illinois</b>	<b>85%</b>	<b>\$52.7K</b>
6	Texas A&M	83%	\$40.4K
7	Auburn	80%	\$30.1K
8	South Carolina	78%	\$26.2K
<b>9</b>	<b>Missouri</b>	<b>76%</b>	<b>\$29.5K</b>
<b>10</b>	<b>Iowa State</b>	<b>75%</b>	<b>\$31.3K</b>
11	Oklahoma	74%	\$28.6K
<b>12</b>	<b>Iowa</b>	<b>73%</b>	<b>\$44.0K</b>
13	Alabama	72%	\$22.7K
14	Tennessee	72%	\$33.8K
<b>15</b>	<b>Kansas State</b>	<b>68%</b>	<b>\$32.8K</b>
16	Arkansas	68%	\$27.7K
17	LSU	67%	\$25.4K
18	Kentucky	67%	\$51.2K
19	Mississippi	67%	\$37.0K
<b>20</b>	<b>Kansas</b>	<b>66%</b>	<b>\$44.6K</b>
<b>21</b>	<b>Nebraska</b>	<b>66%</b>	<b>\$30.1K</b>
22	Mississippi State	62%	\$26.6K

# 2022 Student Success: Placement Rates

2022	Placement Rates (86%, national)
MU	95%
UMKC	90%
S&T	95%
UMSL	95%

## Placement Rate:

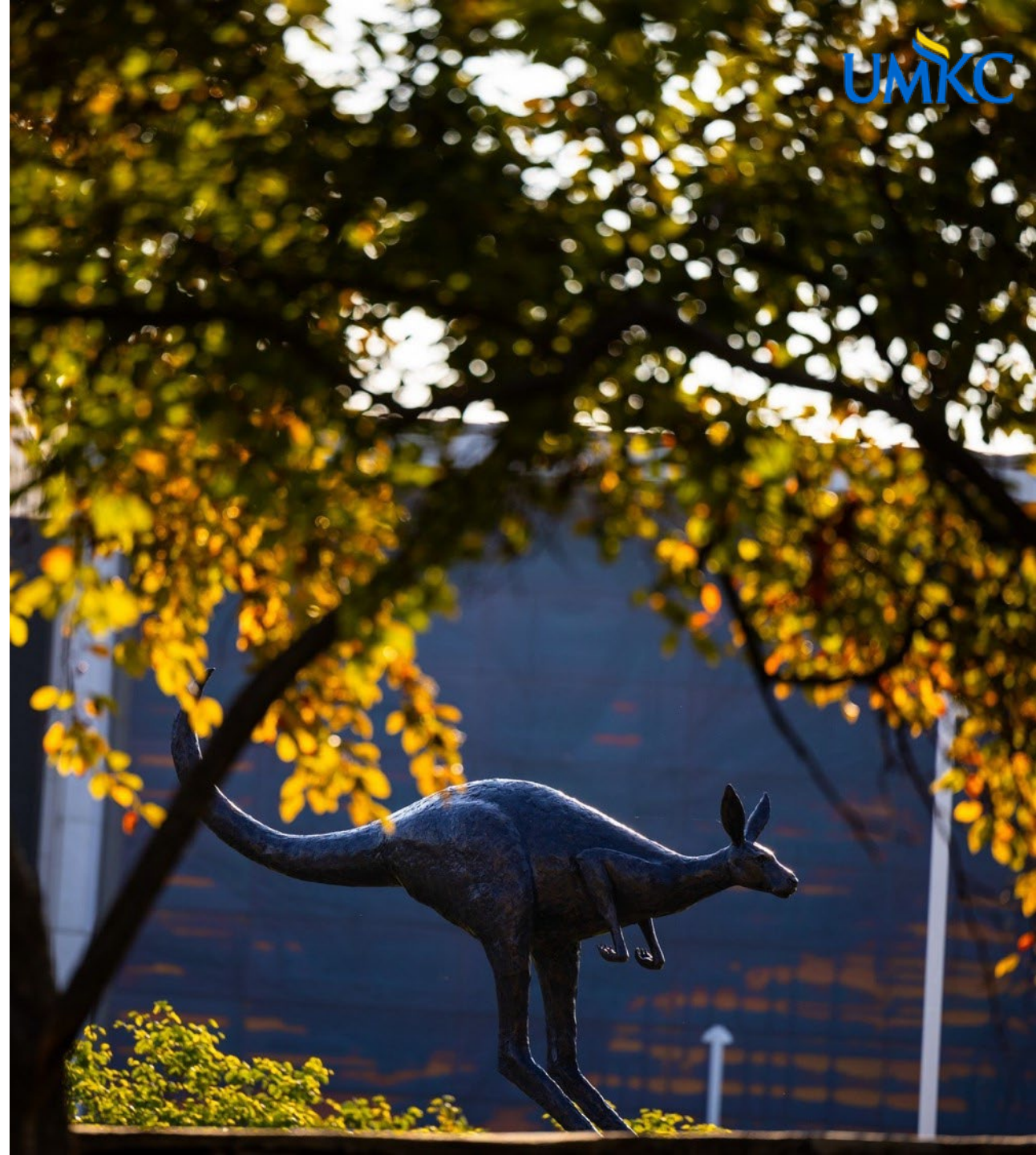
- Employed full time;
- Employed part time;
- Enrolled in a program of continuing education;
- Participating in a program of voluntary service; and
- Serving in the U.S. Armed Forces.

