

Board of Curators Special Meeting - Public Session

University of Missouri System

Zoom Webinar

May 17, 2022 2:00 PM - 3:40 PM CDT

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VII. Board of Curators Governance, Compensation and Human Resources Committee

Meeting - Executive Session (3:40 PM, time is approximate)

Via Zoom The Governance, Compensation and Human Resources Committee will hold an executive session of the May 17, 2022 meeting , pursuant to Section 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, contract and personnel items, as authorized by law and upon approval by resolution of the Governance, Compensation and Human Resources Committee.

VIII. Board of Curators Meeting - Executive Session (3:50 PM, time is approximate).....1

Via Zoom The Board of Curators will hold an executive session of the May 17, 2022 special 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, personnel, litigation and contract items, all as authorized by law and upon approval by resolution of the Board of Curators.

BOARD EXECUTIVE AND STANDING COMMITTEE
ASSIGNMENTS FOR 2022

The materials for this action item will be distributed prior to the meeting.

Fiscal Year 2023 Tuition and Required Fees,
Supplemental and Other Related Enrollment Fees
UM

Following is a summary of the Fall 2022 tuition and fee recommendations which are being presented for approval at the May 17, 2022 Board meeting. Schedules of recommended tuition and fee rates by university beginning Fall 2022 are in the appendix. The University of Missouri’s tuition and fee recommendations represent a balance of the university’s commitments to provide a high-quality education at a competitive cost, improving completion rates and shortening time to completion.

Moderate Price Increases

Each university is proposing a base price increase to reflect inflationary pressures and the need to remain competitive relative to other research universities in surrounding states. MU remains in the middle in total gross price amongst surrounding state flagship institutions and with year-over year inflation running at 7% for 2021, the proposed increases are less than known inflationary pressures impacting the university at this time.

MU has been recognized by US News and World Report as a best value school, outperforming all of the surrounding state flagship institutions. This ranking reflects strong performance on key outcomes coupled with the net price paid by students. MU maintains scholarship programs that help fund a student’s education for both financial need and academic merit. Continued growth in tuition price helps fund these scholarship programs geared towards merit and financial need. It is important to consider gross price, but total cost of attendance is critical to maintaining affordability and access.

Proposed Rates Beginning Fall 2022

Each University plans to increase resident undergraduate tuition assessed by amounts reflected in table below. These rates represent the base charges for Missouri Resident students.

	Per Credit Hour Beginning		Change	
	Fall 2021 ¹	Fall 2022	Per Credit Hour	Annual ²
MU	\$321.30	\$335.80	\$14.50	\$435.00
Missouri S&T	\$316.60	\$330.90	\$14.30	\$429.00
UMKC	\$313.90	\$327.90	\$14.00	\$420.00
UMSL	\$379.00	\$396.10	\$17.10	\$513.00

Note 1: Rate presented for Fall 2021 represents the rate assessed to students. MU example, the tuition charge of \$333.90 per credit hour is reduced by a limited Missouri resident undergraduate tuition waiver of \$12.60 to \$321.30 per credit hour. Beginning in Fall 2022, the University will discontinue this practice.

Note 2: Annual amount based on 30 credit hours

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The University recommends an increase of \$20 to \$51 per credit hour for nonresident undergraduate tuition rates. Missouri S&T recommends a lower increase of \$20 per credit hour to reflect pricing pressure on their market for undergraduate non-residents.

	Per Credit Hour Beginning		Change	
	Fall 2021	Fall 2022	Per Credit Hour	Annual ¹
MU	\$966.40	\$1,014.70	\$48.30	\$1,449.00
Missouri S&T	\$985.00	\$1,005.00	\$20.00	\$600.00
UMKC	\$877.70	\$921.60	\$43.90	\$1,317.00
UMSL	\$1,019.00	\$1,070.00	\$51.00	\$1,530.00

Note 1: Annual amount based on 30 credit hours

Resident graduate tuition rates are recommended to increase between \$20.70 to \$26.10 per credit hour across the universities. Nonresident rates are recommended to increase between \$38.40 to \$64.10 per credit across the universities.

	Graduate Resident	Graduate Nonresident
MU	\$20.70	\$56.70
Missouri S&T	\$22.50	\$38.40
UMKC	\$21.15	\$54.60
UMSL	\$26.10	\$64.10

The University recommends increasing professional tuition rates at varying levels as shown in the attached schedule and described in the Board materials. These increases are based on cost and market analysis of the schools and their relationship to the university strategic plans. MU and UMKC are proposing a reduction to the nonresident JD Law degree rate, this rate adjust would price the nonresident rate \$200 per credit hour higher than resident rate. The change in law school tuition reflects changes to the market for pricing public law degrees and competition for high quality students.

Supplemental course fees, eLearning, special program delivery, and continuing education instructional fees as shown in the attached schedule and described in the Board materials. These fees are recommended to increase based on cost to deliver those programs. Supplemental course fees for undergraduates will be eliminated with the approval of differential tuition for the Fall of 2023.

The information technology per credit hour fee is recommended to increase between \$0.70 - \$0.80 per credit hour. This fee will be incorporated into future differential tuition models. Student activity, facility, service fees, and other required fees shown in the attached schedule and described in the Board materials are recommended to increase at various levels across the universities. UMKC proposes combining and plateauing previously separate activity and facility fees to provide students with better predictability on fee amounts. UMSL continues to combine information technology, activity, service, and activity fees into tuition rates.

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No. 1

Recommended Action Fiscal Year 2023 Tuition, Supplemental Fees, Required Fees, and
Other Related Enrollment Fees, UM

It was recommended by the respective Chancellors, endorsed by President Choi, recommended by the Finance Committee, moved by Curator _____ and seconded by Curator _____, that the attached schedules of rates for tuition, supplemental fees, information technology fees, student activity, facility and service fees, and other enrollment fees be approved, effective with the 2022 fall terms.

- 1) Tuition and fees as shown in the attached schedules and described in the Board materials be approved and become effective beginning with the 2022 fall term. Specifically, this includes:
 - a) Tuition rates to increase as follows:
 - i) Resident undergraduate tuition set at \$335.80 for MU, \$327.90 for UMKC, \$330.90 for Missouri S&T, and \$396.10 for UMSL for fall 2022 and spring and summer 2023 terms. The University will not utilize the waiver process any longer due to the changes in HESFA.
 - ii) Nonresident undergraduate tuition rates are proposed to increase for MU \$48.30, UMKC \$43.90, Missouri S&T \$20.00, and UMSL \$51.00.
 - iii) Resident and non-resident graduate tuition per credit hour rates are recommended to increase \$21.15 and \$54.60, respectively, for UMKC and \$26.10 and \$64.10, respectively, for UMSL. S&T proposes raising graduate resident tuition by \$22.50 and graduate non-resident tuition by \$38.40. MU proposes raising resident graduate tuition by \$20.70 per credit hour and non-resident graduate tuition rates by \$56.70 per credit hour.
 - iv) S&T recommends eliminating the separate international undergraduate students and charging nonresident tuition similar to the other three universities.
 - b) Professional school tuition to increase as shown in the attached schedule and described in the Board materials.
 - c) Supplemental course fees, eLearning, special program delivery, and continuing education instructional fees as shown in the attached schedule and described in the Board materials.
 - d) Information technology fee will increase \$0.70 MU, \$0.80 UMKC and S&T.

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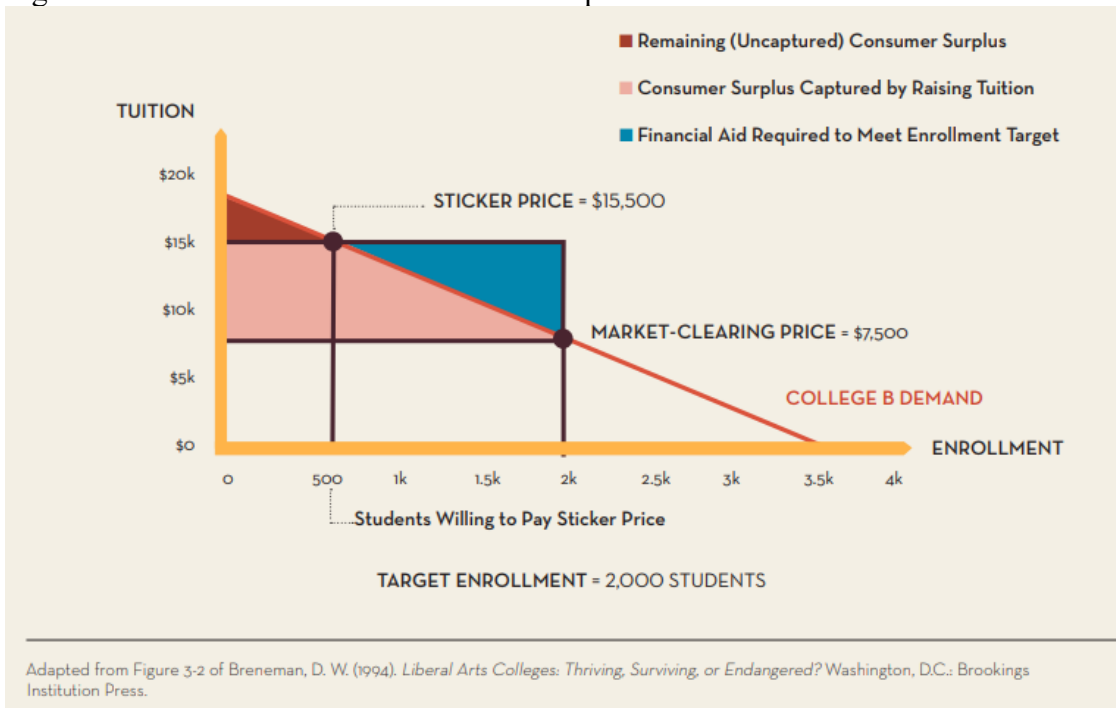
BACKGROUND

Attending college represents a significant investment in both time and money for students. The average annual cost to attend a public university, including costs of living, exceeds \$27,000 for the 2021-2022 academic year according to the College Board. Across four-year public institutions, this means the average student invests over \$100,000 during the course of their bachelor's degree, if it takes them four years to complete. With students paying an increasing share of a public education, it is important for institutions to adapt their pricing strategies to better meet the needs of students and tie those pricing strategies to successful outcomes for students.

Using Gross Price to Maximize Revenue

In an article *Liberal Arts Colleges: Thriving, Surviving or Endangered?* Brookings Institution Press, introduces key economic concepts relating market demand and price discrimination in public higher education. There is an inverse effect on tuition price and enrollment, meaning higher prices generally equate to less demand. Price sensitive students will evaluate the cost of their degree after any applied scholarships. The gross price therefore sets the maximum amount that a student will pay and provides a level of flexibility to capture revenue from students willing and able to pay higher rates. Having a higher gross price allows institutions to capture a consumer surplus on those willing to pay more for a degree. This has long been a strategy at private colleges and is becoming much more common amongst public institutions as the share of tuition revenue increases and demands for income-based pricing increase. Figure 1 demonstrates this dynamic.

Figure 1: Market Demand and Consumer Surplus



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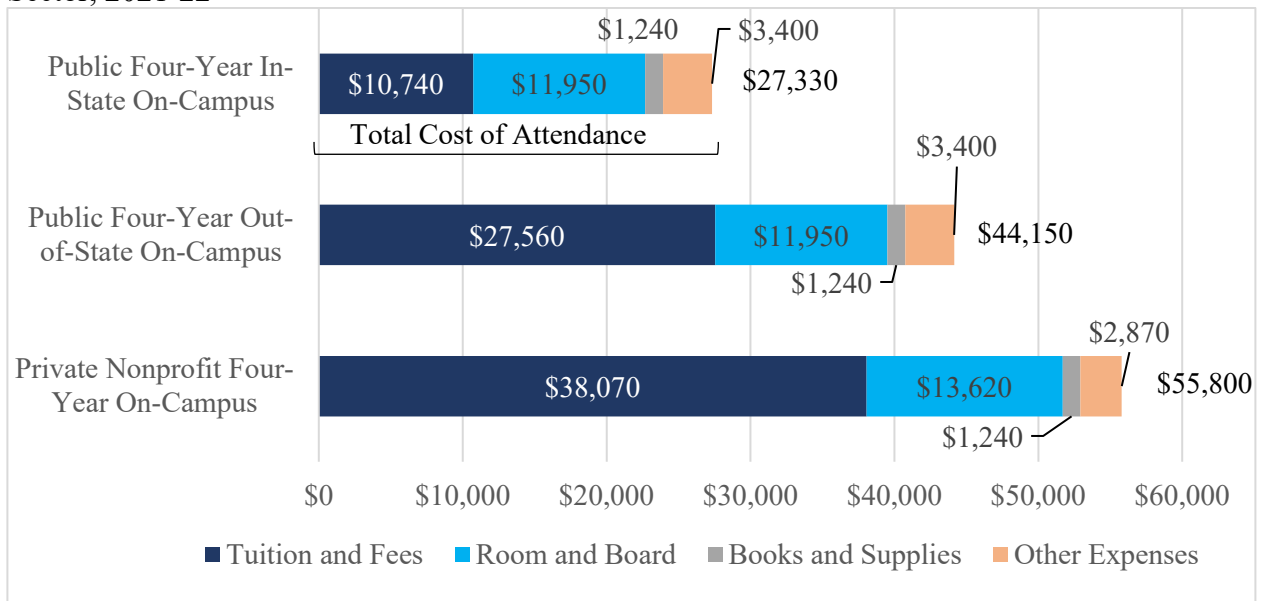
In the example from Figure 1, a college's market demand at \$15,500 would only attract 500 students. However, at a price of \$7,500, the college can attract 2,000 students. So why wouldn't the college set the price point to \$7,500 to capture the targeted enrollment? There is consumer surplus above the target price which could be captured to provide access, this is reflected in the pink shaded area on Figure 1. To capture the consumer surplus, institutions will publish a sticker price above market-clearing price. To meet their enrollment target institutions will utilize institutional aid to provide scholarships that serve as a discount for need or merit. By setting a sticker price at \$15,500, the example college is able to capture \$10 million more in revenue over the available revenue if price was set at \$7,500. By matching the scholarship strategy to the demand curve, the college is \$17.3 million better off than setting a gross price of \$15,500 without discounting. By having a higher "sticker" price with financial aid, the institution is better off than only using sticker price to manage student cost.

This is why applying scholarship to a high gross price is such a common strategy for private institutions. The high list price allows institutions to shape class characteristics (merit or financial need) by capturing more revenue from students willing and able to pay more. Public institutions traditionally utilized a low list price strategy with few scholarships, as the state funding was intended to subsidize gaps funded by students at private institutions. With public appropriations for higher education providing less than 50% for public four-year institutions, more public institutions are deploying discounting strategies like those utilized by private institutions. Gradual tuition increases will allow the University to continue these types of strategies and provide flexibility to shape an incoming class for student ability and characteristics.

The Cost of College: More than Just Tuition

The cost of college is about more than just tuition. Students dedicate a period in their lives to better themselves and they forego immediate earnings and incur living costs in addition to charges for academic coursework. The cost for a college degree varies significantly based upon the type of institution and its role within the marketplace for higher education. The cost outlined below is the total amount of charges before the application of any grant aid.

Figure 2: Average Estimated Full-time Undergraduate List Price (Enrollment-Weighted) by Sector, 2021-22



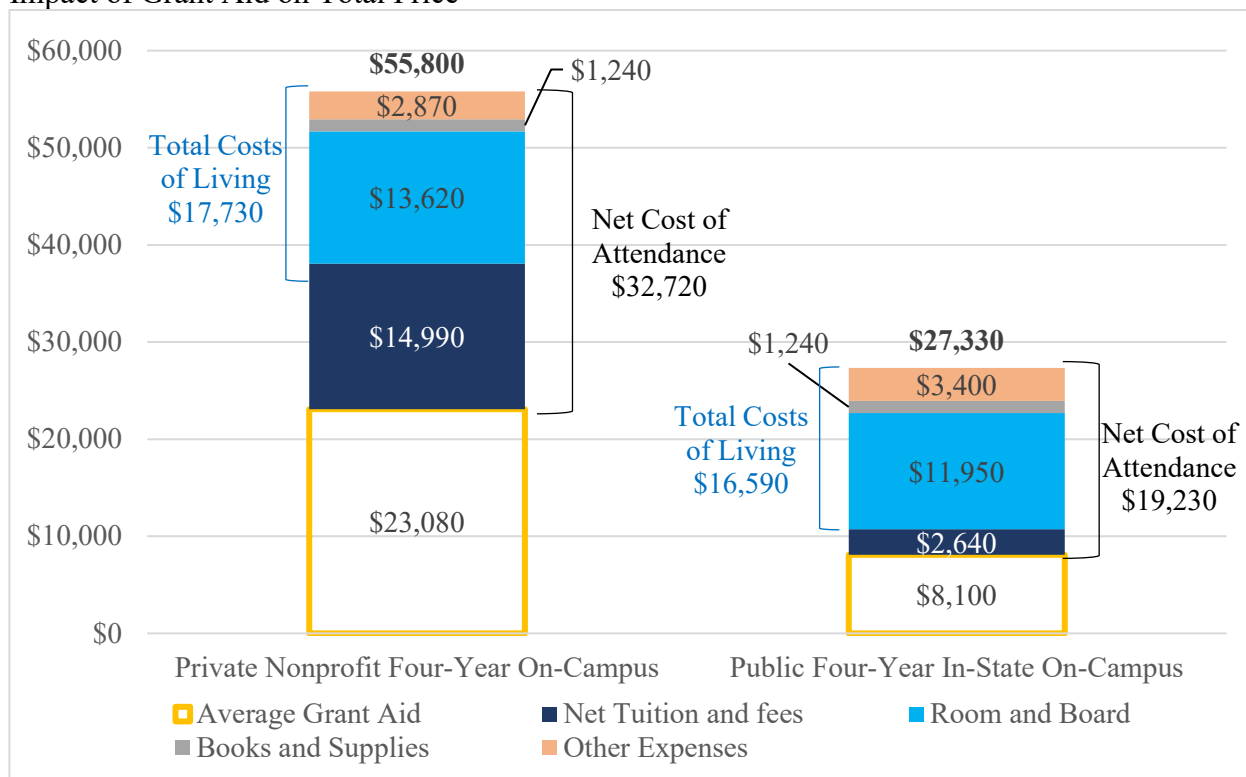
Source: College Board’s *Trends in College Pricing*

Tuition and fees serve as the primary variable differentiating the total price for a higher education degree. In the United States, public higher education systems receive significant support from state government to subsidize cost of degrees and support research and public service missions. Public institutions charge less than their private peers. As shown in Figure 2, public institutions charge nearly \$17,000 more for out of state students, which is still \$10,500 cheaper than what private institutions charge in tuition, on average. For in-state students, the cost of attendance is driven more by costs of living rather than academic charges. While the majority of the focus for the cost of a public degree remains on tuition and academic charges, the majority of cost for in-state students at public institutions is driven by the cost of living, supplies, and other expenses rather than academic charges.

Figure 2 represents the maximum amount that students pay for their college education. Institutions utilize different grant aid programs (federal, state, and institutional funds) to provide students with cost relief. To the institution, the most helpful types of aid are those funded by federal programs, state programs, and private gifts. These forms of aid have revenue such as a donor’s gift attached to offset cost. Grant aid funded by the institution’s own funds is utilized to shape and align enrollments with overall mission, whether the aid is

focused on need or merit. Grant aid is highly varied depending on the individual student, and the information below presents the average.