# UMKC Strategic Goals

- Provide exceptional student learning, success and experience
- Advance a thriving research enterprise
- Transform our community and region with impactful engagement
- Foster an environment of inclusive opportunity and excellence

## Key Research Priorities

Data Analytics & AI	Neuroscience
Regenerative Medicine	Drug Development
Critical Materials	Defense Technologies



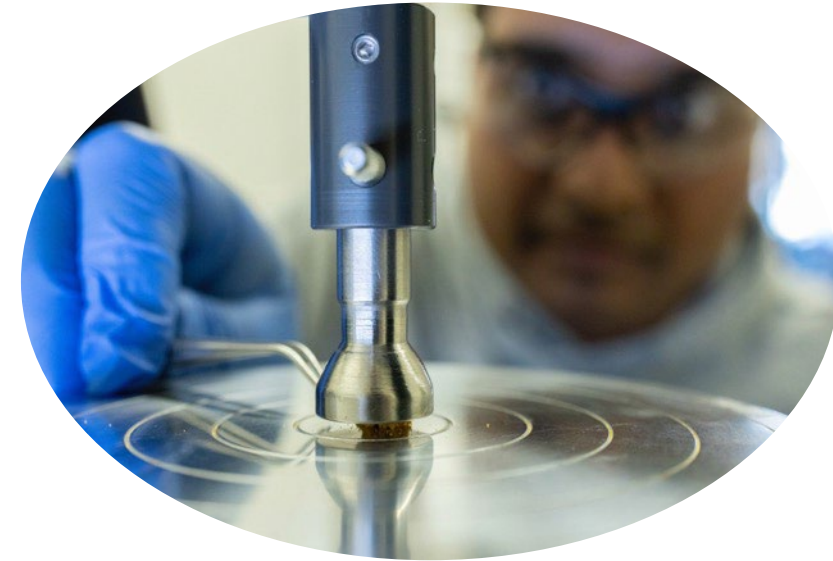
# Current Priority: Achieve Carnegie R1 Status

- With R1 status and prestige, UMKC can attract better faculty and students, plus more research grants, tech transfer & collaborations
- Roadmap includes:
  - Grow grantsmanship activities, strategic support for infrastructure and programs
  - Hire more research faculty in strategic areas
  - Expand high quality doctoral programs
  - Build new facilities including a new research building (~\$150M)



# Highest New Priority: Support economic growth through workforce and entrepreneurship

- **Address state's healthcare workforce shortage**
  - Expand/build satellite programs in rural areas
  - Scale up health-related programs in KC
- **Infuse curriculum with technology skills to better prepare grads for professional jobs in growth areas**
  - Implement data analytics/AI in various disciplines, including in STEM, Business, Law, etc.
- **Develop impactful entrepreneurship in various industries**
  - Provide training and opportunities for tech transfer and business development to faculty and students



# Strategic Goals: To improve:

- ▶ Enrollment
- ▶ Student Well-being and Success
- ▶ New Academic Programs
- ▶ Research, Innovation & Entrepreneurship
- ▶ Outreach and Engagement
- ▶ Advancement and Alumni Relations
- ▶ Employer and Employee Excellence
- ▶ Finance and Infrastructure

## Key Research Priorities

Critical Minerals	Biosystems
Manufacturing	Materials



# Current Priority:

## BiInnovation: Engineering solutions for tomorrow's health care

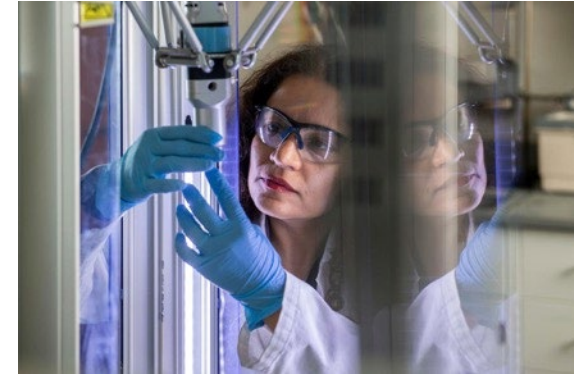
- ▶ **We will become an educational and research leader in advanced medical technologies**
  - ▶ Expand critical infrastructure, human capital and key partnerships
  - ▶ Create new degree programs
  - ▶ Immense student demand for these programs
  - ▶ Current research:
    - Neuroscience and aging
    - Drug development and delivery
    - Bioactive materials for tissue regeneration
    - Metabolic disease
  - ▶ Build \$120M BioPlex



# Highest New Priority:

## Advancing critical minerals, economic development and engineering

- ▶ **Ensure economic development and national security**
  - ▶ Be a global leader in research and education across critical minerals/materials supply chain
  - ▶ Establish Missouri's position as a leader in mineral resource development
  - ▶ Develop infrastructure to support taking innovative ideas to the marketplace
- ▶ **Semiconductor engineering and quantum science**
  - ▶ Create innovative solutions for manufacturing, materials, and supply chain
  - ▶ Develop programs in AI-driven innovation that lead to new types of semi-conductors





# Strategic Goals

- 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



## Key Research Priorities

Active Pharmaceutical Ingredients	Neuroscience & Mental Health
Addictions Research	Cybersecurity & Geospatial
Supply Chain Analytics	Biology & Plant Science

# Current Priority: Establish UMSL College of Engineering

- Demand from Missouri employers for engineers exceed supply from Missouri universities
- There is an opportunity to invest in a proven engineering program to meet increased demand
- FY25 capital funding of \$25M is needed
- Requires an additional ~\$5M/year in operating budget for ABET-accredited degree programs



# Highest New Priority: Grow Professional Workforce and Applied Research

Leverage Transform UMSL Initiative to prioritize building and expanding academic and research programs

- Establish a Supply Chain Center of Excellence
- Lead Active Pharmaceutical Ingredients Innovation Center
- Expand Geospatial education

Coalesce Behavioral, Mental and Physical Health Sciences programs to serve the region

- Build upon strengths of Missouri Institute for Mental Health, Nursing and Optometry
- Grow collaboration with SSM, a major healthcare network serving the St. Louis region





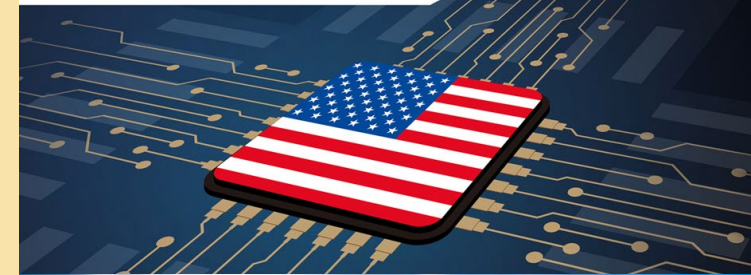
# Strategic Goals

## Student Success, Research & Engagement

- Recruit and retain talented students
- Hire and retain talented faculty & staff
- Increase federal, state and industry research
- Improve AAU standing
- Expand impact of extension programs (agriculture, health, education & economic growth) for Missourians
- Win championships

### Key Research Priorities

Precision Health	Agriculture, Animal & Plant Sciences
Radiopharmaceuticals	Materials Science
Artificial Intelligence	Neuroscience
Energy & Nuclear Science	Critical Minerals
Advanced Manufacturing	Sustainability





# Current Priorities

## NextGen Precision Health –Basic and Clinical Sciences

- \$485M in grant proposals
- \$218M in grant awards
- Expansion of clinical trials and research