Figure 3: Average Estimated Full-time Undergraduate Net Cost of Attendance, 2021-22
Impact of Grant Aid on Total Price

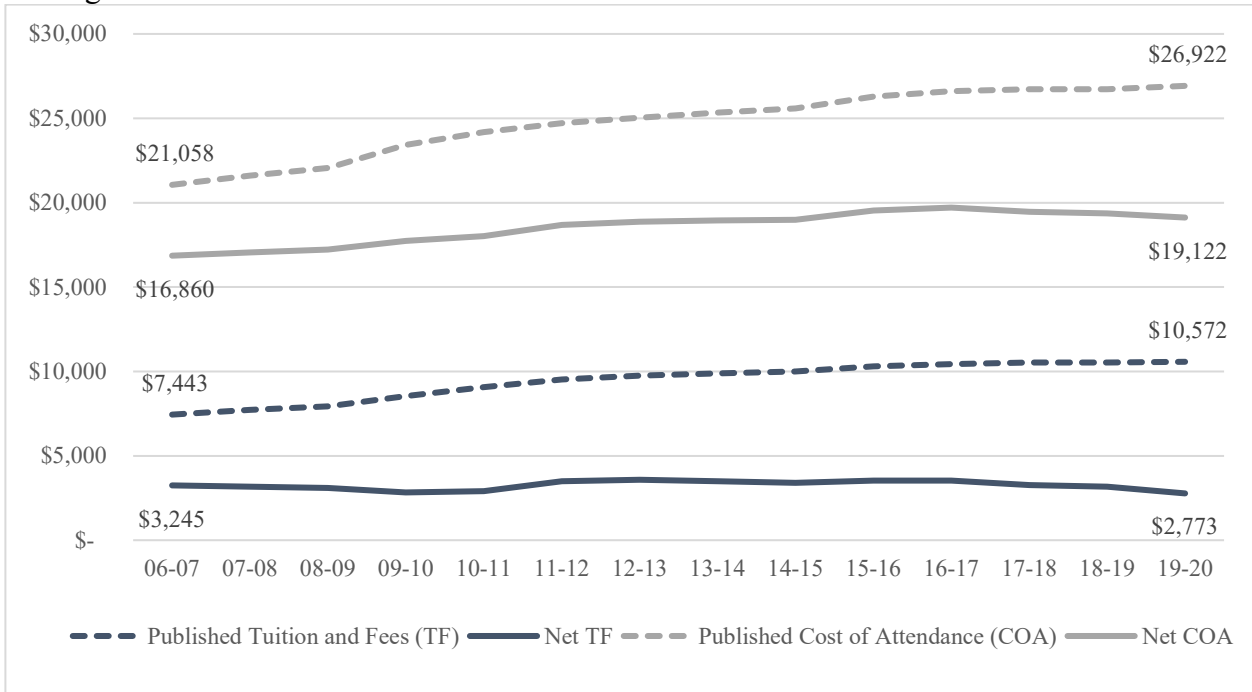


Source: College Board's *Trends in College Pricing*

Figure 3 demonstrates the impact of grant aid on the price paid by students. While private institutions provide significantly more grant aid in nominal dollars (\$23,060 vs. \$8,100), the net price of public institutions is still over \$10,000 cheaper for students. The total cost paid by the student is referred to as the net cost of attendance and encompasses all academic and costs of living less any grant aid. At public institutions, nearly 78% of students receive some form of grant aid, meaning that few students pay the overall price. A higher overall price provides institutions with more flexibility to provide scholarships for merit or financial need.

Figure 3 also further demonstrates that after the application of grant aid, tuition and fees represent only 14% of cost for public in-state students prior to any loans or payments. The majority of the other 86% of costs are incurred outside of campus and do not represent revenues available to the core academic enterprise. Non-academic costs are the primary drivers of student cost at the undergraduate level, and this is why time to degree completion is so important for students. If students can finish degrees faster, they do not incur the costs of living expenses that drive up the total cost of the degree.

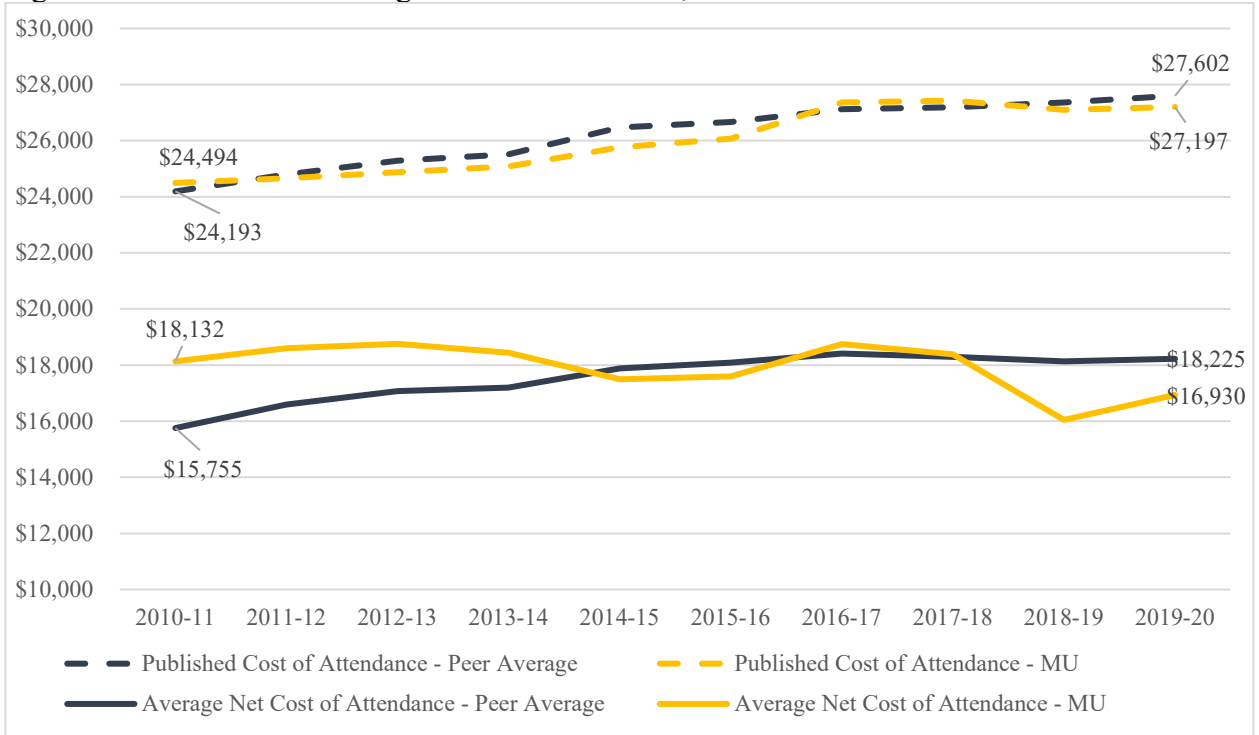
Figure 4: Average Published and Net Prices in 2020 Dollars, First-Time Full-Time In-State Undergraduate Students at Public Four-Year Institutions



Source: College Board’s *Trends in College Pricing*, Public Four-Year Institutions

Figure 4 shows the trend in published rates and what students actually pay between academic charges (tuition and fees) and the total annual cost of attendance. Much of the conversation nationally focuses on the increasing costs of college, generally citing published tuition and fee rates at universities. However, over the last fourteen years, the average net amount paid by in-state students at public institutions has fallen when compared to inflation. This net tuition number would be after any grant aid, but before any loans taken out by students to cover the cost. Over the same time, the net cost of attendance has risen, but most of that increase occurred from 2007-2017, with the net cost of attendance flattening after 2017. The national trend in cost paid by students for public higher education is driven more by indirect costs of education rather than the direct cost of tuition and fees due to increases in grant aid.

Figure 5: Published and Average Cost of Attendance, in 2020 dollars



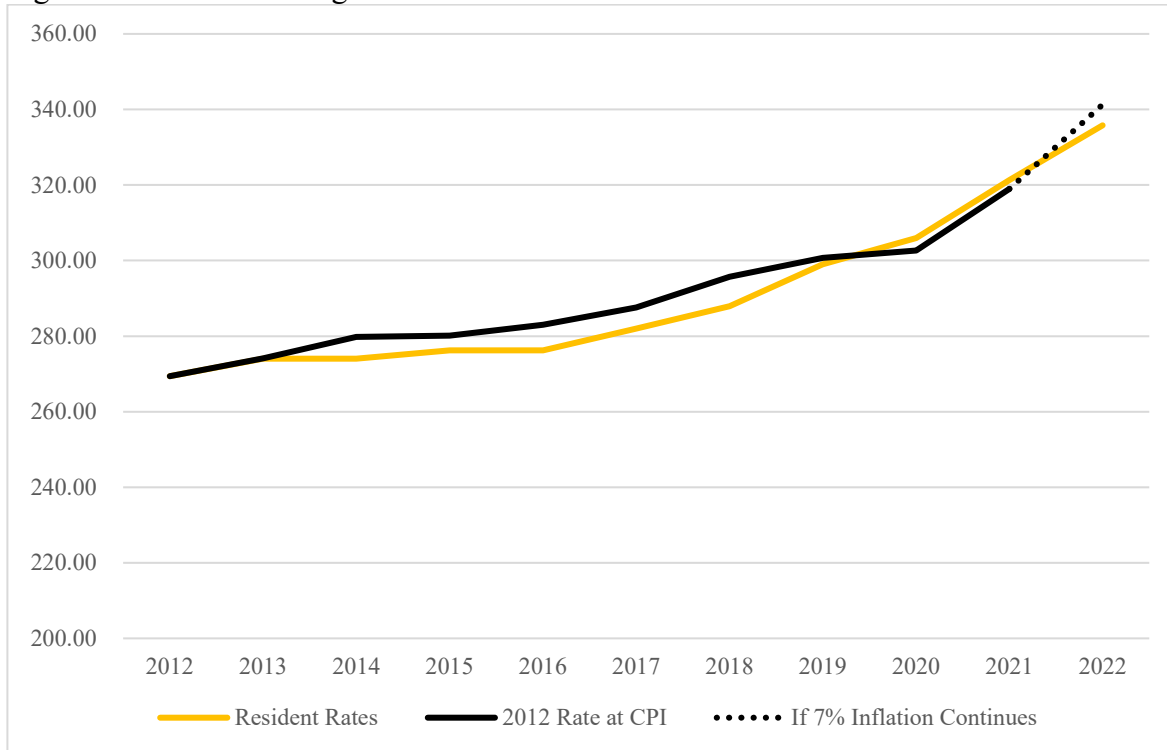
Source: *Integrated Postsecondary Education Data System (IPEDS)*

Figure 5 demonstrates MU’s total cost of attendance and net cost of attendance to the surrounding state peer averages. MU’s total cost of attendance tracks national averages over the past decade. MU’s net cost of attendance diverged from the peer average. After beginning above the peer average in 2010-2011, MU’s net cost of attendance remained relatively flat until 2017-2018. Since 2017-2018, MU’s net cost of attendance dropped significantly. This drop is largely due to the implementation of institutional aid programs to drive and shape enrollment. This trend shows that on an inflation adjusted basis, MU’s net cost of attendance has dropped over the past decade.

MODERATE PRICE INCREASES NECESSARY FOR FALL 2022

Each university proposes a base increase in tuition amounts for Fall 2022 tuition rates. The base increase is necessary to sustain University operations and remains below inflation of 7% for 2022.

Figure 6: Resident Undergraduate Rates to Inflation



Source: University Records and BLS Inflation Data CPI-U by Month (June 30).

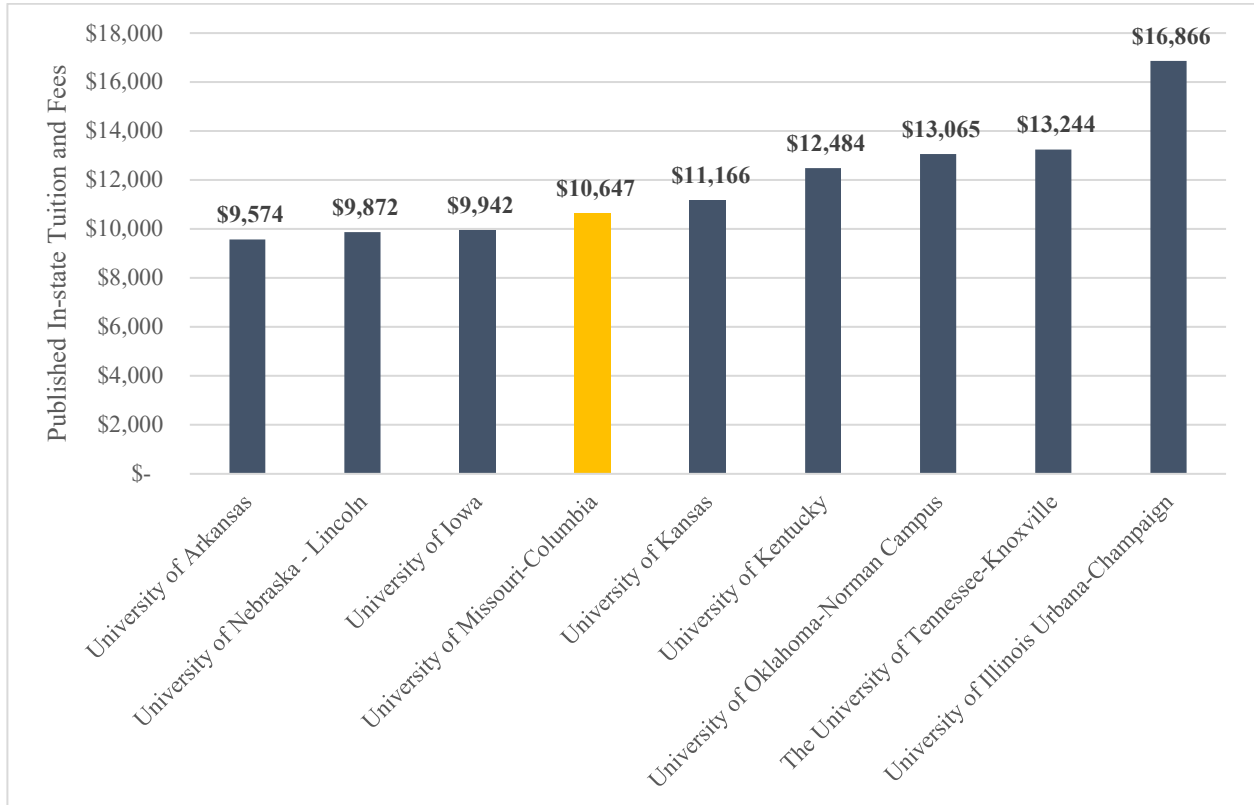
Figure 6 demonstrates that resident undergraduate tuition rates compared to trailing inflation from the year before. For the figure, inflation as of the previous fiscal year is utilized to compare to the fall number. This follows the prior practice of utilizing prior year inflation as the benchmark for setting tuition. The inflation comparison as a price setting tool is always backward looking, as the University is setting price four to six months before the start of the semester, using data that is at least two months old. As demonstrated in the chart, inflation has begun to increase rapidly in 2021 and continues to accelerate into 2022. As of June 30, 2021, inflation was only running about 5% higher over the prior year. As of March 2022, the year over year growth is up over 8% and that year over year growth number continues to accelerate. In case inflation slows in the latter part of the year, the projected rate for 2022 was set at 7%. Given inflationary trends, the 4.5% increase remains conservative and keeps tuition growth below inflationary growth.

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Gross Price at Resident Rates Remains Competitive to Surrounding State Flagships

Competition on price amongst institutions is increasing as state subsidies have declined over the past two decades. Student consumption patterns continue to show a recognition of quality with doctoral degree granting institutions experiencing smaller enrollment declines than master's institutions, even with gross price increases above inflation. In looking to surrounding states, there is room for the University to increase sticker price and remain competitive amongst similar research universities, as reflected in Figure 7.

Figure 7: Published In-state Tuition and Fees for 2021-22 academic year based on 30 credit hours



Source: Institutional websites, priced at 30 credit hours per academic year without supplemental fees, includes activity, facility, and service fees

MU remains competitive for published in-state tuition and fees for surrounding states, just behind the University of Kansas. If Kansas were to hold tuition flat for fall 2022, MU would pass Kansas on the chart and move to the median amount for surrounding states.

US News Names MU a Best Value School

MU continues to rise in the US News & World Report best value rankings, coming in as the top value amongst flagship institutions in bordering states. MU awards more aid, has a higher full-time retention rate, and has a higher career or job placement rate than any of its neighboring peers. MU's retention and graduation rates are also comparable or better than the average for surrounding state flagship universities.

Table 1: USNWR Value Rankings

	MU	Surrounding State Flagships
Financial Aid		
<i>Institutional Grant Aid</i>		
% awarded	82%	66%
Average aid awarded	\$8,775	\$8,503
<i>Federal, State, Local or Institutional Grant Aid</i>		
% awarded any aid	88%	80%
Average aid awarded	\$11,088	\$10,507
Academic Quality		
<i>Full-time Retention Rate</i>	89%	88%
<i>% of students graduating in 4-years</i>	55%	49%
<i>% of students graduating in 6-years</i>	73%	70%
<i>% of students with career outcomes within 6 months of graduation</i>	95%	88%
U.S. News Ranking (USNWR) for Best Value Schools	72	106 – 168

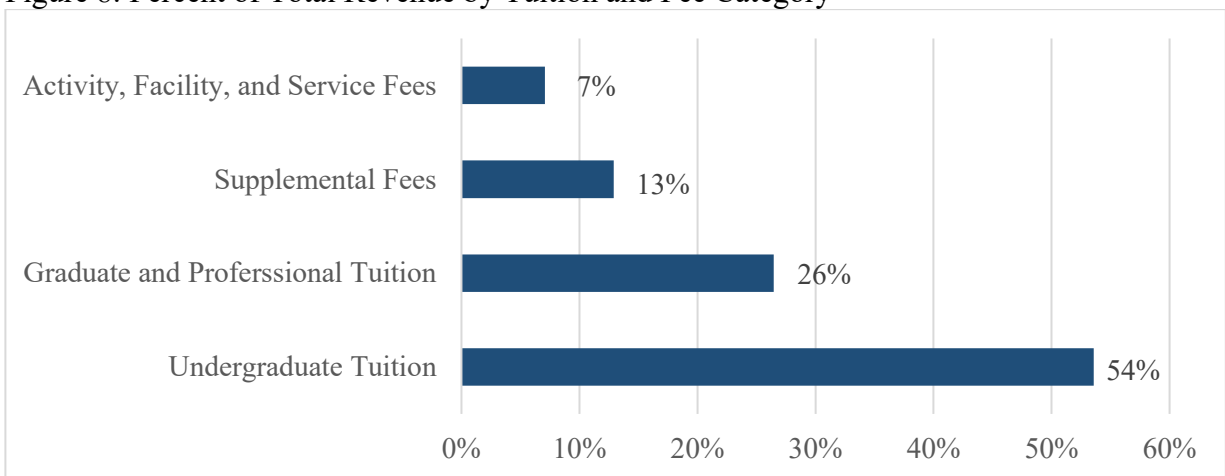
Source: Integrated Postsecondary Education Data System (IPEDS) and U.S. News World Rankings

MU remains a good investment for students, having the quality metrics to justify additional price increases. Student demand for fall of 2022 remains strong, with a predicted class size to exceed the prior year's class while many other institutions in the market are experiencing declines.

FALL 2022 TUITION & FEE RATES

Each university plans to increase tuition to reflect general cost increases. Any increases above inflation reflect a market reason for the price increase. Revenues from tuition increases will be directed to university strategic priorities and deal with inflationary cost pressures. As presented in Figure 8, tuition and fees will be discussed in four broad categories, undergraduate tuition, graduate and professional tuition, supplemental fees, and activity, facility, and service fees. While supplemental fees serve to help reflect differential costs, tuition remains the primary price driver for the University on academic charges. As demonstrated in the introductory section, academic fees make up a relatively small portion of total cost of attendance for resident undergraduate students. See Appendix 1 for full detailed schedules.

Figure 8: Percent of Total Revenue by Tuition and Fee Category



Undergraduate Tuition

Resident Undergraduate Tuition

The University recommends resident undergraduate tuition rates as follows:

Undergraduate Tuition for Missouri Resident Student beginning

	Per Credit Hour		
	Fall 2021¹	Fall 2022	\$ Change
MU	\$321.30	\$335.80	\$14.50
Missouri S&T	\$316.60	\$330.90	\$14.30
UMKC	\$313.90	\$327.90	\$14.00
UMSL	\$379.00	\$396.10	\$17.10

	Academic Year		
	2021-22¹	2022-23	\$ Change
MU	\$9,639.00	\$10,074.00	\$435.00
Missouri S&T	\$9,498.00	\$9,927.00	\$429.00
UMKC	\$9,417.00	\$9,837.00	\$420.00
UMSL	\$11,370.00	\$11,880.00	\$513.00

Note 1: Rate presented for Fall 2021 represents the rate assessed to students. MU example, the tuition charge of \$333.90 per credit hour is reduced by a limited Missouri resident undergraduate tuition waiver of \$12.60 to \$321.30 per credit hour. Beginning in Fall 2022, the University will discontinue this practice.

These rates represent the base charges for Missouri Resident students and reflect a moderate price increase to keep pace with inflation and market competition.

UMKC and UMSL have Metropolitan undergraduate tuition rates for students from Kansas and Illinois counties in their market area. UMSL and UMKC also have undergraduate rates which includes the entire state of Illinois and Kansas, respectively. The Metropolitan, Illinois, and Kansas tuition rates are proposed to increase the same as Missouri resident rates. UMKC also has a Heartland undergraduate tuition rate which equals 150 percent of the Missouri resident rate. Heartland states include Arkansas, Iowa, Kentucky, Oklahoma, South Dakota, Tennessee, and Texas.