## MizzouForward – AI, Materials, Cybersecurity, Agriculture, Neuroscience & Student Success

- \$327M in grant proposals
- \$102M in grant awards
- 76% graduation rate
- 91.3% retention rate
- 95% placement rate

**Seek new revenues  
& reallocate  
resources for  
priorities**



**NextGen Precision Health**



**MizzouForward**



**Student Success**



# Highest New Priorities

## Center for Energy Innovation

- Become national leader in artificial intelligence, nuclear science, energy storage, microgrids, and distributed generation
- Increase research from federal agencies

## Memorial Stadium Improvement

- Win championships

## NextGen MURR

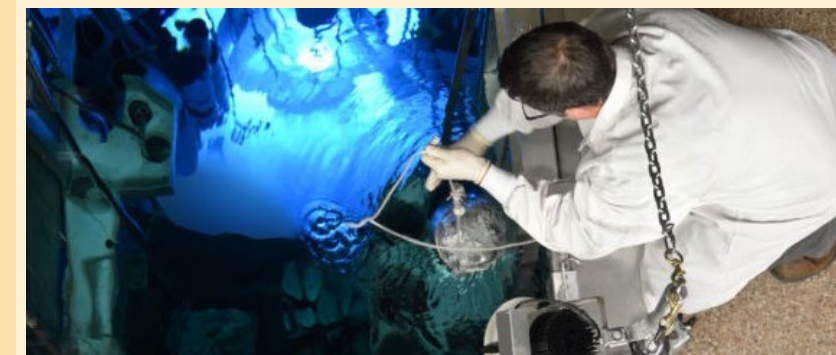
- Become global leader in radiopharmaceutical innovations
- Enable new fields of research in advanced materials, archaeometry, neutron science
- Generate new source of revenues for strategic priorities



Center for Energy Innovation



Memorial Stadium Improvement



NextGen MURR

## STUDENT LIFE

There are no materials for this information item.

# Philanthropy

Board of Curators Retreat

March 21, 2024



# Agenda

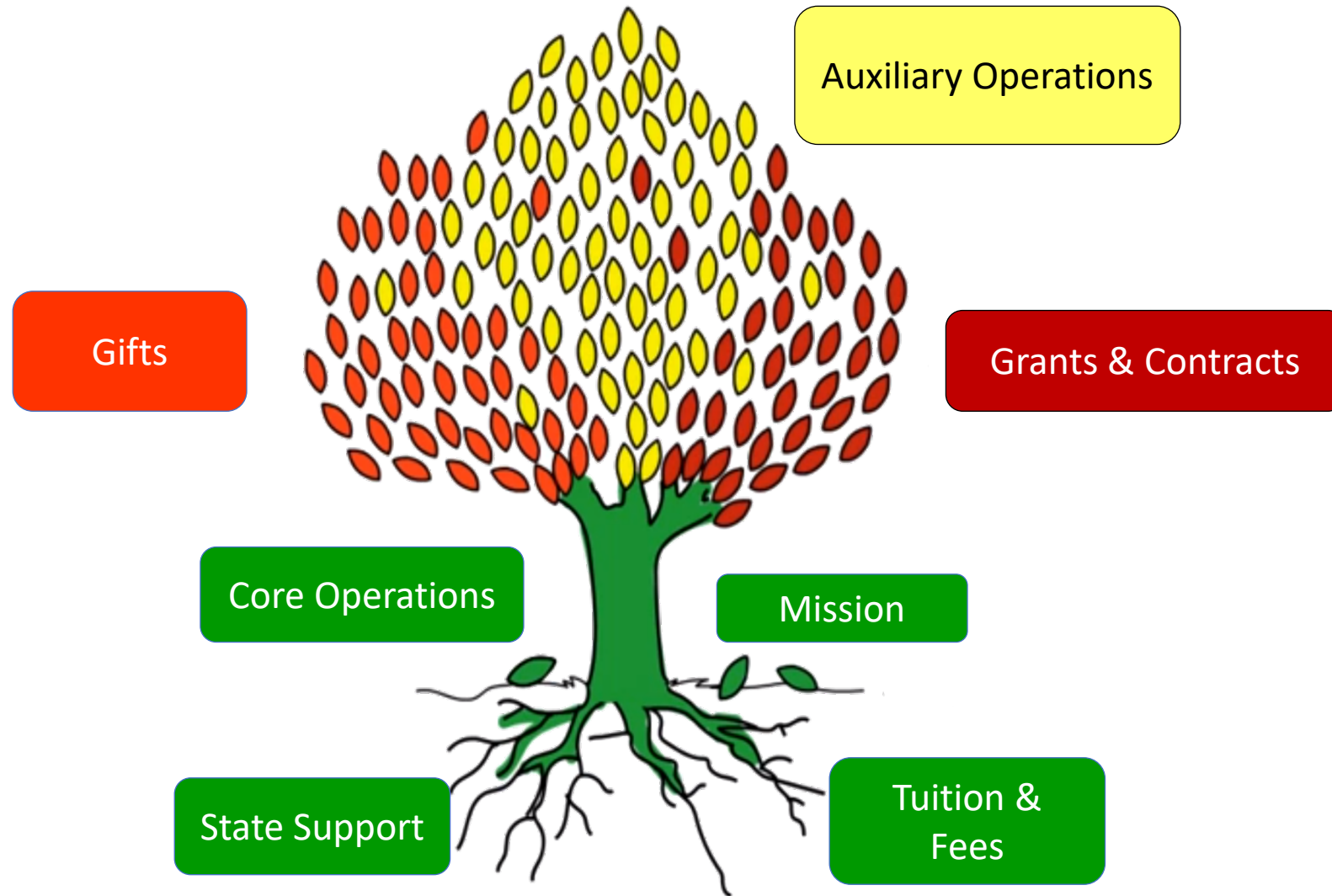
- Purpose of Philanthropy & Financial Impact
- Productivity Metrics
- Benchmarking
- Information/Reporting Needs for Board Oversight

# Purpose of Philanthropy & Financial Impact

# Purpose of Philanthropy

- Support Mission, Vision and Goals of the University
  - Scholarships/Professorships
  - Research/Programmatic Support
  - Research
  - Capital/Facility Projects
  - Unrestricted

# The Funding Tree



# FY 24 Budget Revenues by Source and Unit

FY2024 Revenue Budget	MU					UM	University	Total
	MU	Healthcare	UMKC	MO S&T	UMSL	System	Wide Units	
Net Tuition and Fees	\$ 299.3	\$ -	\$ 148.8	\$ 58.5	\$ 70.8	\$ -	\$ -	\$ 577.4
Federal Pell Grants	25.7	-	12.6	5.4	11.5	-	-	55.1
Government Scholarships	19.0	-	5.0	5.0	3.8	-	-	32.8
State Appropriations	275.8	-	88.5	60.1	68.7	-	7.8	500.9
Grants & Contracts	308.4	-	70.0	43.8	41.0	-	-	463.1
Auxiliary Revenues	343.7	22.2	46.8	24.3	12.3	21.4	-	470.7
Patient Revenues	336.2	1,433.9	41.1	-	0.0	-	-	1,811.4
Private Gift Revenues	44.8	6.0	17.5	20.3	12.5	0.1	-	101.2
Endowment & Investment	83.2	-	15.7	14.3	9.1	5.1	(7.8)	119.6
Other Income	58.5	0.5	20.0	2.9	2.0	7.8	9.8	101.4
<b>Total Revenue</b>	<b>\$ 1,794.6</b>	<b>\$ 1,462.6</b>	<b>\$ 466.0</b>	<b>\$ 234.5</b>	<b>\$ 231.6</b>	<b>\$ 34.4</b>	<b>\$ 9.8</b>	<b>\$ 4,233.5</b>

# Productivity Metrics

# Metrics to Consider

- Performance by College/Unit
- Qualification and Pipeline
- Principal and Major Gifts
- Overall Giving Trend
- Overall Numbers of Donors
- Average Donation
- Number of New Donors
- Donor Retention Rate
- Endowed Gifts
- Capital Campaign Progress