Nonresident Undergraduate Tuition

The University recommends an increase to nonresident undergraduate tuition rates as follows. Missouri S&T recommends a lower increase of \$20 for nonresident undergraduate tuition rates to reflect pricing pressure on their market for undergraduate non-residents.

Undergraduate Tuition for Missouri Nonresident Student beginning

	Per Credit Hour		
	Fall 2021	Fall 2022	\$ Change
MU	\$966.40	\$1,014.70	\$48.30
Missouri S&T	\$985.00	\$1,005.00	\$20.00
UMKC	\$877.70	\$921.60	\$43.90
UMSL	\$1,019.00	\$1,070.00	\$51.00

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	Academic Year		
	2021-22	2022-23	\$ Change
MU	\$28,992.00	\$30,411.00	\$1,449.00
Missouri S&T	\$29,550.00	\$30,150.00	\$600.00
UMKC	\$26,331.00	\$27,648.00	\$1,317.00
UMSL	\$30,570.00	\$32,100.00	\$1,530.00

Missouri S&T recommends the international undergraduate rate to be discontinued beginning Fall 2022. International students will be charged non-resident rates, which is the practice at the other universities. S&T's undergraduate international population remains small, and this change will have a minimal financial impact.

Graduate Tuition

Graduate tuition rates are recommended to increase as follows:

Graduate Tuition for Missouri Resident Student beginning

	Per Credit Hour		
	Fall 2021	Fall 2022	\$ Change
MU	\$414.60	\$435.30	\$20.70
Missouri S&T	\$435.50	\$458.00	\$22.50
UMKC	\$423.00	\$444.15	\$21.15
UMSL	\$522.00	\$548.10	\$26.10

	Academic Year		
	2021-22	2022-23	\$ Change
MU	\$9,950.40	\$10,447.20	\$496.80
Missouri S&T	\$10,452.00	\$10,992.00	\$540.00
UMKC	\$10,152.00	\$10,659.60	\$507.60
UMSL	\$12,528.00	\$13,154.40	\$626.40

Graduate Tuition for Missouri Nonresident Student beginning

	Per Credit Hour		
	Fall 2021	Fall 2022	\$ Change
MU	\$1,135.20	\$1,191.90	\$56.70
Missouri S&T	\$1,231.60	\$1,270.00	\$38.40
UMKC	\$1,092.10	\$1,146.70	\$54.60
UMSL	\$1,281.50	\$1,345.60	\$64.10
	Academic Year		
	2021-22	2022-23	\$ Change
MU	\$27,244.80	\$28,605.60	\$1,360.80
Missouri S&T	\$29,558.40	\$30,480.00	\$921.60
UMKC	\$26,210.40	\$27,520.80	\$1,310.40
UMSL	\$30,756.00	\$32,294.40	\$1,538.40

UMKC and UMSL have Metropolitan graduate tuition rates for students from Kansas and Illinois counties in their market area. The Metropolitan tuition rates are the same as Missouri resident rates.

UMKC has a separate tuition rate for graduate nursing programs which UMKC assesses on all graduate nursing credits. The nursing tuition rate increased by \$31.11 and \$59.24, for resident and nonresident, respectively; beginning Fall 2022 tuition will be \$653.50 for residents and \$1,243.90 for nonresidents. These increases are reflective of the high costs of delivering the program and will place UMKC in the middle of the tuition market among their graduate nursing peers.

Missouri S&T recommends the international graduate rate to be discontinued beginning Fall 2022, the annual financial net impact loss is estimated to be minimal. International students will be charged non-resident rates, which is the practice at the other universities.

Professional School Tuition

The University recommends increasing professional tuition rates at varying levels. Proposed increases are based on market analysis of the schools, their relationship to the university strategic plans and cost pressures. Professional schools represent post-baccalaureate degrees with specific licenses, i.e., Medicine, Pharmacy and Law. These recommendations are summarized below.

Proposed Professional School Program Tuition Increase(Decrease) Beginning Fall 2022	Resident	Nonresident
MU Law, JD	\$36.20	(\$385.80)
MU Law, LLM	\$40.70	\$77.90
MU Medicine, MD, Years 1-2	\$930.60	\$1,893.60
MU Medicine, MD, Years 3-4	\$1,034.00	\$2,104.00
MU Occupational Therapy, MOT & OTD	\$0.00	\$0.00
MU Physical Therapy, DPT	\$26.20	\$62.10
MU Veterinary Medicine	\$695.10	\$1,675.00
UMKC Dental School, DDS	\$914.45	\$1,822.50
UMKC Dental School, DDS (Summer)	\$457.20	\$911.24
UMKC Dental School, Grad	\$757.90	\$1,513.10
UMKC Dental School, Grad (Summer)	\$378.95	\$756.60
UMKC Law, JD	\$52.00	(\$381.10)
UMKC Law, LLM	\$63.20	\$131.20
UMKC Medicine, Years 1-2	\$1,325.30	\$2,650.50
UMKC Medicine, Years 1-2 (Summer)	\$662.65	\$1,325.30
UMKC Medicine, Years 3-6	\$1,559.60	\$3,119.20
UMKC Medicine, Years 3-6 (Summer)	\$1,039.80	\$2,079.50
UMKC Medicine, Anesthesia MS	\$614.20	\$733.80
UMKC Medicine, Anesthesia MS (Summer)	\$409.40	\$489.20
UMKC Medicine, Physician Asst. MS	\$570.50	\$684.80
UMKC Medicine, Physician Asst. MS (Summer)	\$380.50	\$456.10
UMKC Pharmacy, PharmD	\$968.40	\$2,129.10
UMKC Pharmacy, PharmD (Summer)	\$387.30	\$851.70
UMSL Optometry, OD (maximum Fall and Spring Semester)	\$632.00	\$1,044.80

MU and UMKC Law Schools together propose that non-resident tuition rates be brought into market alignment by providing a differential of \$200 per credit hour for domestic, nonresident J.D. students. This adjustment is necessary to address an imbalance in resident and nonresident rates that has grown over time to now present a serious impediment to recruitment of talent into the state. Over the past decade, law schools nationwide faced a declining applicant pool. In the last two years, applications have risen, and class sizes have begun to increase, but the competition for well qualified applicants remains fierce.

This proposal should not adversely affect revenue generation from tuition. With a more competitive nonresident tuition rate, UMKC and MU can be more strategic in their use of waivers of nonresident tuition while increasing applications. UMKC has calculated an

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increase in enrollment by six students will recoup the difference in tuition because of this change in rates. The more competitive rates make recruiting these additional students much easier.

When these students graduate, these nonresidents regularly remain in Missouri and contribute their talents to the state. For example, 78% of the MU Law graduating class of 2019 and 72% of UMKC Law's 2020 graduating class took employment in Missouri. Approximately one-third of both law school's classes take government or public service jobs each year.

To remain competitive in recruiting talented students to attend the law schools, they need to be able to compete effectively on the price of tuition and respond to changes in the marketplace. As an example of the kind of competition the law schools face in the region, The University of Kansas School of Law (KU) is a direct competitor with both MU and UMKC Schools of Law. In 2021, 44% of KU law's entering class were nonresidents. KU Law has narrowed the tuition differential between resident and nonresident students to compete effectively for nonresidents. The tuition for Kansas residents is \$22,769, and the tuition for nonresidents is \$28,804. The University of Illinois, likewise, has only a \$1,000 tuition differential per year for non-residents. In comparison, MU Law's "sticker price" for the 2021-2022 academic year is \$21,732 for residents entering without scholarships and \$40,392 for non-residents. UMKC Law's tuition rate is \$21,466 for residents; non-resident tuition is \$40,459. These significant differences are largely the result of having applied percentage increases rather than dollar rate increases to tuition over time, amplifying the difference between the two rates.

UMKC Law is recommending an \$52.00 and \$63.20 per credit hour increase to resident tuition rates for JD and LLM degrees, respectively. This rate increase will align the law degrees offered by UMKC and MU. Resident rates proposed by MU are \$760.60 and \$854.90 for JD and LLM degrees, respectively. UMKC is recommending increase resident rates to \$702.10 and \$853.00 for JD and LLM degrees, respectively. This increase will not adversely affect the ability to recruit and retain quality students.

UMKC School of Medicines B.A./M.D. program offers students with immediate exposure to a curriculum that builds a strong foundation in medical science and clinical skills. The program allows students to choose an undergraduate major and earn their B.A. and M.D. in six years. This program typically has 1,000 applications and selects 350 to participate in the interview process. UMKC is recommending a \$82.80/\$86.60 and \$165.70/\$173.30 per credit hour increase for resident and nonresident (years 1-2/years 3-6), respectively, to cover inflationary cost and align program cost to the surrounding regional market. UMKC current resident rates are 7% above and 23% below the minimum and maximum regional medical school programs, respectively. UMKC recognizes this increase is significant and will be providing institutional aid to current students accepted into the program. This increase will not adversely affect the ability to recruit and retain quality students.

UMKC Pharmacy is proposing a \$64.55 and \$141.90 per credit hour increase for resident and nonresident, respectively, due to inflationary increases to equipment and supplies costs

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of 7%. Additionally, the leased space at the Missouri State University in Springfield is set to go up 7% next fiscal year. The UMKC Pharmacy program has satellite locations across the state which require distance education equipment; equipment at several of these locations need upgrades over the next year. The increase rate will not adversely affect the ability to recruit quality students.

Supplemental Fees

Effective with the Fall term 2023, undergraduate supplemental fees will be eliminated with Board approval. Supplemental fees represent 13% of the university's total net tuition and fees. Supplemental fees are presented in three categories for the 2022-23 academic year rates. These fees represent the cost differentials that will be incorporated into future differential tuition models. Any increases above the University's average increase have a separate justification for the increase. Supplemental fees are divided by type of program to further ease comparison. Each university considered changes planned for Fall 2023 differential tuition rates in any planned increases in supplemental fees.

STEM/Health Profession Program Course Fees

The following course fees are to support programs with laboratory and clinical space which typically requires specialized equipment and small class sizes. These fees also support faculty salary wages within STEM and Health Profession as the public sector drives the faculty salaries to a higher price point.

	2022-2023 RATES		
	Per Credit Hour Rate	Flat Rate	Dollar Change
STEM/Health Profession Program Course Fees			
MU			
College of Ag, Food and Natural Resources Course Fee	\$60.80		\$2.60
College of Ag, Food & Natural Resources Course Fee Upper Div. & Graduate	\$101.00		\$4.30
College of Arts & Science Course Fee	\$75.00		\$11.70
Nutrition & Exercise Physiology Course Fee	\$66.40		\$3.10
Personal Financial Planning Course Fee	\$66.40		\$3.10
Human Development & Family Science Course Fee	\$66.40		\$3.10
School of Medicine Course Fee	\$125.40		\$5.40
Health Management and Informatic Course Fee	\$163.40		\$43.40
College of Veterinary Medicine Course Fee	\$79.80		\$20.00
CVM Clinical Supplemental Fee		\$2,000.00	\$0.00
Applied Behavioral Analysis Course Fee	\$110.10		\$4.80
College of Engineering Course Fee	\$240.10		\$10.30
School of Health Professions Course Fee	\$110.60		\$4.70
Sinclair School of Nursing Clinical Nursing Graduate Fee	\$239.30		\$10.30
Sinclair School of Nursing Undergraduate Course Fee	\$235.20		\$10.20
Sinclair School of Nursing Undergraduate Course Fee (Existing Student Group)	\$157.90		\$6.80
Medical School Laboratory/Resource Fee		\$927.70	\$40.00
Data Science & Analytics Graduate on-campus Course Fee	\$197.60		\$8.60
Social Work Course Fee	\$80.50		\$10.00
UMKC			
Counseling Psychology Graduate Course Fee	\$41.70		\$1.80
School of Biological Sciences Fee	\$26.15		\$1.15
Engineering Course Fee	\$104.50		\$4.50
Nursing/BHS/BSPH Clinical/Internship Course Fee	\$256.05		\$11.05
A&S Science Lab Fee	\$15.50		\$0.70
A&S Geosciences Lab Fee	\$26.15		\$1.15
Nursing Simulation Course Fee	\$73.20		\$3.20
School of Medicine Simulation & Assessment Yrs 1-2		\$188.10	\$8.10
School of Medicine Simulation & Assessment - other		\$298.90	\$12.90
Social Work Field Graduate Education Fee	\$28.25		\$1.25
MO S&T			
Engineering & Computing Course Fee	\$236.50		\$10.20
Sciences Course Fee	\$235.70		\$10.20
UMSL			
Engineering Course Fee	\$196.70		\$8.50
Nursing Undergraduate Course Fee	\$240.10		\$10.40
Nursing DNP Fee	\$278.40		\$12.00
College of Arts & Sciences Science Lab Fee	\$28.40		\$1.30
Patients Care Center Supplemental Fee		\$900.00	\$0.00
Social Work Supplemental Fee Undergraduate	\$20.40		\$0.90
Social Work Supplemental Fee Graduate	\$22.70		\$1.00

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MU College of Arts & Science Course Fee was approved in academic year 2021-22 as a part of a plan to increase to \$87 over three years. This fee applies to all Undergraduate and Graduate Courses 2000-level and above, as well as 1000-level courses with enrollments capped at 49 students or fewer. This fee is not charged to students in large introductory courses (1000-level with 50 or more students). This increase is part of a multi-year plan that will align fees for the differential tuition implementation. The approved fee increased \$20 and \$11.70 beginning Fall 2021 and 2022, respectively. Beginning Fall 2023 this fee will no longer be assessed separately for Undergraduate courses. Graduate level courses will continue to have this assessed charge on the course which will increase by \$12 beginning Fall 2023. Funds will be used for academic advisors and the modernization of classroom labs.

MU recommends increasing the Health Management and Informatics (HMI) Course Fee by \$43.40 per credit hour. This fee impacts approximately 65 graduate students and will provide \$48,000 to support the delivery cost for the academic program. With this increase, HMI at MU will still have the least expensive program of comparable quality in the region. The funding serves to maintain and further improve the required high levels of collaborative and experiential learning by providing opportunities through top quality instruction and professional education and growth opportunities.

MU recommends increasing the College of Veterinary Medicine Course Fee by \$20 per credit hour. This fee applies to all undergraduate microbiology course levels (1000-4000) impacting approximately 410 students and will provide \$340,000 to support the delivery cost for the academic program. This increase will provide more robust, hands-on learning activities for students. Expanded lab activities include new exercises employing modern molecular techniques. For these activities, kits and reagents are necessary, which are increasing in costs, as well as additional DNA and protein electrophoreses units, power supplies and related equipment. This fee increase will align the program cost with the new differential tuition models for Fall 2023.

MU proposed a \$10 per credit hour increase for the Social Work Course Fee in academic year 2021-22, which was approved by the Board. MU's School of Social Work has transitioned under the School of Health Professions. Health Professions will continue to increase this fee by \$10 per year until the fee is increased to align with the School of Health Professions program fee. With this adjustment, students should not experience a significant increase in assessed differential tuition beginning Fall 2023 as marginal increases over the past years have aligned program cost to tuition rates. The proposed rate will not adversely affect the ability to recruit quality students.

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Business and Law Program Course Fees

These course fees are to support specific professional degrees and business majors. Like the STEM/Health Profession program fees above the price to deliver this degree is driven by the faculty salaries and small class size as required by degree program.

The following course fees recommended increases range from \$0 - \$27.40, which is at or below current inflation.

	2022-2023 RATES		
	Per Credit Hour Rate	Flat Rate	Dollar Change
Business and Law Program Course Fees			
MU			
Trulaske College of Business Undergraduate Course Fee	\$108.10		\$4.70
Trulaske College of Business Graduate Course Fee	\$126.70		\$5.50
Trulaske College of Business Undergraduate Excellence Fee		\$228.70	\$9.80
Accountancy Program Fee		\$634.90	\$27.40
School of Law Undergraduate Course Fee	\$99.30		\$4.30
UMKC			
Bloch School Graduate Business Supplemental Fee	\$113.20		\$4.95
Bloch School Undergraduate Course Fee	\$78.35		\$3.35
Bloch School Public Administration Graduate Course Fee	\$45.05		\$1.95
Legal Technology Fee (Law School)	\$10.20		\$0.00
MO S&T			
Business and Information Technology Course Fee	\$117.10		\$7.70
UMSL			
College of Business Administration Graduate Course Fee	\$130.40		\$5.60
College of Business Administration Undergraduate Course Fee	\$90.80		\$3.90

Missouri S&T recommends a \$7.70 per credit hour increase in the Business and Information Technology fee. The increase will align student charges with the implementation of the Fall 2023 recommended tiered tuition structure.

Education and Other Program Course Fees

The following course fees are to support special materials used for a course, additional services provided to assist in attaining a degree in the specified field of study, and individual instruction for performing arts.

	2022-2023 RATES		
	Per Credit Hour Rate	Flat Rate	Dollar Change
Education and Other Program Course Fees			
MU			
College of Education Course Fee	\$59.50		\$2.60
School of Journalism Course Fee	\$135.90		\$5.90
Arts Fee	\$60.00		N/A
Applied Music Fee	Discontinued		
UMKC			
School of Education Course Fee	\$19.10		\$0.80
A&S Media Studies Lab/Studio Fee	\$64.80		\$2.80
A&S Studio Arts Fee	\$52.25		\$2.25
Conservatory Undergraduate Program fee	\$49.90		\$2.20
Conservatory Graduate Program fee	\$66.25		\$2.85
Online Course Fee	\$50.80		\$2.20
Graduate Writing & Professional Development Fee		\$25.00	\$0.00
UMSL			
College of Education Supplemental Course Fee	\$31.80		\$1.40
Media & Communications Studies Lab/Studio Course Fee	\$36.40		\$1.60
Arts & Sciences Supplemental Fee	\$11.65		\$0.55
Studio Arts Fee, UMSL (BFA)	\$39.70		\$1.80
Applied Music Fee		\$385.70	\$16.70
Online Fee for 100% online courses	\$68.00		\$3.00
Online Fee for partially (75%-99%) online courses	\$56.90		\$2.50
Online Fee for blended (30%-74%) online courses	\$28.40		\$1.30

MU departments of Music, Theatre, and Visual Studies propose a fee on all arts classes of \$60 per credit hour. The following current fees would be eliminated:

- Applied Music Fee - \$173 per credit hour
- Instrument Rental Fees, Recital Fees, and Class Material Fees

This fee will support the cost to deliver education for course which require individual instruction and specialized equipment and materials. The current fee structure places the burden of these cost on just a few students even though the specialized materials and equipment are used by many. The proposed fee will be distributed across a larger population of students who benefit from the resource provided and reduce the monetary impact on those who are currently assessed these fees.

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Other Related Enrollment Fees

eLearning, special program delivery, and continuing education instructional fees will increase at the same rate as tuition rates. These fees are used for special instructional courses provided by contract to corporations or other entities. The contracted rates vary based on instruction and the contract but must fall within a range greater than the resident undergraduate tuition rate and less than an approved maximum.

The following recommendation represents maximum rate as minimum is equal to resident undergraduate tuition rate.

	2022-2023 RATES		
	Per Credit Hour Rate	Flat Rate	Dollar Change
eLearning and Special Program Delivery			
MU			
Undergrad Distance Program & Special Delivery Tuition - Maximum	\$1,009.90		\$43.50
Graduate Distance Program & Special Delivery Tuition - Maximum	\$2,106.10		\$90.80
CE Instructional Fee (for credit) - Maximum	\$1,504.20		\$64.80
UMKC			
Undergrad Distance Program & Special Delivery Tuition - Maximum	\$917.30		\$39.60
Graduate eLearning and Special Program Delivery Maximum	\$1,141.30		\$49.20
CE Instructional Fee (for credit) - Maximum	\$1,141.24		\$49.14
MO S&T			
Undergraduate eLearning (distance students only) Maximum	\$1,005.00		\$39.60
Graduate eLearning and Special Program Delivery Maximum	\$3,000.00		\$0.00
CE Instructional Fee (for credit) - Maximum	\$3,000.00		\$0.00
UMSL			
Undergraduate eLearning and Special Program Delivery Maximum	\$1,065.00		\$46.00
Graduate eLearning and Special Program Delivery Maximum	\$2,090.00		\$90.00
CE Instructional Fee (for credit) - Maximum	\$2,090.00		\$90.00

Fees associated with examination only and online course fees are disclosed in the appendix and approved by the President, changes to these rates have been approved by the Chancellor.

Activity, Facility, and Service Fees

Activity, Facility, and Service Fees represent separate fees for services provided to all students. These fees fund infrastructure that supports the student experience, such as information technology, recreation centers, student health, and student unions. Many of these fees underwrite bonded buildings that support services requested by past student bodies.

Information Technology Fee

The information technology per credit hour fee is recommended to increase between \$0.70 - \$0.80 per credit hour. Inflationary cost related to IT network infrastructure, computer lab spaces, and student support service areas continues. This fee will be incorporated into future differential tuition models.

	Beginning		Recommended Increase
	Fall 2021	Fall 2022	
MU	\$15.00	\$15.70	\$0.70
Missouri S&T	\$16.20	\$17.00	\$0.80
UMKC	\$16.50	\$17.30	\$0.80

Activity, Facility, and Service Fees

The following fee proposals were prepared under the direction of the Vice Chancellors or Vice Provosts for Student Affairs at each university. Planning for fee changes is conducted using operating assumptions unique to each university and activity, within the context of general economic guidelines communicated by the Finance Division. Appropriate advisory groups, affected students, and/or their elected officers reviewed and supported the activity, facility, and service fee proposals.

Below are the recommended increases for MU and Missouri S&T activity, facility, and service fees per semester. The detailed fee schedules are included in appendix.

	Academic Year		Recommended Increase
	2021-22	2022-23	
Maximum Fees per term	Semester Rates (12 or more credit hours)		
<i>Undergraduate Students</i>			
MU	\$503.90	\$529.18	\$25.28
Missouri S&T	\$531.25	\$596.28	\$65.03
<i>Graduate and Professional Students</i>			
MU	\$472.70	\$485.14	\$12.44
Missouri S&T	\$530.60	\$599.86	\$69.26

Fees are assessed predominantly on a per credit hour basis with a plateau of 12 credit hours per semester and six credit hours for the summer session. The plateau is nine credit hours

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per semester for graduate and professional students. Some fees are assessed at a flat rate per semester or have a lower plateau.

At **MU** there are three categories of mandatory student activity fees: Student Health, Recreation Center, and Student Activity. The Student Health Fee supports the MU Student Health Center, which provides students with timely primary care and/or behavioral health appointments. The Recreation Center Fee allows students to use university-based indoor and outdoor facilities at the Mizzou Rec Facility. The Student Activity Fee include fees to fund: Student Government, Student Organizations, Multicultural Student Organizations, Readership Program, Sustainability Program, Sports Clubs, Associated Students, Capital Improvement, Divisional Councils, Transportation System, Student Unions, Student Life, Counseling Center, Jesse Auditorium, MU Libraries, and Technology.

The MU Student Fee Review Committee, which is comprised of a representative mix of undergraduate and graduate students, annually reviews activity, facility, and health service fees in detail. They make a recommendation to the Vice Chancellor of Student Affairs regarding any increases or reallocations. The proposed increases represent the Committee's recommendations.

Missouri S&T charges activity fees to students each semester to pay for a variety of activities, services, and bonded debt on buildings. For fall 2022 Missouri S&T recommends a \$65.03 per semester increase for undergraduates and a \$69.26 per semester increase for graduate students. Missouri S&T mandatory fee increases encompass the following:

- The Activity and Facilities Fee is recommended to increase by \$44 per semester. The Student Council general body voted to approve the fee increase at the March 8th council meeting. Resources generated from the increase support the campus student design teams, club sports, the music and drama clubs, campus events (performances) and recreational and athletic programs. The additional funds will address accelerated student and staff salary increases as well as equipment expense growth that exceeds the inflation rate. The funds will be used to sustain the current services provided to the intermural and club sports programs and University Center.
- Health & Student Service Fees is proposed to increase by \$24.99 per semester. The increase funding will be used to address the disparity of counselors and healthcare providers salaries being offered for similar positions in the local market.

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UMKC proposes to restructure how ancillary fees are assessed to students. The restructure will mirror the same overarching principles for the changes to Fall 2024 tuition. UMKC has ten different ancillary fees paid by all students which vary by amount and method by which they are assessed as reflected in the table below.

Table 2: UMKC Activity, Facility and Service Fee Structure for 2021-22

Fee	Assessment Method	Maximum/ Cap	Academic Year 2021-22 Rate
University Center	SCH	12	\$7.43
Student Activities	SCH	12	\$6.08
Athletics	SCH	12	\$5.35
Physical Facility	SCH	12	\$0.77
Recreation Facility	Flat	Semester	\$35.81
Student Union	SCH	12	\$16.06
Transportation	Flat	Semester	\$16.17
Student Health Fee	SCH	12	\$4.73
Library	SCH	12	\$5.00
A.S.U.M	SCH	10	\$0.15

This structure makes it very difficult for a student to accurately predict the fees that are due each semester. The large variability results in a total semester fee as low as \$97.55 for a student enrolled in only one hour to a maximum of \$598.60 for any student enrolled in twelve hours or more. Undergraduates average a fee of \$540.09 per semester. Graduate and professional students average \$435.02 per semester.

UMKC recommends a tiered flat rate fee structure beginning Fall 2022 based on student credit hours. The tiered structure increases activity, facility and service fee charges by a weighted average of \$2.21 per semester across the undergraduate population. This increase reflects only the model change and not the addition inflationary increased recommended for academic year 2022-23. The new structure implements a three-tiered model:

- Tier 1 up to 6 credit hours: \$304.90
- Tier 2 7-12 credit hours: \$647.60
- Tier 3 13+ credit hours: \$735.40

Table 3: Example Change of Activity and Facility Fees Assessed to Students

Fall 2021 Undergraduate Business Major Bill			
	Rate	Credit Hours	Total Assessed Tuition and Fees
Undergraduate Resident Tuition	\$313.90	12	\$3,766.80
Information Technology Fee	\$16.50	12	\$198.00
Engineering Course Fee	\$100.00	3	\$300.00
Bloch School Undergraduate Course Fee	\$75.00	9	\$675.00
University Center Fee	\$7.43	12	\$89.16
Student Union Fee	\$16.06	12	\$192.72
Athletic Fee	\$5.35	12	\$64.20
Student Activity Fee	\$6.08	12	\$72.96
Phys. Facility Fee	\$0.77	12	\$9.24
Student Health Fee	\$4.73	12	\$56.76
Library Fee	\$5.00	12	\$60.00
A.S.U.M.	\$0.15	10	\$1.50
Transportation Fee Flat Rate	\$16.17		\$16.17
Swinney Recreational Fee Flat Rate	\$35.81		\$35.81
Total			\$5,538.32

Fall 2022 Undergraduate Business Major Bill			
	Rate	Credit Hours	Total Assessed Tuition and Fees
Undergraduate Resident Tuition	\$327.90	12	\$3,934.80
Information Technology Fee	\$17.30	12	\$207.60
Engineering Course Fee	\$104.50	3	\$313.50
Bloch School Undergraduate Course Fee	\$78.35	9	\$705.15
Activity, Facility, and Service Fee Flat Rate	\$647.60		\$647.60
Total			\$5,808.65

The table above shows a specific student example of UMKC’s activity, facility, and service fee combination. The change combines ten previously separately assessed fees into a flat rate, as noted on the prior page.

UMKC plans to increase most of the fees by the inflationary rate for Fall 2022. One large increase in the athletics fee is driving the overall price increase. The table below represents the percentage increase over the prior year amount, if UMKC were still to use the methodology from Fall 2021:

Table 4: Fall 2022 Year Over Year Semester Increases in Activity, Facility and Service Fees

Fee Name	\$ Weighted Average Change
University Center	\$2.97
Student Activities	\$2.41
Athletics	\$77.45
Physical Facility	\$0.32
Recreation Facility	\$14.37
Student Union	\$6.41
Transportation	\$6.50
Student Health Fee	\$1.93
Library	\$0.00
A.S.U.M	\$0.08
Total Avg Increase	\$112.44

The increase in the athletics fee will fund facility maintenance needs and support athletic operations. To present a comparable year over year change, rates are computed by credit hour load. The weighted average increase across the tiers based on Fall 2019 headcount is \$112.44 per semester. These increases are combined into the tiering.

The table below demonstrates the change in charge by credit hours taken per semester.

Table 5: Change in UMKC Activity and Facility Fees

Credit Hour Load	Beginning		Semester Variance	Headcount Fall 2019
	Fall 2021	Fall 2022		
1	\$97.56	\$304.90	\$207.34	48
2	\$143.14	\$304.90	\$161.76	14
3	\$188.71	\$304.90	\$116.19	338
4	\$234.29	\$304.90	\$70.61	86
5	\$279.87	\$304.90	\$25.03	29
6	\$325.45	\$304.90	(\$20.55)	375
7	\$371.02	\$647.60	\$276.58	107
8	\$416.60	\$647.60	\$231.00	70
9	\$462.18	\$647.60	\$185.42	475
10	\$507.76	\$647.60	\$139.84	145
11	\$553.18	\$647.60	\$84.42	143
12	\$598.60	\$647.60	\$49.00	1,692
13 +	\$598.60	\$735.40	\$136.80	3,897
Weighted Average	\$540.16	\$652.61	\$112.44	

Rates charged to Undergraduate, Graduate, and Professional Students

The Provost and Student Affairs Leadership team met with the Student Government Association (SGA) general body and Executive Committee. Feedback was minimal but positive. The main student concern was the desire to know how the revenue would be used and to protect the portion of the fee revenue that is currently generated for student groups (current “activity fee.”). Administration will continue to communicate with the students regarding the use of the fee, particularly if there is a need to reallocate fee revenue differently over time.

In Fall 2013 UMSL restructured their tuition and required fees into a base tuition rate. UMSL no longer assesses student activity, facility, and service fees separately.

The detail for all fee schedules can be found in Appendix 1.

Appendix 1: Fall 2022 Tuition and Fee Schedules

UNIVERSITY OF MISSOURI - Columbia

Tuition Rates

Beginning with the 2022 Fall Session

TUITION				2021-2022 RATES		2022-2023 RATES			
Student Level or Professional Program	Residence Status	Term Type	Plateau	Per Credit Hour Rate	Flat Rate	Per Credit Hour Rate	Flat Rate	Percentage Change	Dollar Change
Undergraduate	Missouri	Semester	None	\$321.30		\$335.80		4.5%	\$14.50
	Nonresident	Semester	None	\$966.40		\$1,014.70		5.0%	\$48.30
Graduate	Missouri	Semester	None	\$414.60		\$435.30		5.0%	\$20.70
	Nonresident	Semester	None	\$1,135.20		\$1,191.90		5.0%	\$56.70
Law, JD	Missouri	Semester	None	\$724.40		\$760.60		5.0%	\$36.20
	Nonresident	Semester	None	\$1,346.40		\$960.60		-28.7%	(\$385.80)
Law, LLM	Missouri	Semester	None	\$814.20		\$854.90		5.0%	\$40.70
	Nonresident	Semester	None	\$1,558.70		\$1,636.60		5.0%	\$77.90
Medicine, MD	Missouri	M1 & M2	18	\$1,033.50	\$18,603.00	\$1,085.20	\$19,533.60	5.0%	\$930.60
	Missouri	M3 & M4	20	\$1,033.50	\$20,670.00	\$1,085.20	\$21,704.00	5.0%	\$1,034.00
	Nonresident	M1 & M2	18	\$2,104.70	\$37,884.60	\$2,209.90	\$39,778.20	5.0%	\$1,893.60
	Nonresident	M3 & M4	20	\$2,104.70	\$42,094.00	\$2,209.90	\$44,198.00	5.0%	\$2,104.00
Occupational Therapy, MOT & OTD	Missouri	Semester	None	\$581.40		\$581.40		0.0%	\$0.00
	Nonresident	Semester	None	\$1,241.10		\$1,241.10		0.0%	\$0.00
OTD Distance Program	All	Semester	None	\$735.00		\$735.00		0.0%	\$0.00
Physical Therapy, DPT	Missouri	Semester	None	\$524.30		\$550.50		5.0%	\$26.20
	Nonresident	Semester	None	\$1,241.10		\$1,303.20		5.0%	\$62.10
Veterinary Medicine, DVM	Missouri	Semester	16	\$868.90	\$13,901.80	\$912.31	\$14,596.90	5.0%	\$695.10
	Nonresident	Semester	16	\$2,093.70	\$33,499.40	\$2,198.40	\$35,174.40	5.0%	\$1,675.00

¹ The tuition charge reflects the reduced rate by a limited Missouri resident undergraduate tuition waiver of \$12.60. The approved Board rate for Fall 2021 was \$333.90 per credit hour. This waiver is the result of university action and will not continue in the future.

MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

Tuition Rates

Beginning with the 2022 Fall Session

TUITION				2021-2022 RATES		2022-2023 RATES			
Student Level or Professional Program	Residence Status	Term Type	Plateau	Per Credit Hour Rate	Flat Rate	Per Credit Hour Rate	Flat Rate	Percentage Change	Dollar Change
Undergraduate	Missouri	Semester	None	\$316.60		\$330.90		4.5%	\$14.30
	Nonresident	Semester	None	\$985.00		\$1,005.00		2.0%	\$20.00
	International	Semester	None	\$1,046.30		\$1,005.00		-3.9%	(\$41.30)
Graduate	Missouri	Semester	None	\$435.50		\$458.00		5.2%	\$22.50
	Nonresident	Semester	None	\$1,231.60		\$1,270.00		3.1%	\$38.40
	International	Semester	None	\$1,306.60		\$1,270.00		-2.8%	(\$36.60)

¹ The tuition charge reflects the reduced rate by a limited Missouri resident undergraduate tuition waiver of \$15.40. The approved Board rate for Fall 2021 was \$332.00 per credit hour. This waiver is the result of university action and will not continue in the future.

² Missouri S&T will be eliminating the international rate for Fall 2022 and charging international students the nonresident rate.

May 17, 2022

UNIVERSITY OF MISSOURI - Kansas City
Tuition Rates
Beginning with the 2022 Fall Session

TUITION				2021-2022 RATES		2022-2023 RATES			
Student Level or Professional Program	Residence Status	Term Type	Plateau	Per Credit Hour Rate	Flat Rate	Per Credit Hour Rate	Flat Rate	Percentage Change	Dollar Change
Undergraduate	Missouri	Semester	None	\$313.90		\$327.90		4.5%	\$14.00
	Nonresident	Semester	None	\$877.70		\$921.60		5.0%	\$43.90
	Kansas Rate	Semester	None	\$319.30		\$333.80		4.5%	\$14.50
	Heartland Rate	Semester	None	\$479.00		\$500.50		4.5%	\$21.50
Graduate	Missouri	Semester	None	\$423.00		\$444.15		5.0%	\$21.15
	Nonresident	Semester	None	\$1,092.10		\$1,146.70		5.0%	\$54.60
	Metropolitan	Semester	None	\$423.00		\$444.15		5.0%	\$21.15
Anesthesia, UMKC MS	Missouri	Semester	18		\$12,283.10		\$12,897.30	5.0%	\$614.20
	Missouri	Summer	18		\$8,188.60		\$8,598.00	5.0%	\$409.40
	Nonresident	Semester	18		\$14,666.20		\$15,400.00	5.0%	\$733.80
	Nonresident	Summer	18		\$9,777.80		\$10,267.00	5.0%	\$489.20
Med Physician Asst MS	Missouri	Semester	18		\$11,408.50		\$11,979.00	5.0%	\$570.50
	Missouri	Summer	18		\$7,605.50		\$7,986.00	5.0%	\$380.50
	Nonresident	Semester	18		\$13,690.20		\$14,375.00	5.0%	\$684.80
	Nonresident	Summer	18		\$9,126.90		\$9,583.00	5.0%	\$456.10
Dentistry, DDS	Missouri	Semester	16	\$1,143.10	\$18,289.00	\$1,200.22	\$19,203.45	5.0%	\$914.45
	Missouri	Summer	8	\$1,143.10	\$9,144.40	\$1,200.20	\$9,601.60	5.0%	\$457.20
	Nonresident	Semester	16	\$2,278.10	\$36,449.80	\$2,392.02	\$38,272.30	5.0%	\$1,822.50
	Nonresident	Summer	8	\$2,278.10	\$18,224.90	\$2,392.02	\$19,136.15	5.0%	\$911.24
Dentistry, Graduate Certificate and MS	Missouri	Semester	14	\$1,203.00	\$16,842.00	\$1,263.15	\$17,684.10	5.0%	\$842.10
	Missouri	Summer	7	\$1,203.00	\$8,420.90	\$1,263.14	\$8,841.95	5.0%	\$421.05
	Nonresident	Semester	14	\$2,401.70	\$33,623.60	\$2,521.77	\$35,304.80	5.0%	\$1,681.20
	Nonresident	Summer	7	\$2,401.70	\$16,811.80	\$2,521.77	\$17,652.40	5.0%	\$840.60
Law, JD	Missouri	Semester	None	\$650.10		\$702.10		8.0%	\$52.00
	Nonresident	Semester	None	\$1,283.20		\$902.10		-29.7%	(\$381.10)
Law, LLM	Missouri	Semester	None	\$789.80		\$853.00		8.0%	\$63.20
	Nonresident	Semester	None	\$1,639.80		\$1,771.00		8.0%	\$131.20
Medicine, MD, Years 1 and 2	Missouri	Semester	16	\$662.60	\$10,602.30	\$745.40	\$11,927.60	12.5%	\$1,325.30
	Missouri	Summer	8	\$662.70	\$5,301.20	\$745.50	\$5,963.85	12.5%	\$662.65
	Regional	Semester	16	\$994.00	\$15,903.50	\$1,118.20	\$17,891.40	12.5%	\$1,987.90
	Regional	Summer	8	\$994.00	\$7,951.60	\$1,118.20	\$8,945.50	12.5%	\$993.90
	Nonresident	Semester	16	\$1,325.30	\$21,204.50	\$1,491.00	\$23,855.00	12.5%	\$2,650.50
	Nonresident	Summer	8	\$1,325.30	\$10,602.30	\$1,491.00	\$11,927.60	12.5%	\$1,325.30
Medicine, MD, Years 3 thru 6	Missouri	Semester	18	\$693.20	\$12,476.90	\$779.80	\$14,036.50	12.5%	\$1,559.60
	Missouri	Summer	12	\$693.20	\$8,318.40	\$779.80	\$9,358.20	12.5%	\$1,039.80
	Regional	Semester	18	\$1,039.80	\$18,716.40	\$1,169.80	\$21,056.00	12.5%	\$2,339.60
	Regional	Summer	12	\$1,039.80	\$12,477.70	\$1,169.80	\$14,037.40	12.5%	\$1,559.70
	Nonresident	Semester	18	\$1,386.30	\$24,953.50	\$1,559.60	\$28,072.70	12.5%	\$3,119.20
	Nonresident	Summer	12	\$1,386.30	\$16,635.80	\$1,559.60	\$18,715.30	12.5%	\$2,079.50
Pharmacy, Dpharm	Missouri	Semester	15	\$860.80	\$12,911.90	\$925.35	\$13,880.30	7.5%	\$968.40
	Missouri	Summer	6	\$860.80	\$5,164.70	\$925.35	\$5,552.00	7.5%	\$387.30
	Nonresident	Semester	15	\$1,892.70	\$28,389.90	\$2,034.60	\$30,519.00	7.5%	\$2,129.10
	Nonresident	Summer	6	\$1,892.70	\$11,356.20	\$2,034.60	\$12,207.90	7.5%	\$851.70
Nursing Graduate	Missouri	Semester	None	\$622.39		\$653.50		5.0%	\$31.11
	Nonresident	Semester	None	\$1,184.66		\$1,243.90		5.0%	\$59.24

¹ The tuition charge reflects the reduced rate by a limited Missouri resident undergraduate tuition waiver of \$5.40. The approved Board rate for Fall 2021 was \$319.30 per credit hour. This waiver is the result of university action and will not continue in the future.

May 17, 2022

**UNIVERSITY OF MISSOURI - St. Louis
Tuition Rates**

Beginning with the 2022 Fall Session

TUITION				2021-2022 RATES		2022-2023 RATES			
Student Level or Professional Program	Residence Status	Term Type	Plateau	Per Credit Hour Rate	Flat Rate	Per Credit Hour Rate	Flat Rate	Percentage Change	Dollar Change
Undergraduate	Missouri	Semester	None	\$379.00		\$396.10		4.5%	\$17.10
	Nonresident	Semester	None	\$1,019.00		\$1,070.00		5.0%	\$51.00
Graduate	Missouri	Semester	None	\$522.00		\$548.10		5.0%	\$26.10
	Nonresident	Semester	None	\$1,281.50		\$1,345.60		5.0%	\$64.10
Optometry, OD	Missouri	Semester	16	\$790.60	\$12,649.60	\$830.10	\$13,281.60	5.0%	\$632.00
	Nonresident	Semester	16	\$1,305.00	\$20,880.00	\$1,370.30	\$21,924.80	5.0%	\$1,044.80

¹ The tuition charge reflects the reduced rate by a limited Missouri resident undergraduate tuition waiver of \$21.50. The approved Board rate for Fall 2021 was \$400.50 per credit hour. This waiver is the result of university action and will not continue in the future.