# Benchmarking/Comparison



# SEC University Endowment rankings

SEC Ranking	Public AAU Ranking (38 Reporting)	Public University Ranking (456 Reporting)	University	Endowment Value in FY22
#1	#1	#1	University of Texas at Austin	\$18.8B
#2	#3	#3	Texas A&M University	\$17.2B
#3	Private	Private	Vanderbilt University	10.2B
#4	N/A	#21	University of Oklahoma	\$2.4B
#5	#22	#24	University of Florida	\$2.3B
#6	N/A	#28	University of Kentucky	\$2.0B
#7	N/A	#32	University of Georgia	\$1.7B
#8	N/A	#35	University of Arkansas	\$1.5B
#9	#27	#38	University of Missouri	\$1.4B
#10	N/A	#46	University of Alabama	\$1.1B
#11	N/A	#49	University of Tennessee	\$966M
#12	N/A	#50	Auburn University	\$965M
#13	N/A	#58	University of South Carolina	\$877M
#14	N/A	#61	University of Mississippi	\$781M
#15	N/A	#71	Mississippi State University	\$639.5M
#16	N/A	#76	Louisiana State University	\$561M

# SEC University 2022 gift ranking

SEC Ranking	Public AAU Ranking (38 Reporting)	Public University Ranking (456 Reporting)	University	Giving Total in FY22
#1	#4	#5	University of Florida	\$683M
#2	#6	#7	University of Texas at Austin	\$565M
#3	#12	#13	Texas A&M University	\$428M
#4	N/A	#32	University of Oklahoma	\$195M
#5	N/A	#35	University of Alabama	\$181M
#6	N/A	#37	University of Tennessee	\$173M
#7	N/A	#43	University of Georgia	\$155M
#8	N/A	#44	Auburn University	\$152M
#9	N/A	#47	Louisiana State University	\$145M
#10	N/A	#49	University of Arkansas	\$144M
#11	Private	Private	Vanderbilt University	\$136M
#12	N/A	#53	University of Kentucky	\$129M
#13	N/A	#57	University of Mississippi	\$120M
#14	#31	#58	University of Missouri	\$118M
#15	N/A	#60	Mississippi State University	\$112M
#16	N/A	#76	University of South Carolina	\$74M

# Capital Campaigns at Public Institutions

Institution	Start Year	Campaign Goal	Current Total	Progress
University of Kentucky	2018	2,100	2,118	101%
University of Nebraska	2018	3,000	2,178	73%
University of Iowa	2022	3,000	1,590	53%
University of Alabama	2021	1,800	1,438	80%
University of Arkansas	2012	1,250	1,449	116%
University of Texas	2016	6,000	4,838	81%
Texas A&M	2012	4,000	4,250	106%
Mississippi State University	2010	1,000	1,073	107%
University of Oklahoma	2020	2,000	775	39%
University of Auburn	2015	1,000	1,202	120%
University of Tennessee	2012	1,100	1,335	121%
University of Kansas	2023	2,500	1,600	64%
University of Georgia	2016	1,200	1,450	121%
University of Illinois	2014	2,250	2,700	120%
University of South Carolina	2008	1,000	1,043	104%

# Information/Reporting Needs for Board Oversight

# What information is helpful to Board in monitoring progress?

## Current Oversight:

- Semi-Annual Reports on Development and Fundraising Activities
- Approval of Naming Opportunities (Exterior, Academic Units & Landmarks)
- Approval of Five-Year Capital Plans
- Approval of Capital Project Funding Plans

## Additional Oversight to Consider:

- Semi-Annual Capital Campaign updates
- Capital Campaign Goals Approval
- Quarterly Updates on Productivity to Goals
- More visibility to fundraising progress on Board approved Capital projects
- Others

ACADEMIC, STUDENT AFFAIRS, RESEARCH AND  
ECONOMIC DEVELOPMENT COMMITTEE UPDATE

There are no materials for this information item.

No. 1

Recommended Action – Resolution for Executive Session of the Board of Curators  
Retreat March 21-22, 2024

It was moved by Curator \_\_\_\_\_ and seconded by Curator \_\_\_\_\_, that  
there shall be an executive session with a closed record and closed vote of the Board of  
Curators Retreat March 21-22, 2024 for consideration of:

- **Section 610.021(1), RSMo**, relating to matters identified in that provision, which include legal actions, causes of action or litigation, and confidential or privileged communications with counsel; and
- **Section 610.021(3), RSMo**, relating to matters identified in that provision, which include hiring, firing, disciplining, or promoting of particular employees; and
- **Section 610.021(12), RSMo**, relating to matters identified in that provision, which include sealed bids and related documents and sealed proposals and related documents or documents related to a negotiated contract; and
- **Section 610.021(13), RSMo**, relating to matters identified in that provision, which include individually identifiable personnel records, performance ratings, or records pertaining to employees or applicants for employment.

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

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