UNIVERSITY OF MISSOURI - Columbia
Supplemental Course Fees
Beginning with the 2022 Fall Session

	2021-2022 RATES		2022-2023 RATES		Percentage Change	Dollar Change
	Per Credit Hour Rate	Flat Rate	Per Credit Hour Rate	Flat Rate		
Undergraduate Supplemental Fees						
STEM/Health Profession Supplemental Fees						
College of Ag, Food and Natural Resources Course Fee	\$58.20		\$60.80		4.5%	\$2.60
Nutrition & Exercise Physiology Course Fee	\$63.30		\$66.40		4.9%	\$3.10
Personal Financial Planning Course Fee	\$63.30		\$66.40		4.9%	\$3.10
Human Development & Family Science Course Fee	\$63.30		\$66.40		4.9%	\$3.10
Sinclair School of Nursing Undergraduate Course Fee	\$225.00		\$235.20		4.5%	\$10.20
Sinclair School of Nursing Undergraduate Course Fee(Existing Student)	\$151.10		\$157.90		4.5%	\$6.80
Business and Law Supplemental Fees						
Trulaske College of Business Undergraduate Course Fee	\$103.40		\$108.10		4.5%	\$4.70
Trulaske College of Business Undergraduate Excellence Fee		\$218.90		\$228.70	4.5%	\$9.80
School of Law Undergraduate Course Fee	\$95.00		\$99.30		4.5%	\$4.30
Education and Other Program Course Fees						
Arts Fee	N/A		\$60.00		N/A	N/A
Applied Music Fee	\$173.00		N/A		N/A	N/A
Undergraduate and Graduate Supplemental Fees						
STEM/Health Profession Supplemental Fees						
College of Ag, Food & Natural Resources Course Fee Upper Div &	\$96.70		\$101.00		4.4%	\$4.30
College of Arts & Science Course Fee Undergraduate and Graduate ¹	\$63.30		\$75.00		18.5%	\$11.70
School of Medicine Course Fee ²	\$120.00		\$125.40		4.5%	\$5.40
Health Management and Informatic Course Fee ²	\$120.00		\$163.40		36.2%	\$43.40
College of Veterinary Medicine Course Fee	\$59.80		\$79.80		33.4%	\$20.00
CVM Clinical Supplemental Fee ³		\$2,000.00		\$2,000.00	0.0%	\$0.00
Applied Behavioral Analysis Course Fee	\$105.30		\$110.10		4.6%	\$4.80
College of Engineering Course Fee	\$229.80		\$240.10		4.5%	\$10.30
School of Health Professions Course Fee	\$105.90		\$110.60		4.4%	\$4.70
Sinclair School of Nursing Clinical Nursing Graduate Fee	\$229.00		\$239.30		4.5%	\$10.30
Medical School Laboratory/Resource Fee		\$887.70		\$927.70	4.5%	\$40.00
Data Science & Analytics Graduate on-campus Course Fee ⁴	\$189.00		\$197.60		4.6%	\$8.60
College of Human Environmental Sciences Course Fee	\$63.50		N/A		N/A	N/A
Social Work Course Fee	\$70.50		\$80.50		14.2%	\$10.00
Business and Law Supplemental Fees						
Trulaske College of Business Graduate Course Fee	\$121.20		\$126.70		4.5%	\$5.50
Accountancy Program Fee		\$607.50		\$634.90	4.5%	\$27.40
Education and Other Program Course Fees						
College of Education Course Fee	\$56.90		\$59.50		4.6%	\$2.60
School of Journalism Course Fee	\$130.00		\$135.90		4.5%	\$5.90

¹ Includes all A&S courses level 2000 and 1000-level instruction intensive courses with enrollments capped at 49 or fewer students.

² Includes Anatomy, Microbiology, Pharmacology, Radiology and Health Management & Informatics courses offered by the School of Medicine level 2000 and above.

³ Veterinary Medicine Clinical Supplemental Fee 3rd & 4th Yr begins Fall Semester 2023.

⁴ Data Science & Analytics on-campus course fee applies to Informatics PhD and Data Science & Analytics MS degree students.

MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY
Supplemental Course Fees
Beginning with the 2022 Fall Session

	2021-2022 RATES		2022-2023 RATES		Percentage Change	Dollar Change
	Per Credit Hour Rate	Flat Rate	Per Credit Hour Rate	Flat Rate		
Undergraduate and Graduate Supplemental Fees						
STEM Supplemental Fees						
Engineering & Computing Course Fee	\$226.30		\$236.50		4.5%	\$10.20
Sciences Course Fee	\$225.50		\$235.70		4.5%	\$10.20
Business Supplemental Fees						
Business and Information Technology Course Fee	\$109.40		\$117.10		7.0%	\$7.70

May 17, 2022

UNIVERSITY OF MISSOURI - Kansas City
Supplemental Course Fees
Beginning with the 2022 Fall Session

	2021-2022 RATES		2022-2023 RATES		Percentage Change	Dollar Change
	Per Credit Hour Rate	Flat Rate	Per Credit Hour Rate	Flat Rate		
Undergraduate Supplemental Fees						
<i>STEM/Health Profession Supplemental Fees</i>						
School of Biological Sciences Fee	\$25.00		\$26.15		4.6%	\$1.15
Engineering Course Fee	\$100.00		\$104.50		4.5%	\$4.50
A&S Science Lab Fee	\$14.80		\$15.50		4.7%	\$0.70
A&S Geosciences Lab Fee	\$25.00		\$26.15		4.6%	\$1.15
Nursing Simulation Course Fee	\$70.00		\$73.20		4.6%	\$3.20
Nursing/BHS/BSPH Clinical/Internship Course Fee	\$245.00		\$256.05		4.5%	\$11.05
<i>Business and Law Supplemental Fees</i>						
Bloch School Undergraduate Course Fee	\$75.00		\$78.35		4.5%	\$3.35
<i>Education and Other Program Course Fees</i>						
School of Education Course Fee	\$18.30		\$19.10		4.4%	\$0.80
A&S Media Studies Lab/Studio Fee	\$62.00		\$64.80		4.5%	\$2.80
A&S Studio Arts Fee	\$50.00		\$52.25		4.5%	\$2.25
Conservatory Undergraduate Program fee	\$47.70		\$49.90		4.6%	\$2.20
Undergraduate and Graduate Supplemental Fees						
<i>STEM/Health Profession Supplemental Fees</i>						
Counseling Psychology Graduate Course Fee	\$39.90		\$41.70		4.5%	\$1.80
Social Work Field Graduate Education Fee	\$27.00		\$28.25		4.6%	\$1.25
School of Medicine Simulation & Assessment Yrs 1-2		\$180.00		\$188.10	4.5%	\$8.10
School of Medicine Simulation & Assessment - other		\$286.00		\$298.90	4.5%	\$12.90
<i>Business and Law Supplemental Fees</i>						
Bloch School Graduate Business Supplemental Fee	\$108.25		\$113.20		4.6%	\$4.95
Bloch School Public Administration Graduate Course Fee	\$43.10		\$45.05		4.5%	\$1.95
Legal Technology Fee (Law School)	\$10.20		\$10.20		0.0%	\$0.00
<i>Education and Other Program Course Fees</i>						
Online Course Fee	\$48.60		\$50.80		4.5%	\$2.20
Conservatory Graduate Program fee	\$63.40		\$66.25		4.5%	\$2.85
Graduate Writing & Professional Development Fee		\$25.00		\$25.00	0.0%	\$0.00

May 17, 2022

UNIVERSITY OF MISSOURI - St. Louis
Supplemental Course Fees
Beginning with the 2022 Fall Session

SUPPLEMENTAL FEES	2021-2022 RATES		2022-2023 RATES		Percentage Change	Dollar Change
	Per Credit Hour Rate	Flat Rate	Per Credit Hour Rate	Flat Rate		
Undergraduate Supplemental Fees						
<i>STEM/Health Profession Supplemental Fees</i>						
Engineering Course Fee	\$188.20		\$196.70		4.5%	\$8.50
Nursing Undergraduate Course Fee	\$229.70		\$240.10		4.5%	\$10.40
Arts & Sciences Supplemental Fee	\$11.10		\$11.65		5.0%	\$0.55
Social Work Supplemental Fee Undergraduate	\$19.50		\$20.40		4.6%	\$0.90
<i>Business Supplemental Fees</i>						
College of Business Administration Undergraduate Course Fee	\$86.90		\$90.80		4.5%	\$3.90
<i>Education and Other Program Course Fees</i>						
Media & Communications Studies Lab/Studio Course Fee	\$34.80		\$36.40		4.6%	\$1.60
Studio Arts Fee, UMSL (BFA)	\$37.90		\$39.70		4.7%	\$1.80
Applied Music Fee		\$369.00		\$385.70	4.5%	\$16.70
Undergraduate and Graduate Supplemental Fees						
<i>STEM/Health Profession Supplemental Fees</i>						
College of Arts & Sciences Science Lab Fee	\$27.10		\$28.40		4.8%	\$1.30
Nursing DNP Fee	\$266.40		\$278.40		4.5%	\$12.00
Social Work Supplemental Fee Graduate	\$21.70		\$22.70		4.6%	\$1.00
Patients Care Center Supplemental Fee		\$900.00		\$900.00	0.0%	\$0.00
<i>Business Supplemental Fees</i>						
College of Business Administration Graduate Course Fee	\$124.80		\$130.40		4.5%	\$5.60
<i>Education and Other Program Course Fees</i>						
College of Education Supplemental Course Fee	\$30.40		\$31.80		4.6%	\$1.40
Online Fee for 100% online courses	\$65.00		\$68.00		4.6%	\$3.00
Online Fee for partially (75%-99%) online courses	\$54.40		\$56.90		4.6%	\$2.50
Online Fee for blended (30%-74%) online courses	\$27.10		\$28.40		4.8%	\$1.30

Information Technology Fees
Beginning with the 2022 Fall Session

	2021-2022 RATES		2022-2023 RATES		Percentage Change	Dollar Change
	Per Credit Hour Rate	Flat Rate	Per Credit Hour Rate	Flat Rate		
MU Information Technology Fee	\$15.00		\$15.70		4.7%	\$0.70
UMKC Information Technology Fee	\$16.50		\$17.30		4.8%	\$0.80
S&T Information Technology Fee	\$16.20		\$17.00		4.9%	\$0.80

May 17, 2022

**eLearning and Special Program Delivery
Beginning with the 2022 Fall Session**

	2021-2022 Rates		2022-2023 Rates		Percentage Change	Dollar Change
	Per Credit Hour Rate	Flat Rate	Per Credit Hour Rate	Flat Rate		
MU						
Undergrad Distance Program & Special Delivery Tuition - Maximum ¹	\$966.40		\$1,009.90		4.5%	\$43.50
Graduate Distance Program & Special Delivery Tuition - Maximum	\$2,015.30		\$2,106.10		4.5%	\$90.80
Examination Only - Graduate Enrollment (tuition)		\$414.60		\$433.30	4.5%	\$18.70
CE Instructional Fee (for credit) - Maximum	\$1,439.40		\$1,504.20		4.5%	\$64.80
Missouri S&T						
Undergraduate eLearning (distance students only) Maximum	\$965.40		\$1,005.00		4.1%	\$39.60
Graduate eLearning and Special Program Delivery Maximum	\$3,000.00		\$3,000.00		0.0%	\$0.00
Examination Only - Graduate Enrollment		\$435.50		\$456.00	4.7%	\$20.50
CE Instructional Fee (for credit) - Maximum	\$3,000.00		\$3,000.00		0.0%	\$0.00
UMKC						
Undergrad Distance Program & Special Delivery Tuition - Maximum ¹	\$877.70		\$917.30		4.5%	\$39.60
Graduate eLearning and Special Program Delivery Maximum	\$1,092.10		\$1,141.30		4.5%	\$49.20
Examination Only and Audit - Undergraduate Enrollment		\$313.90		\$444.15	41.5%	\$130.25
Examination Only and Audit - Graduate Enrollment		\$423.00		\$329.60	-22.1%	(\$93.41)
CE Instructional Fee (for credit) - Maximum	\$1,092.10		\$1,141.24		4.5%	\$49.14
UMSL						
Undergraduate eLearning and Special Program Delivery Maximum	\$1,019.00		\$1,065.00		4.5%	\$46.00
Graduate eLearning and Special Program Delivery Maximum	\$2,000.00		\$2,090.00		4.5%	\$90.00
Examination Only - Graduate Enrollment		\$522.00		\$545.50	4.5%	\$23.50
CE Instructional Fee (for credit) - Maximum	\$2,000.00		\$2,090.00		4.5%	\$90.00

Note: Rates presented in the table above reflect the maximum rate assessed for eLearning and special program delivery, minimum rate is equal to resident undergraduate tuition rate. This rate is not a supplement fee or course fee it is a range set for specific program delivered through a nontraditional delivery mode.

¹ Special Delivery Tuition includes consortium agreements with other post secondary institutions and reciprocal exchange agreements with post secondary international institutions.

May 17, 2022

Student Activity, Facility, and Service Fees

MU	FY2022	FY2023	Recommended Increase		FY2022	FY2023	Recommended Increase		
			Amount	% change			Amount	% change	
Maximum Fees per Term		Semester Rates (12 or more credit hours)				Summer Rates (7 or more credit hours)			
Undergraduate Students									
Student Activity Fee	200.40	228.00	27.60	13.8%	100.20	114.00	13.80	13.8%	
Student Services Enhancement Fee	39.60	39.60	-	0.0%	19.80	19.80	-	0.0%	
Recreation Activity and Facility	161.90	166.46	4.56	2.8%	80.90	83.23	2.33	2.9%	
Health Service Fee	102.00	95.12	(6.88)	-6.7%	83.20	77.62	(5.58)	-6.7%	
Total	\$ 503.90	\$ 529.18	\$ 25.28	5.0%	\$ 284.10	\$ 294.65	\$10.55	3.7%	
Graduate and Professional Students									
Student Activity Fee	178.20	192.96	14.76	8.3%	118.80	128.64	9.84	8.3%	
Student Services Enhancement Fee	30.60	30.60	-	0.0%	20.40	20.40	-	0.0%	
Recreation Activity and Facility	161.90	166.46	4.56	2.8%	80.90	83.23	2.33	2.9%	
Health Service Fee	102.00	95.12	(6.88)	-6.7%	83.20	87.30	4.10	4.9%	
Total	\$ 472.70	\$ 485.14	\$ 12.44	2.6%	\$ 303.30	\$ 319.57	\$16.27	5.4%	
Missouri S&T									
Missouri S&T	FY2022	FY2023	Recommended Increase		FY2022	FY2023	Recommended Increase		
			Amount	% change			Amount	% change	
Maximum Fees per Term		Semester Rates (12 or more credit hours)				Summer Rates (6 or more credit hours)			
Undergraduate Students									
Activity and Facilities Fee									
Student Activity Fee	\$ 162.70	\$ 193.68	\$ 30.98	19.0%	\$ 49.95	\$ 54.70	\$ 4.75	9.5%	
Intramural Facility Fee	51.50	57.24	5.74	11.1%	13.45	15.25	1.80	13.4%	
University Center Fee	43.60	50.88	7.28	16.7%	21.00	24.00	3.00	14.3%	
University Center Debt	125.00	125.04	0.04	0.0%	62.50	62.50	-	0.0%	
Total	382.80	426.84	44.04	11.5%	146.90	156.45	9.55	6.5%	
Health & Student Service Fees									
Health Service Fee	130.75	153.00	22.25	17.0%	56.40	68.00	11.60	20.6%	
Student Services Fee	13.70	16.44	2.74	20.0%	6.25	7.00	0.75	12.0%	
Total	144.45	169.44	24.99	17.3%	62.65	75.00	12.35	19.7%	
Rollamo Year Book ³	4.00	\$0.00	(4.00)	-100.0%	-	-	-	-	
Total	\$ 531.25	\$ 596.28	\$65.03	12.2%	\$ 209.55	\$ 231.45	\$21.90	10.5%	
<i>3 Rollmo Year Book Fee will no longer be assessed</i>									
Graduate Students									
Activity and Facilities Fee									
Student Activity Fee	162.70	193.68	30.98	19.0%	49.95	54.70	\$4.75	9.5%	
Intramural Facility Fee	51.50	57.24	5.74	11.1%	13.45	15.25	1.80	13.4%	
University Center Fee	43.60	50.88	7.28	16.7%	21.00	24.00	3.00	14.3%	
University Center Debt	125.00	125.04	0.04	0.0%	62.50	62.50	-	0.0%	
Total	382.80	426.84	44.04	11.5%	146.90	156.45	9.55	6.5%	
Health & Student Service Fees									
Health Service Fee	130.75	153.00	22.25	17.0%	56.40	68.00	11.60	20.6%	
Student Services Fee	13.70	16.44	2.74	20.0%	6.25	7.00	0.75	12.0%	
Total	144.45	169.44	24.99	17.3%	62.65	75.00	12.35	19.7%	
Graduate Student Fee	3.35	\$3.58	0.23	6.9%	-	-	-	-	
Total	\$ 530.60	\$ 599.86	\$69.26	13.1%	\$ 209.55	\$ 231.45	\$21.90	10.5%	
UMKC									
UMKC	FY2022	FY2023	Recommended Increase		FY2022	FY2023	Recommended Increase		
			Amount	% change			Amount	% change	
Maximum Fees per Term		Semester Rates				Summer Rates			
Undergraduate, Graduate, & Professional Students									
Student Life Fee									
Tier 1: Semester - up to 6 hours									
Summer - up to 3 hours	\$ 325.45	\$ 304.90	\$ (20.55)	-6.3%	\$ 154.64	\$ 191.00	\$ 36.36	23.5%	
Tier 2: Semester - 7-12 hours									
Summer - 4-6 hours	598.60	647.60	49.00	8.2%	291.37	352.00	60.63	20.8%	
Tier 3: Semester - 13+ hours									
Summer - 7+ hours	598.60	735.40	136.80	22.9%	291.37	378.00	86.63	29.7%	

Note: UMSL restructured their tuition & required fees into a single tuition rate in FY2014 and will no longer be separately assessing required fees.

May 17, 2022

University of Missouri System Board of Curators May 17, 2022

Fiscal Year 2023 Tuition and Required Fees, Supplemental and Other Related Enrollment Fees

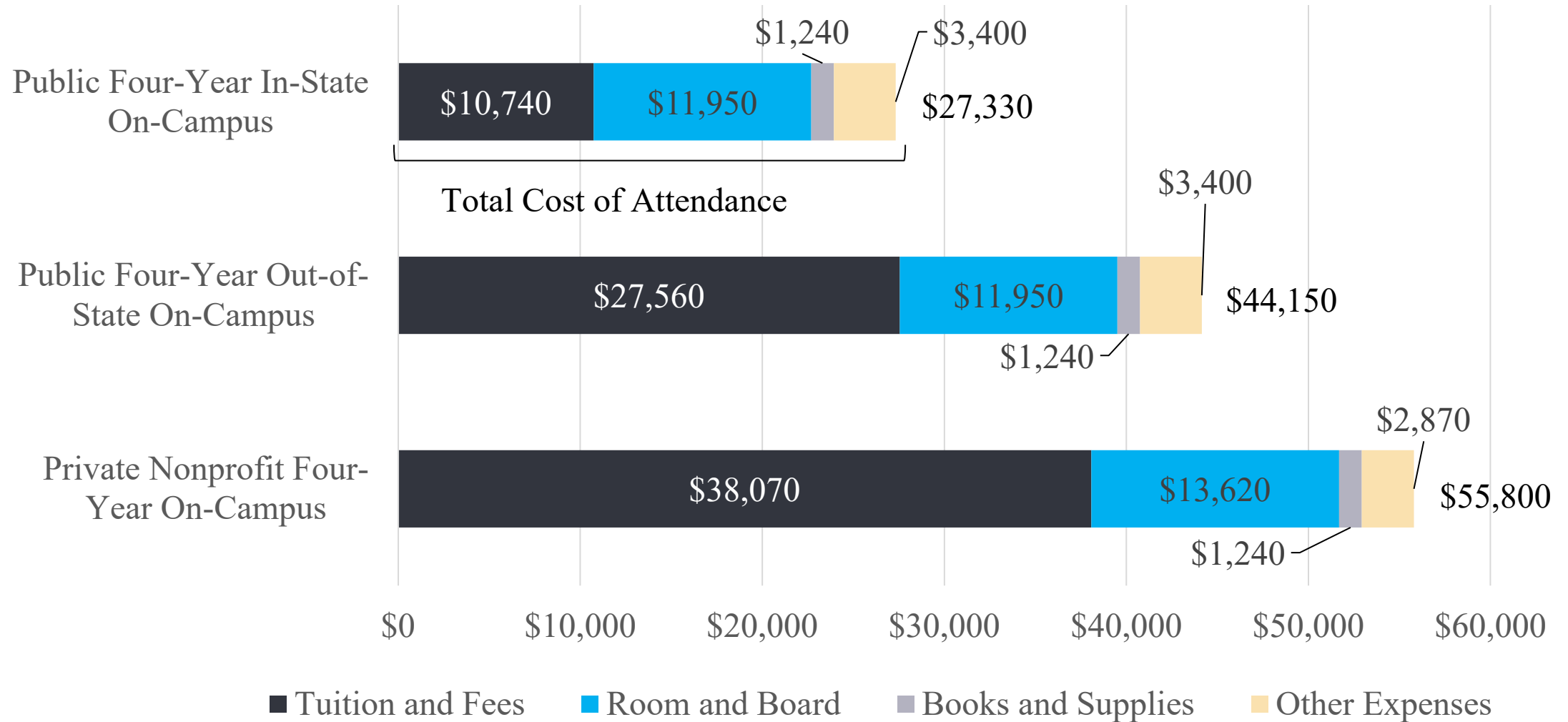
UM



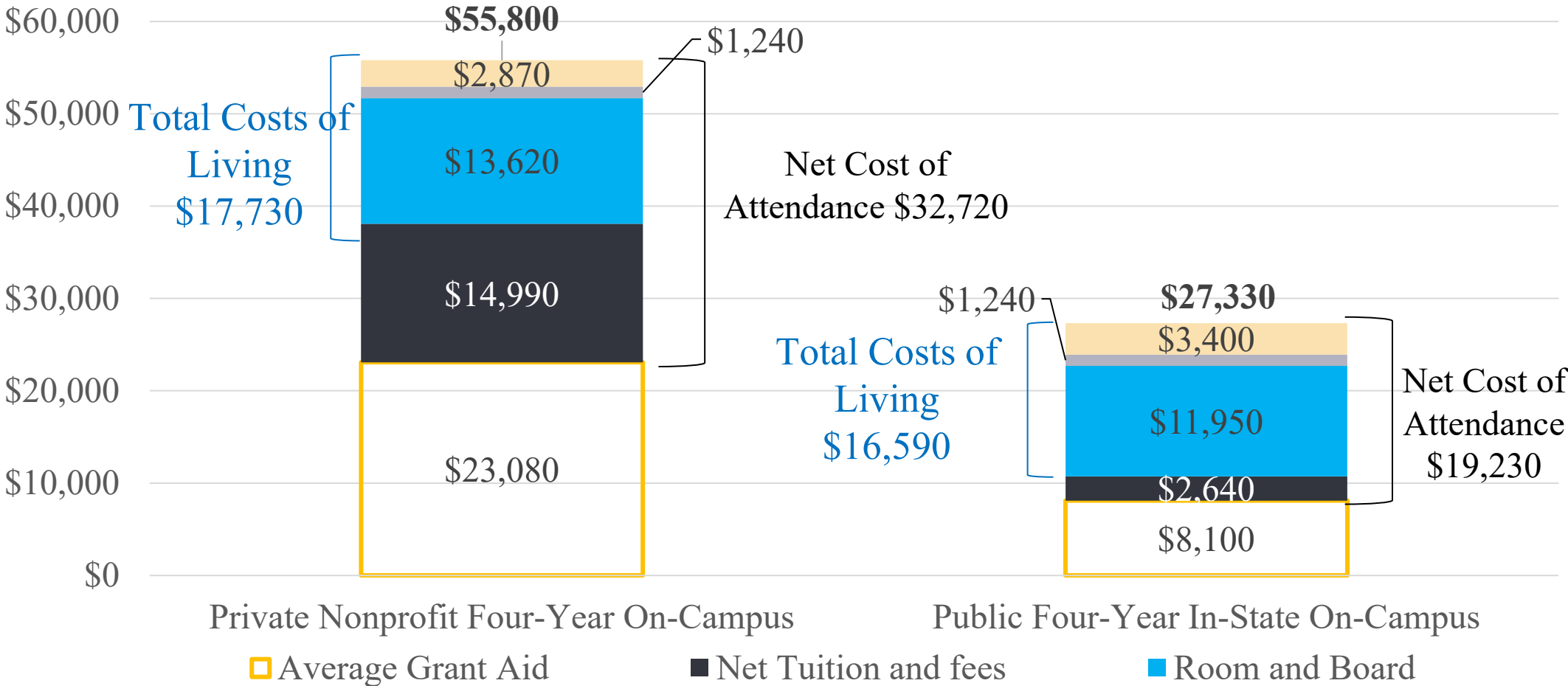
Overview of Fiscal Year 2023 Proposed Tuition and Fees

- Moderate increases in gross prices maintain a high quality and accessible education
- Keys to maintaining affordability and accessibility:
 - Net cost of attendance
 - Time to graduation
- Supplemental fees are recommended to end after the Academic Year 2022/2023

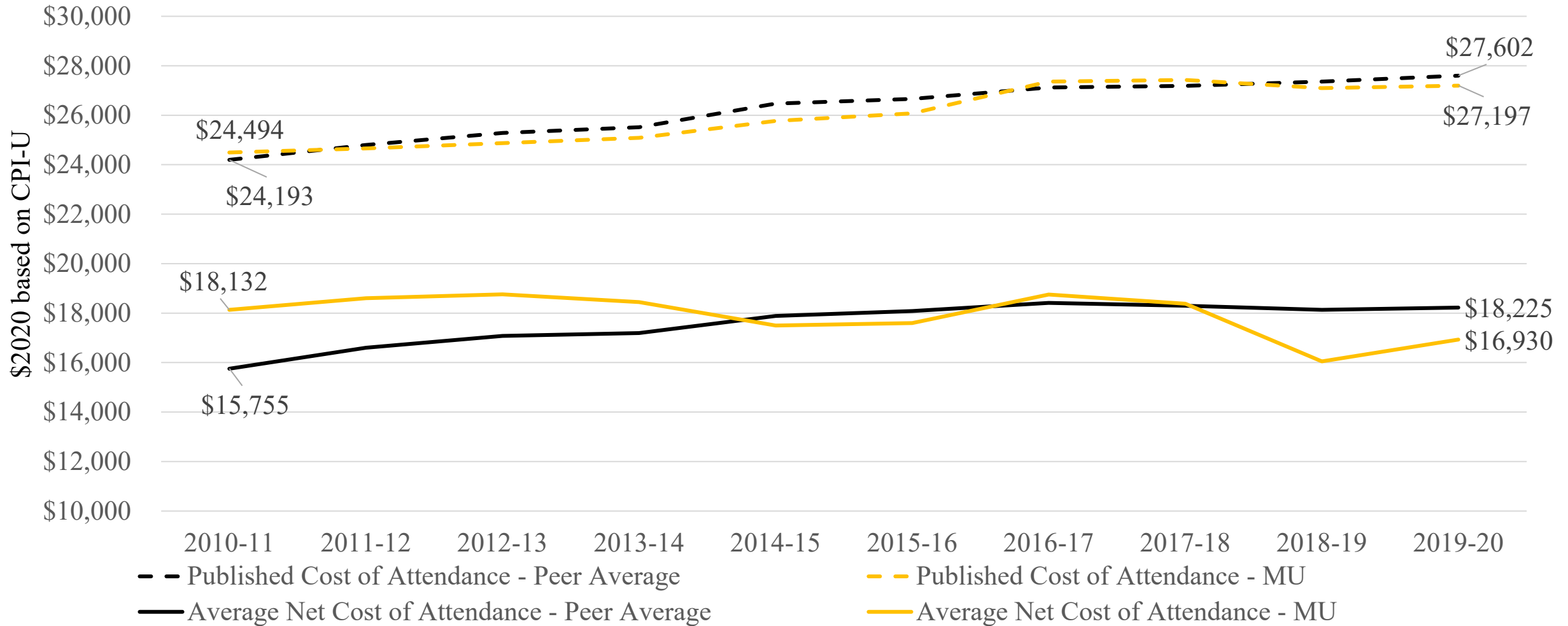
Public Education Remains Most Affordable



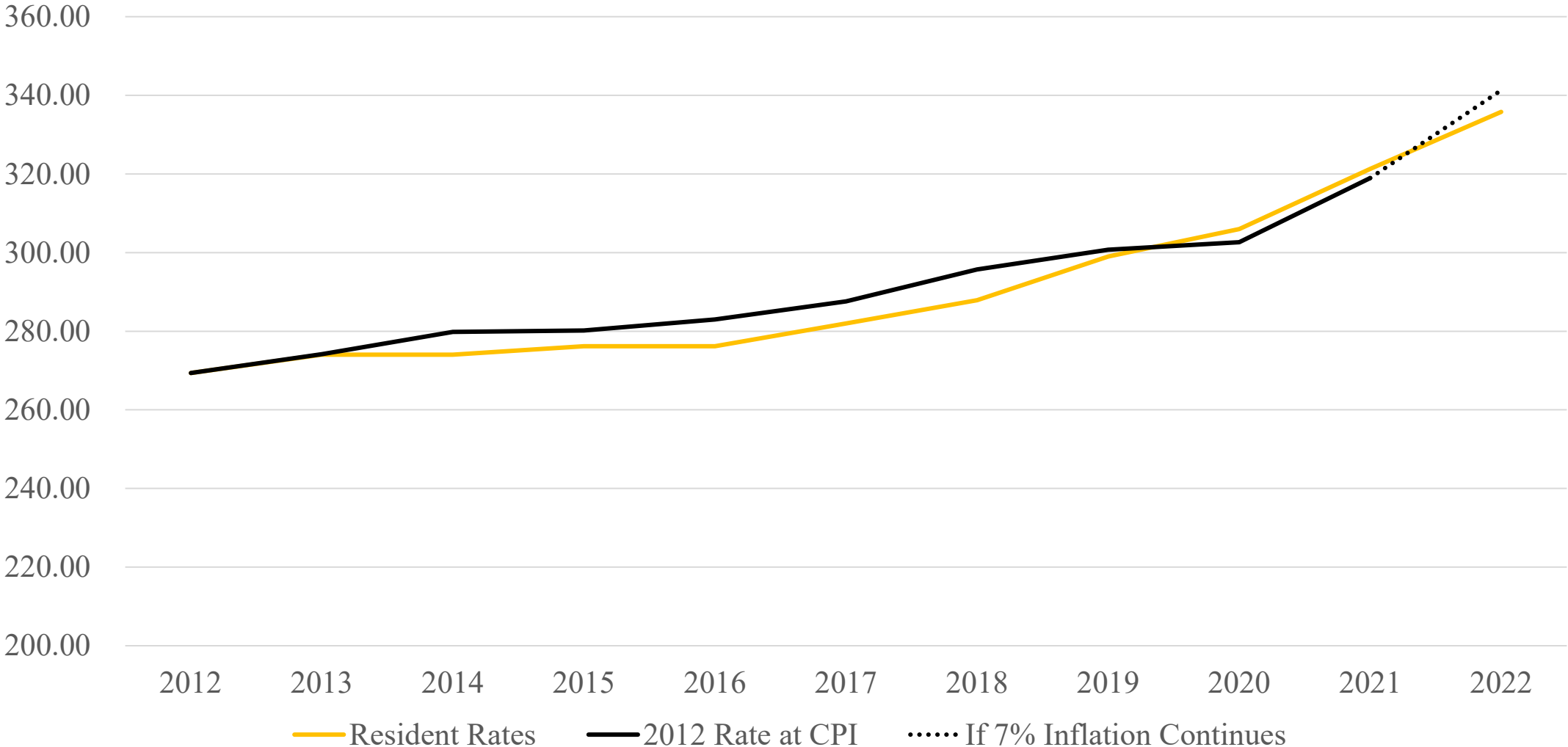
Grant Aid Reduces Cost



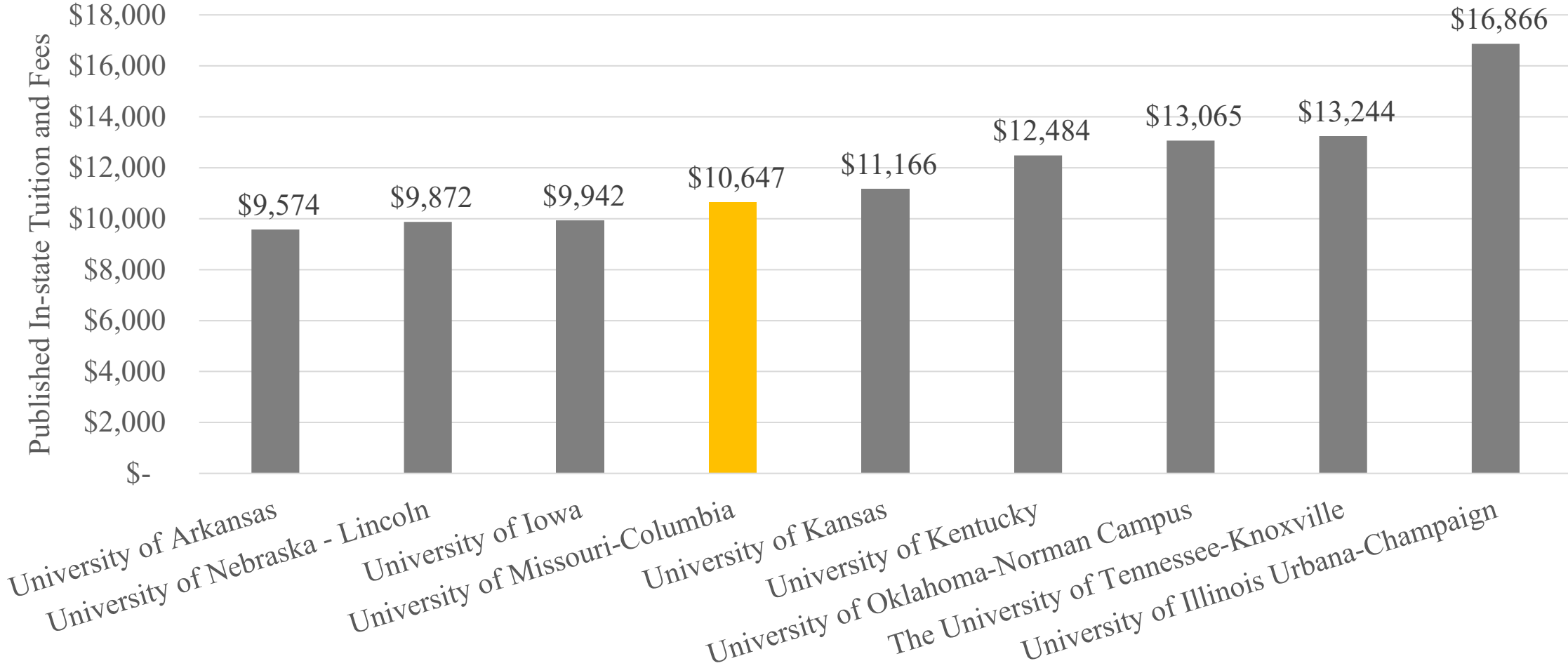
Net Paid by Students for Academic Charges has Fallen when adjusted for inflation



Increases Trail Inflation



MU Remains in Middle of Surrounding State Flagships



MU Remains a Great Value (USNWR)

	MU	Surrounding State Flagships
Financial Aid		
<i>Institutional Grant Aid</i>		
% awarded	82%	66%
Average aid awarded	\$8,775	\$8,503
<i>Federal, State, Local or Institutional Grant Aid</i>		
% awarded any aid	88%	80%
Average aid awarded	\$11,088	\$10,507
Academic Quality		
Full-time Retention Rate	89%	88%
% of students graduating in 4-years	55%	49%
% of students graduating in 6-years	73%	70%
% of students with career outcomes within 6 months of graduation	95%	88%
U.S. News Ranking (USNWR) for Best Value Schools	72	106 – 168

Resident Undergraduate Increases

	Per Credit Hour Beginning		Change	
	Fall 2021 ¹	Fall 2022	Per Credit Hour	Annual ²
MU	\$321.30	\$335.80	\$14.50	\$435.00
Missouri S&T	\$316.60	\$330.90	\$14.30	\$429.00
UMKC	\$313.90	\$327.90	\$14.00	\$420.00
UMSL	\$379.00	\$396.10	\$17.10	\$513.00

Note 1: Rate presented for Fall 2021 represents the rate assessed to students. MU example, the tuition charge of \$333.90 per credit hour is reduced by a limited Missouri resident undergraduate tuition waiver of \$12.60 to \$321.30 per credit hour. Beginning in Fall 2022, the University will discontinue this practice.

Note 2: Annual amount based on 30 credit hours

Tuition Increases for Non-resident Undergraduate and Graduate

	Undergraduate Nonresident	Graduate Resident	Graduate Nonresident
MU	\$48.30	\$20.70	\$56.70
Missouri S&T	\$20.00	\$22.50	\$38.40
UMKC	\$43.90	\$21.15	\$54.60
UMSL	\$51.00	\$26.10	\$64.10

Professional Tuition and Supplemental Fees

- Professional tuition increases are based on market analysis of the schools, their relationship to the university strategic plans and cost pressures
 - MU and UMKC Law Schools jointly propose nonresident tuition rates be brought into market alignment providing a differential of \$200 per credit hour for domestic, nonresident J.D. students.
- Supplemental Fees represent the cost differentials that will be incorporated into future differential tuition models
 - The recommended increase is based on cost to deliver those programs
 - The proposed rates will increase less than inflation, except for those that have a business case

Activity, Facility and Service Fees

- Activity, Information Technology Fees are recommended to increase between \$0.70 - \$0.80 per credit hour
- Facility, and Service Fees fund infrastructure that supports the student experience, such as information technology, recreation centers, student health, and student unions.
- Below are the recommended increases for MU and Missouri S&T per semester.

Maximum Fees per Semester	2022-23	Recommended Semester Increase
<i>Undergraduate Students</i>		
MU	\$529.18	\$25.28
Missouri S&T	\$596.28	\$65.03
<i>Graduate and Professional Students</i>		
MU	\$485.14	\$12.44
Missouri S&T	\$599.86	\$69.26

UMKC Activity, Facility and Service Fees

- UMKC proposes restructuring into a three-tiered flat rate structure

Tier	Credit Hours	2022-23 Recommended Rates	Weighted Semester Variance	Headcount Fall 2019
1	Up to 6	\$304.90	\$56.83	890
2	7-12	\$647.60	\$95.18	2,632
3	13+	\$735.40	\$136.80	3,897

- Athletics fee increase to fund facility maintenance and operational needs for Athletics.

Questions?



Fiscal Year 2024 Tuition and Fees Restructure UM

Following is a summary of the Fall 2023 tuition and fee structure recommendations which are being presented for approval at the May 17, 2022 Board meeting. The University is bringing forward the structure change for approval a year early to allow for a smooth transition of students into the new tuition model in the Fall of 2023. The new model allows students to predict the total cost of their degree and tie those costs into expected earnings for their degree program more accurately.

New Model for Fall 2023

By implementing the new model, the Universities hope to achieve:

- 1) Simple and predictable pricing for students
- 2) Improved student outcomes
- 3) Pricing that reflects the market for and cost to deliver a specific degree

Simplified and predictable pricing for students

The current pricing model charges separate tuition, information technology fees, and supplemental course fees based on each student's individual course selections. In the previous model, students struggled to predict their total bill as different courses had different supplemental course fees, and many of these fees were not known until the student made course selections during registration. In the new model, these three separate rates will be combined into differential tuition rates that will be charged based on the student's primary program of study. This combination will consolidate 64 different supplemental course fees into three to five different differential tuition rates. These rates will be charged across all credit hours for the student, leading to a more predictable price for the students. While the pricing model is more predictable for students, pricing models also needed to recognize the universities in the system educate over 41,000 undergraduate degree seeking students across over 240 separate degree programs, with different outcomes and earning prospects for each program.

Improved student outcomes

Both MU and Missouri S&T plan to implement a flat rate for full-time students between 12-18 hours (referred to as a plateau). The plateau encourages students to take the 15 hours necessary per semester to graduate on time. The new models provide students, their advisors, and financial aid offices with a better ability to predict the amount paid by students in academic charges. This will provide more lead time in packaging aid and lead to less surprises in the process for students, reducing the number of students who leave college for financial reasons.

May 17, 2022

Pricing that reflects the market for and cost to deliver a specific degree

The new models price degrees based on both the cost to deliver the degree and the job market for the particular degree. The tiered differential tuition rates reflect the average costs of supplemental course fees for each degree program, which historically reflected the cost to deliver those specific courses. In setting differential tuition rates, each university also reviewed salary outcomes for programs in determining the differential tuition tier. Both the cost and market were considered by universities in defining and setting prices for differential tuition tiers.

New pricing structure will require universities to remain focused on degree market and relationship to academic resources

The new model creates a structure that focuses on degree value to students rather than just the cost to deliver. Prices of specific degrees will become easier to estimate for students and their families. University degree programs will need to continue providing students with information on program success outcomes, including degree completions, time to degree, and salary outcomes to better inform student decision-making in choosing a degree program. Those programs that are successful in the environment will see higher enrollments and have the ability to increase price.

No. 2

Recommended Action: Fiscal Year 2024 Tuition and Fees Restructure

It was recommended by the respective Chancellors, endorsed by President Choi, recommended by the Finance Committee, moved by Curator _____ and seconded by Curator _____, that the Universities are authorized to develop differential tuition structures for undergraduates, including discontinuing use of required supplemental course fees for undergraduates, effective with the 2023 fall terms. The Universities will develop the specific rates to be submitted for Board approval in the Spring of 2023.

Roll call vote Finance Committee: YES NO

Curator Graves
Curator Hoberock
Curator Layman
Curator Williams

The motion _____.

Roll call vote of Board of Curators: YES NO

Curator Brncic
Curator Chatman
Curator Graves
Curator Hoberock
Curator Holloway
Curator Layman
Curator Wenneker
Curator Williams

The motion _____

CURRENT MODEL

The University currently utilizes per credit hour tuition charges, which are coupled with mandatory activity, facility, and service fees and supplemental course fees to arrive at total gross tuition and fees. This model is common within public higher education, as the additional fees have been added incrementally over time for specific purposes and provide a level of transparency on what charges fund at the institution. This overall pricing model is common in surrounding states as well, with many institutions using similar type models:

Table 1: Surrounding State Flagships with Mandatory Fees, Supplemental Fees, Hourly Tuition

	Plateau	Differential Tuition	Course / Program Fees
University of Kansas			✓
University of Nebraska		✓	
University of Iowa	✓	✓	✓
The University of Tennessee	✓		✓
University of Illinois		✓	✓
University of Arkansas		✓	✓
University of Oklahoma	✓		✓
University of Kentucky	✓		✓

How the Current Pricing Model Works

The current model of assessing tuition and fees has four key features that contribute to total rates charged to student:

- Tuition: per hour charges differentiated by level of study (undergraduate, graduate, and separate professional program rates) and residency status.
- Information Technology Fees: fund information technology infrastructure and computer labs utilized by students.
- Supplemental Fees: per hour charges on specific courses and programs of study that cover the additional course/program related cost the University incurs above what is covered by tuition. These fees are assessed on courses and lead to variability in rates on student bills.
- Activity, Facility and Service Fees: per hour and flat rate charges for services and facilities utilized by students, such as student health centers, student recreation centers, and fees that fund student activities. Most of the per hour charges are capped at 12 credit hours.

How the University Arrived at the Current Model

Over the past 50 years, the University has changed tuition methods multiple times. A brief history of the University's key tuition models over the last 50 years:

- 1961-1965: Plateau tuition on 9 or more credit hours
- 1966-1972: Plateau tuition on 6 or more credit hours
- 1973-1979: Plateau tuition on 9 or more credit hours
- 1980-1983: Plateau tuition on 12 or more credit hours
- 1984-1986: Plateau tuition on 14 or more credit hours
- 1987-1992: Plateau tuition eliminated, separate rates for upper and lower division
- 1993: Current system of a single tuition rate and course fees implemented

The key change that led to the proliferation of supplemental course fees was the passage of the Higher Education Student Funding Act (HESFA) in 2007. The act required a waiver from the Commissioner of Higher Education for any increase above inflation unless the increase or new fee was approved by a vote of the student body. The act only applied the cap to fees that were charged to all students, allowing public institutions to pass specific course fees without outside approval, as long as those fees were not assessed to all students.

The act was passed in response to increases in tuition on Missouri Resident undergraduates of 8.4% in academic year 2002-03, 19.8% in academic year 2003-04, and 7.5% in academic year 2004-05. These rate increases all exceeded inflation and were largely in response to other revenue reductions. The act sought to limit what were viewed as excessive tuition increases after several decades of growth in state support for public higher education that exceeded inflation.

However, in the years that followed the act's passage, state budgets tightened limiting available funding for higher education. Institutions in Missouri were limited to inflationary increases in tuition, while public institutions in other states were able to increase tuition to offset these declines. This lack of ability to move price created resource constraints for Missouri institutions, causing Missouri to rank last among all states in the change in resources per student in the decade prior to the law's repeal.

Notwithstanding these limitations, Boards, students, faculty, and alumni expected the institutions in the University of Missouri System to maintain a high-quality education, conduct research, and continue to meet their statewide mission all the while remaining competitive with peers. The universities felt this pressure and utilized supplemental fees to generate the incremental resources necessary to meet expectations. In academic year 2004-05, the University only had 12 supplemental fees related to specific programs or colleges. For academic year 2021-22, the University now has 64 supplemental fees across the four universities. Each of these fees was developed in conjunction with an academic department to maintain quality or better compete with peer programs. This type of charging also served as the University's de-facto differential tuition, passing along the higher cost courses directly to the students enrolling in those courses.

Problems in the Current Model

The current model creates surprises for students in the amount charged by class. With different rates across different courses, students find it difficult to predict the cost of their education from semester to semester. It is also difficult to predict the full cost of a degree over the course of a student's career.

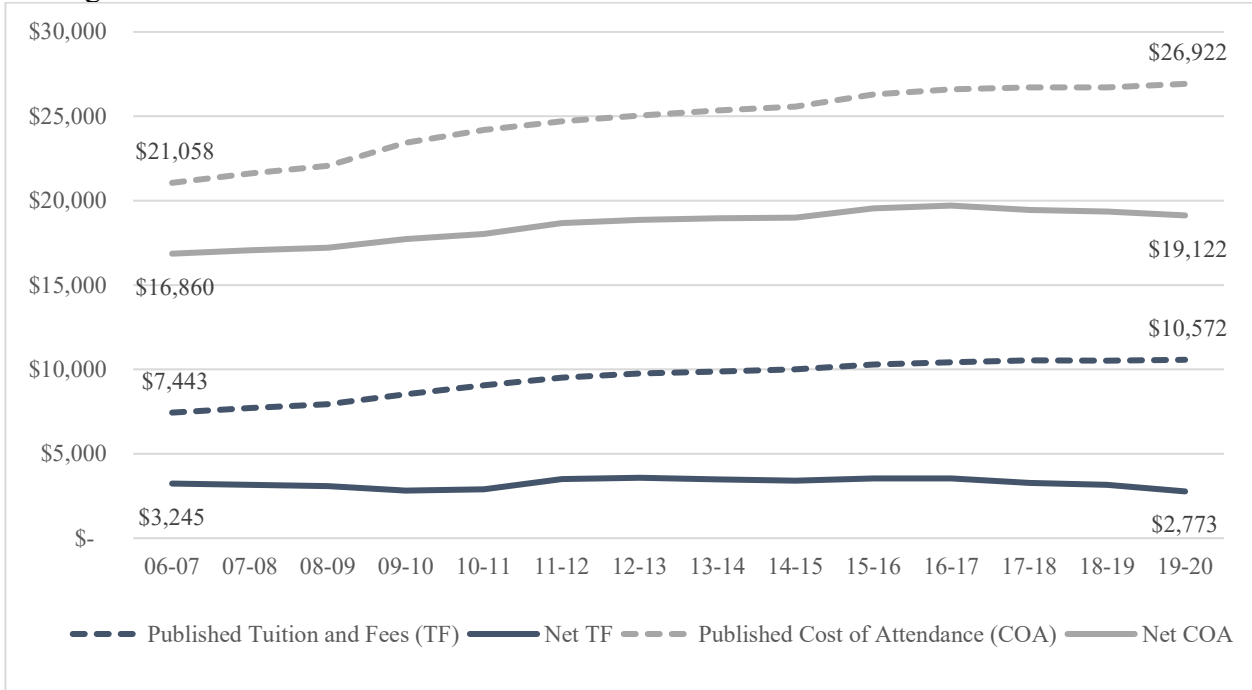
The billing process for the University is driven by the registration calendar. Most students register for classes well in advance of starting the semester. This gives the University time to calculate charges, package financial aid against those charges, and bill/collect from the student prior to the start of the semester. At the start of the semester, many students will choose to change their course load and selections. In the case of a supplemental fee structure assessed by course, this ends up having a billing impact on students if the fees differ across courses. These course changes cause the need for the University to send out additional bills or refund checks. These cost changes can also affect financial aid packaging. In many cases, the students and their families do not understand the reasons for this or how these fee structures work, leading to confusion and frustration with the University's pricing model. These additional fees and surprises can create financial issues for students that can be more difficult to solve later in the process, and potentially affect their ability to continue towards completing their degree on time.

Trends in Paying for College

Public institutions generate the majority of degrees and serve as the foundation of higher education in the United States. Public higher education institutions continue to be the most affordable option for many students who are eligible for resident tuition rates. Public institutions serve as the primary source of a higher education degree for students in the US, as over three quarters of undergraduates attend public institutions.

Much of the story nationally has focused on the rising cost of a public degree, specifically citing increasing tuition costs as a driving factor. The College Board publishes an annual study on the costs of higher education for students with a comparison of public and private institutional pricing. The College Board pricing trends noted while gross tuition and fees have increased over the past decade, what students pay in actual academic fees after the application of grant aid has fallen. Non-academic costs remain the primary driver of student cost at the undergraduate level, and this is why time to degree completion is so important for students. If students can finish degrees faster, they do not incur the costs of living expenses that drive up loan values or cash costs to themselves or their families.

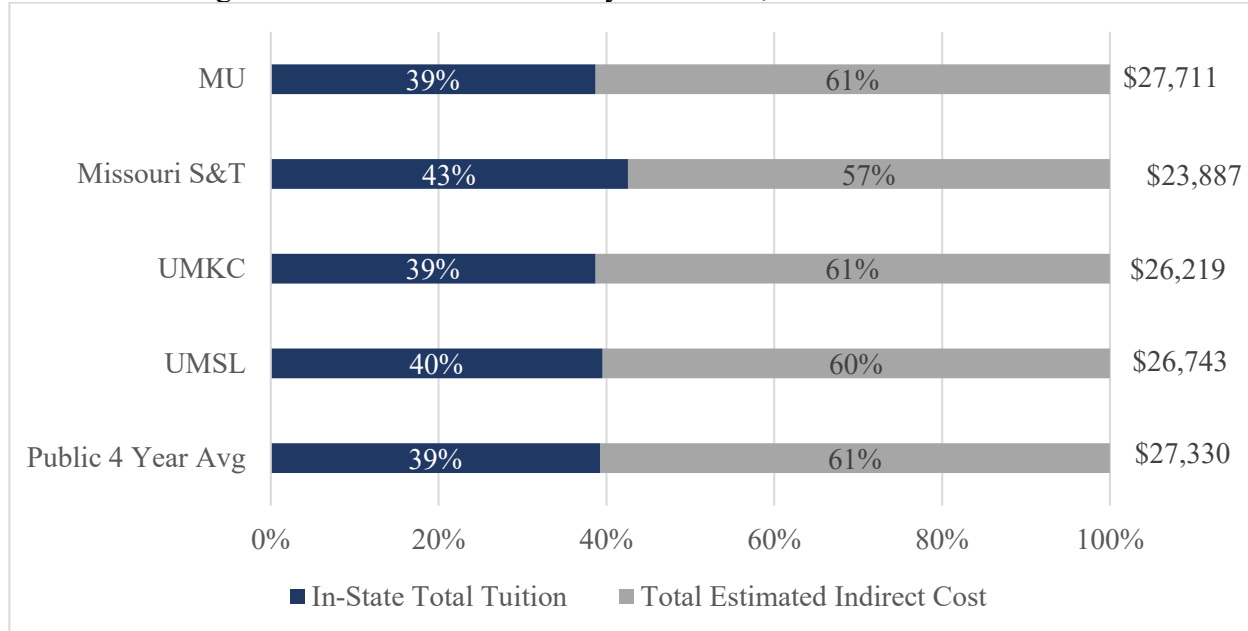
Figure 1: Average Published and Net Prices in 2020 Dollars, First-Time Full-Time In-State Undergraduate Students at Public Four-Year Institutions



Source: College Board's *Trends in College Pricing*, Public Four-Year Institutions

Figure 1 shows the trend in published rates and what students actually pay between academic charges (tuition and fees) and the total annual cost of attendance. Much of the conversation nationally focuses on the increasing costs of college, generally citing published tuition and fee rates at universities. However, over the last fourteen years, the average net amount paid by in-state students at public institutions has fallen when compared to inflation. This net tuition number would be after any grant aid, but before any loans taken out by students to cover the cost. Over the same time, the net cost of attendance has risen, but most of that increase occurred from 2007-2017, with the net cost of attendance flattening afterwards. The national trend in cost paid by students for public higher education is driven more by indirect costs of education rather than the direct cost of tuition and fees due to increases in grant aid.

Figure 2: Tuition and Indirect Cost Component Percentage of Average Estimated In-state Full-time Undergraduate Cost of Attendance by Institution, 2020-21



Source: *Integrated Postsecondary Education Data System (IPEDS)*

Note: Total estimated indirect cost includes, room and board, books and supplies, transportation, and other expenses

Figure 2 demonstrates total cost of attendance across all costs of college for institutions within the University of Missouri System as compared to the national average cost from the same period. The benchmark group is all public institutions, not just public flagships which should have additional pricing power, especially in the space of tuition and fees. As demonstrated on the chart above, tuition and fees represent less than half of the annual cost of obtaining a college degree. Costs of living and other expenses encompass the majority of the investment for students in their degree for public institutions.

The total cost of attendance is important as it drives the total cost of college reported on several sites, including the Department of Education College Scorecard. The total cost of attendance is commonly quoted as the cost of attending a specific institution. The total cost of attendance figure is also important related to the federal regulations surrounding aid and loan values, as it represents the highest amount a student can receive in combined aid and loans. The significant proportion of non-tuition and fee related costs further emphasizes graduating on-time is important for students’ futures. The sooner a student can graduate and get a job, the sooner they can begin earning a higher salary to improve their standard of living and fund their living costs from earnings.

Models Encourage Students to Complete Degrees Faster

A primary focus of changing models is to encourage students to take more credit hours to complete their degree on time. Time to degree has a significant impact on cost, as demonstrated in Table 4:

Table 4: Total Cost to complete degree, MU fall 2015 cohort – hypothetical example based on published price does not represent of total cost for each student within cohort

Time to Graduate	Credit Hours per Semester	In-State Total Tuition	Total Estimated Indirect Costs	Total Cost of Attendance
3.5 Years	17	\$36,601	\$53,648	\$90,249
4 Years	15	\$37,179	\$62,060	\$99,239
5 Years	12	\$38,677	\$78,854	\$117,531
6 Years	10	\$40,154	\$95,574	\$135,728

Table 4 demonstrates indirect costs drive increased completion costs for students over time, primarily driven by costs of housing and food. While much of the discussion nationally focuses on the cost of tuition, the silent problem for students remains the amount of time it takes to complete their degree. A student who takes six years to graduate will end up paying nearly 40% more than a student who graduates in four years. A student who graduates a semester early can save nearly 10% over a student who graduates in four years. Note that students who graduate in four years save nearly \$16,740 in indirect costs over those students who graduate in five years, and this is over three semesters of in-state tuition at base rates. From national data, students who take longer to graduate end up with more debt from college. However, the price per semester can be a barrier to students completing their degree in the current model:

Table 5: Price per Semester – Hypothetical Example for Comparison

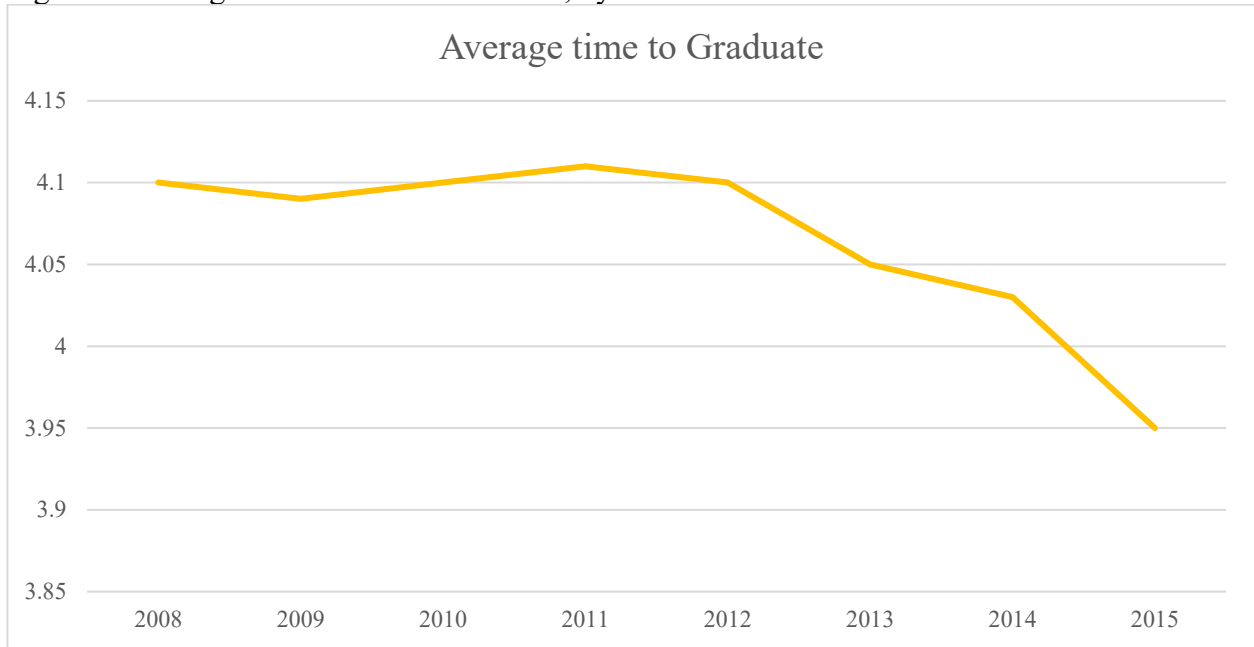
Time to Graduate	Credit Hours per Semester	Hourly Model: Semester Price	Hourly Model: In-State Total Tuition	Plateau Model: Semester Price	Plateau Model Total Academic Costs
3.5 Years	17	\$5,229	\$36,601	\$4,629	\$32,400
4 Years	15	\$4,647	\$37,179	\$4,647	\$37,179
5 Years	12	\$3,806	\$38,677	\$4,724	\$47,235
6 Years	10	\$3,245	\$40,154	\$4,794	\$57,527

Table 5 demonstrates the difference in plateau versus hourly pricing. Under the hourly pricing model, students have to pay more per semester to graduate faster. In some cases, this price barrier prevents students from taking a higher load of classes. The plateau model brings the price of higher credit hour consumption down, incentivizing students to take more and complete sooner. Under a plateau model, staying in school longer becomes more expensive. Plateaus help manage full time costs and encourage students to complete in four years (or sooner if possible).

University Already Making Progress on Completion Time

Over the past three years, the University has begun to make progress on reducing the average time to graduate for students. Since the 2011 cohort, MU has reduced the average time to graduate from 4.11 years down to 3.95 years.

Figure 3: Average Time to Graduate at MU, by First Year of Enrollment



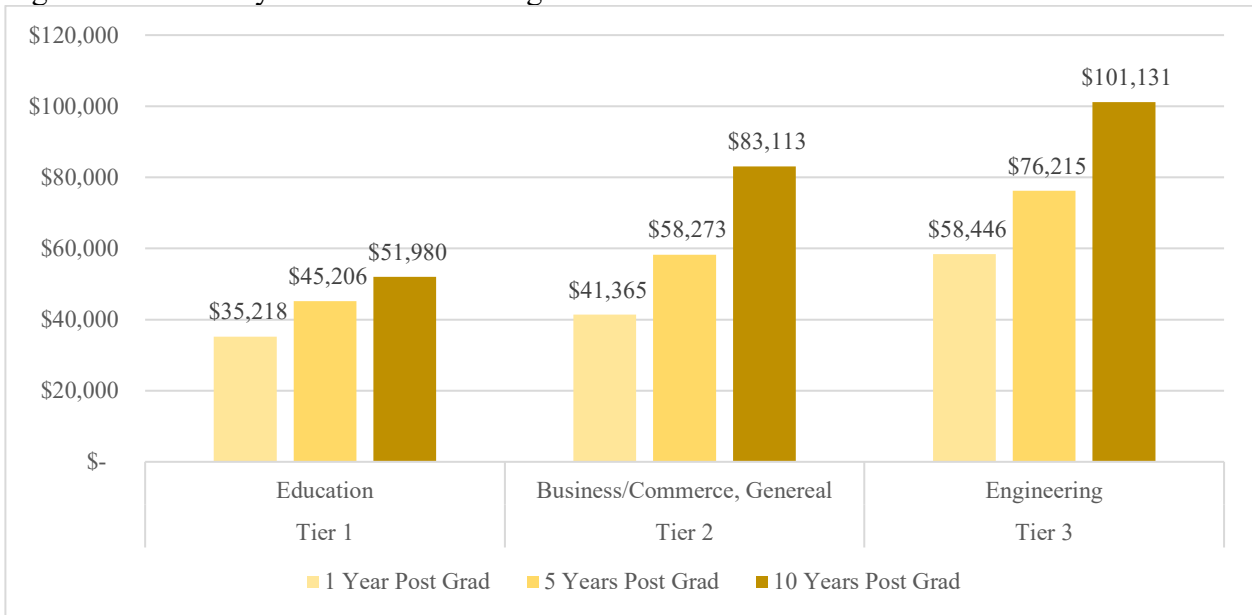
Source: University Records

Figure 3 demonstrates the average time to graduate across the last eight MU cohorts for first time college students. Average time to graduation excludes any students who did not complete their degree with MU. The most recent data available is the 2015 cohort, as the University tracks each cohort over a period of six years. This reduction marks the beginning of progress towards dropping the amount of time to graduate. By dropping the average time to graduate by 0.15 years, the students in the 2015 cohort (4,600 students) saved in total around \$12.7 million in average living costs.

Model Links Price to Salary Outcomes

The salary outcomes of a bachelor's degree vary widely depending on the type of degree. The difference in expected earnings from the highest earning degree (engineering) and the lowest earning degree (education) is larger than the difference in expected earnings between a high school diploma and bachelor's degree. While the University has maintained differential pricing for over a decade in course fees, the new model is a clearer link between salaries and degree cost.

Figure 4: MU Salary Outcomes to Pricing Tier



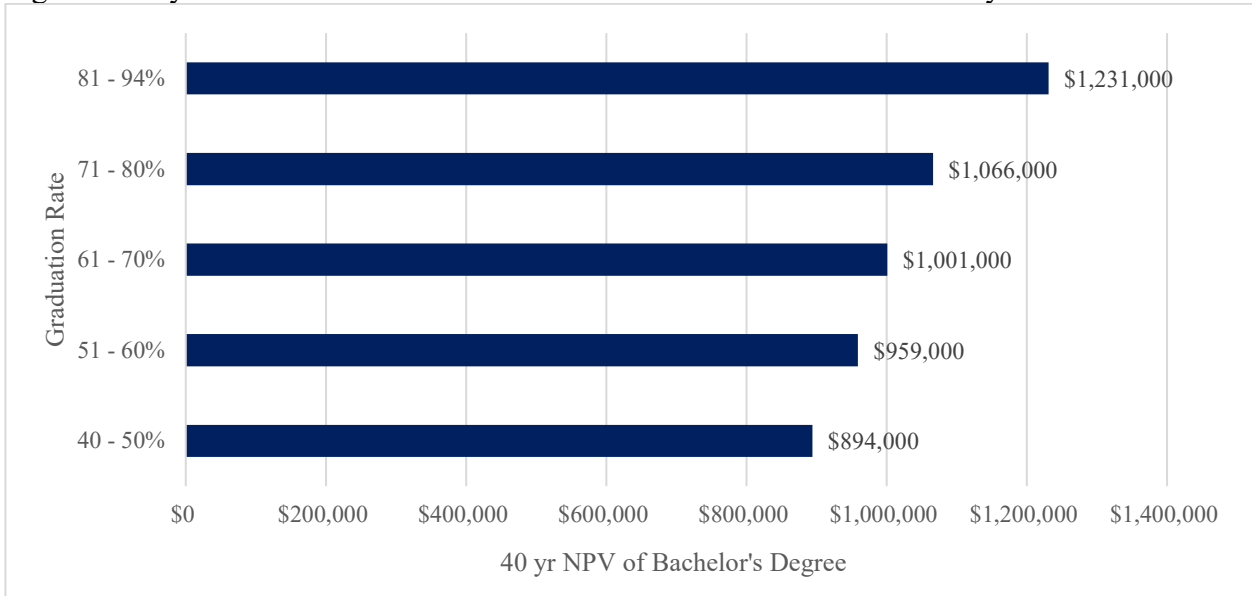
Source: United States Census Bureau Post-Secondary Employment Outcomes Explorer

Figure 4 shows median earnings one, five, and ten-years post-graduation from the top degrees by volume within each differential tuition tier at MU, with the highest volume degrees for the other universities located in [Appendix 2](#). Generally, the tuition tier follows the earnings of the degree, with the highest earnings tied to the highest prices. This aligns degree price with earnings, linking the cost of the degree to the ultimate outcome from the degree. The differential tuition structure more clearly defines this cost for the student, allowing easier linking to these related outcomes. In addition to earnings, the universities also considered cost factors such as small class sizes, more expensive laboratory and clinical space, and specialized equipment requirements in setting differential tuition rates.

Outcomes Drive Positive Financial Results for Students

Georgetown University Center on Education and the Workforce published a report *A First Try and ROI*. The study utilized the average cost of attendance over the assumed amount of time to complete a degree and compares those costs to the average increase in earnings generated by graduates of the school. The additional earnings and cost are both discounted back into today’s dollars to reflect the impact of inflation on earnings and costs in a single return number.

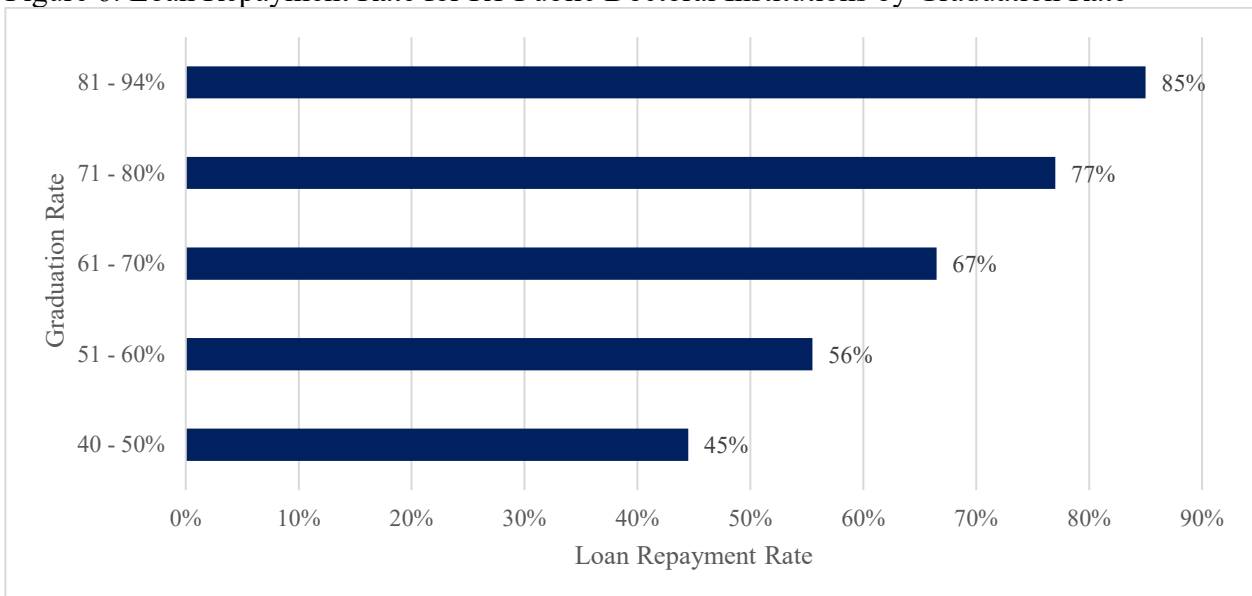
Figure 5: 40-year Return on Investment for R1 Public Doctoral Universities by Graduation Rate



Source: Georgetown Center for Education and Workforce, UM Finance Analysis. Strong p-value <0.0001 demonstrates positive relationship. If technical institutions removed to adjust for impact of program array, r-squared moves up above 0.5.

Figure 5 shows the relationship between graduation rates and net present value for the 93 Public Very High Research (R1) institutions included in the Georgetown Study. Institutions with higher graduation rates have a higher net present value. The salary outcomes include both students who completed their degree and students who did not complete. The lower earnings for non-completers are included in the population, and a higher population of non-completers brings the average down. Higher graduation rates lead to higher average return on investment.

Figure 6: Loan Repayment Rate for R1 Public Doctoral Institutions by Graduation Rate



Source: Georgetown Center for Education and Workforce, UM Finance Analysis. Strong p-value <0.0001 demonstrates positive relationship, r-squared above 0.5.

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Figure 6 shows the relationship between graduation rates and loan repayment rates for the 93 R1 institutions. Loan repayment rates are calculated as the percentage of students paying down principal seven years from the loan origination date. The ability to reduce principal is a key predictor of ability to repay student debt. From national loan data, a student that graduates is three times less likely to default on a student loan than a student who fails to complete. Graduation rate has a clear relationship with both return on investment and loan repayment rate. Obtaining the degree is a key measure of success, as students with degrees have the ability to access higher earnings, even after paying the additional costs for college. MU performs well on metrics related to college debt and performance. MU's percentage of the student population taking out loans continues to fall, with only 42% of students with loans as of FY2020. As of the 2018 cohort, MU's default rate of 2.5% remains well below the national average of 7.3%.

The University of Missouri performs well on graduation rates and is continuing to work to improve both graduation rates and time to graduation. The pricing model changes and additional revenues from tuition will continue to be invested in faculty quality and improving access to academic advising and counseling to help students graduate more quickly. Graduating more quickly has a significant financial benefit in reduced living costs during their time in college. Additionally, students that graduate early begin their careers sooner and start making additional earnings progress sooner in life, setting themselves up for a more successful financial future.

Rather than focusing on price as a means of success, the University of Missouri remains focused on driving the outcomes that improve students' futures. The primary outcome that improves a student's future is degree attainment. Getting a college degree changes job prospects. The specific degree received further enhances job prospects and average earnings. The Universities seek to implement pricing models that reflect these outcomes.

SHIFT TO A NEW MODEL

The University first began discussions of changing tuition models at a Board Retreat in September 2015. The changes to the Higher Education Student Funding Act in the 2021 legislative session provided the regulatory freedom to price based on degree rather than course, allowing for the development of these specific recommendations. The recommendations that follow are the result of the multiple years of work on changing tuition and will not take effect until Fall 2023. To allow for additional time to communicate with students, the University is proposing the fees amounts for board approval a year early. This will allow for a significant window for each University to develop a transition plan for changes in student costs.

Principles of Change

The Universities developed the new tuition structures to achieve the following:

- 1) Simple and predictable pricing for students
- 2) Improved student outcomes
- 3) Pricing that reflects the market for and cost to deliver a specific degree

Design Features of the New Model

Each university’s plan includes elements of fee simplification for students. The plans limit pricing variables, with a focus on pricing at the program level based upon the student’s degree, rather than the classes the student selects. This simplification allows the student to know their rate per credit hour when they are accepted into a program or declare a major. Table 5 outlines the proposed tuition structure changes by university.

Table 2: Summary of Tuition Structure Changes

	MU	Missouri S&T	UMKC	UMSL
Tiered tuition based on primary program	✓	✓	✓	✓
Individual supplemental course fees eliminated for undergraduates	✓	✓	✓	✓
Freshman or Core 42 only rate		✓	✓	
Tuition Plateau structure	✓	✓		
Consolidation / structure change to IT fee and/or activity, facility and service fees ²	✓	✓	✓	N/A ¹

Note 1: UMSL activity, facility and service fees are currently included in tuition rate

Note 2: All universities recommend consolidating the IT fee into differential tuition rate. Missouri S&T will be restructuring activity, facility and service fees.

Differential tuition will charge students a single rate for all classes taken and reflect the value of the degree and the costs associated with offering the program. The universities have differentiated pricing for bachelor’s degree courses with supplemental fees for more than a decade. Currently, the universities follow the course fee model whereby the fee is attached to the course rather than the student. As a result, students pay different rates for different classes, especially those taken across colleges. The output of the process is a bill with

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multiple fees for different courses. Many students take more than 40 courses on their path to a degree, with many of those courses at different rates. The students' course selections on electives can make the total price of the degree difficult to predict, as supplemental fees vary across courses.

The universities implemented the differential tuition models by *eliminating individual supplemental course fees*. This elimination simplifies the pricing variables and makes the student bill easier to understand by replacing multiple lines of tuition and fees with one rate that combines tuition and supplemental fees. Some supplemental fees will remain for graduate students, but these fees do not have the complications seen at the undergraduate level as graduate students generally take all their courses in one college.

Differential tuition will result in a more predictable outcome for students. This combined rate for course offerings will simplify billing from the student's perspective and reduce the need for bill changes as students change classes at the beginning of the semester.

Freshman or Core 42 only rate seeks to reduce cost for general education courses required for all majors. UMKC and Missouri S&T plan to implement this rate to reflect the lower cost of education for first-time college students and to provide a lower price while students select their major.

MU and UMSL do not plan on implementing a freshman or core rate. MU's new model charges tuition by degree program rather than college-level charge employed by the other three universities. For many degree programs, including nursing and business, there is a "pre" major program where students spend their freshman and sophomore years prior to admittance into the degree program for their junior and senior years. MU priced these "pre" degree selections at a lower tier than the formal degree program. Under the current model, MU juniors and seniors experience an increase in cost of supplemental fees as courses within majors tend to be more expensive than lower division courses. The new model will mirror this cost with a lower rate for the first two years and a higher rate for the final years where nearly all courses are consumed within the student's major. UMSL's student population primarily consists of transfers and the number of students charged a lower rate would be very small.

Tuition plateaus at MU and Missouri S&T will charge a flat price from 12 to 18 credit hours per term. The plateau pricing encourages students to take a larger load as a full-time student, as pricing is the same over a band of consumption. For students who attempted to manage annual cost by taking fewer classes, this makes academic costs more affordable and encourages students to take a higher load to graduate on time. The cost of living is 1.6 times higher than academic charges for resident undergraduate students, making delays in degree attainment more expensive than academic fees.

Undergraduate population characteristics drive the differences in proposed tuition structures for each university. As presented in Table 3, the majority of MU and Missouri S&T's undergraduate population consist of full-time students. Full-time students benefit from tuition plateaus, whereas part-time students end up paying more in a plateau model. The

urban universities draw a greater population of part-time students that would not benefit from a tuition plateau model.

Table 3: Fall 2021 Undergraduate Headcount by Institution

	MU	Missouri S&T	UMKC	UMSL
% of Undergraduates Full-Time	92%	89%	54%	36%
% of incoming cohort as Transfer ¹	22%	16%	47%	79%
% of incoming cohort First-time-college ¹	78%	84%	53%	21%

Note 1: Population is degree seeking

Simplification of activity, facility and service fees will be implemented at each university. UMSL already consolidated all activity, facility, and service fees into their tuition structure. The consolidation of mandatory fees charged to students will simplify the student fee structure. Across all universities, the previously separate information technology fee will be rolled into base tuition. UMKC has recommended simplifying mandatory fees structure in Fall 2022 into a consolidated tiered flat rate based on credit hour consumption. Missouri S&T will be recommending consolidating seven rates into three rates in Fall 2023. Both institutions will retain the detail of student fee spending allocations for input by their student fee review committees. These changes will simplify billing amounts for students to more simple totals.

In addition to the pricing simplification elements, the universities will realize the following benefits and efficiencies by implementing the proposed tuition structure:

- The Student Financial Aid Office will be able to predict, process, and communicate financial aid packages to students earlier in the enrollment process.
- The Cashiers Offices will reduce the number of bills produced as a result of the pricing simplification. A student will not see changes in their tuition bill from switching courses while maintaining the same credit hour load. Students under the plateau model will not see changes to their assessed tuition unless hours dropped or added fall outside of plateau range. The volume of questions received from students will decline as the variability in undergraduate course fees no longer exist.
- The Enrollment Management and Student Advising offices will be able to clearly communicate tuition charges to future or current students in advance of registration.

FALL 2023 DIFFERENTIAL TUITION MODEL

To provide the universities with ample time to communicate changes and work with students on the transition to a new model, the Office of Finance is presenting Fall 2023 tuition models for approval a year early. As summarized in the introductory section, the key changes for Fall 2023 include the implementation of differential tuition, tuition plateau models at MU and Missouri S&T, and the simplification of activity, facility, and service fees. By approving the structure a year in advance, the Board gives each university the opportunity to work with a fixed set of variables to plan the transition. It also provides each university the opportunity to identify issues within model transition that require modifications. Tuition and fees with specific rates and increases will be presented to the Board for approval in spring of 2023.

Differential Tuition Implementation

The University differentiated pricing for bachelor’s degree programs with supplemental fees for more than a decade. Currently, the University follows the course fee model whereby the fee is attached to the course rather than a degree program. This tuition structure does not provide predictability for students and parents. Students and parents may not understand the fees until they appear on the bill, as supplemental fees are charged by course rather than degree. Differential tuition enhances predictability by pricing a single rate for a degree program rather than multiple rates across multiple courses. To demonstrate the changes, the tables that follow will show how the models would work if they were to be implemented with Fall 2022 rates.

Table 4: Crosswalk of former fees to new differential models, example MU Resident Undergraduate Education Major, Fall 2022 Rates as Example.

	Hourly Rate
Resident Undergraduate Tuition Rate	\$335.80
Information Technology Fee	\$15.70
College of Education Supplemental Course Fee	\$59.50
Differential Tuition ¹ Rate	\$411.00
Credit Hours per Semester	15
Differential Tuition¹ per Semester	\$6,165.00

Note 1: Differential tuition equals tuition rate plus information technology fee plus supplemental fees. Table 4 uses hypothetical example of Fall 2022 rates for Differential Tuition.

Table 4 demonstrates how this combination works for an education major taking all education classes. Each university plans to combine base tuition, the information technology fee, and supplemental fees into a single differential tuition rate. Table 4 oversimplifies the conversion in that students take a mix of classes with a mix of supplemental fee amounts. Future tables will show these blended rates, which represent the average supplemental fees consumed by students. The rates reflected in the lowest tier of differential tuition reflect the lowest cost programs for each institution. Even within the lowest cost programs, each

university historically charged supplemental fees in addition to tuition. The higher tiers reflect the highest cost programs with the highest supplemental fees in the current model.

Table 5 demonstrates how the implementation of differential tuition will work for the MU resident undergraduate major.

Table 5: MU Resident Undergraduate Education Major

Fall 2022 Undergraduate Education Major Bill			
	Rate	Credit Hours	Total Assessed Tuition & Fees
Undergraduate Resident Tuition	\$335.80	15	\$5,037.00
Information Technology Fee	\$15.70	15	\$235.50
College of Arts & Science Course Fee	\$75.00	3	\$225.00
College of Education Supplemental Course Fee	\$59.50	12	\$714.00
Student Activity Fee ¹			\$267.60
Recreation Center Fee ¹			\$166.46
Student Health Fee ¹			\$95.12
Total			\$6,740.68

Note1: Activity, Facility and Service Fees are capped at 12 credit hours

Hypothetical Fall 2022 Undergraduate Education Major Bill			
	Rate	Credit Hours	Total Assessed Tuition & Fees
Undergraduate Resident Differential Tuition		15	\$6,173.00
Student Activity Fee ¹			\$267.60
Recreation Center Fee ¹			\$166.46
Student Health Fee ¹			\$95.12
Total			\$6,702.18

Note1: Activity, Facility and Service Fees are capped at 12 credit hours

Fall 2023 differential tuition rate

In Fall 2023, tuition, supplemental fees, and technology fees will be combined into a single differential tuition rate. The example student took 15 credit hours in the fall semester with 3 hours in the College of Arts and Science and 3 hours in the College of Education. In the prior model, these courses had a separate hourly rate. In this student's case, these two supplemental fees contributed to \$941.40 in additional cost of the semester (\$225.00 + \$716.40). Dividing by the fifteen hours, this amounts to an average hourly supplemental rate of \$62.76 for this particular student. Table 6 shows these same averages for the lowest tiers across all the universities.

This example also shows why the change is largely student dependent, with course mixes driving differences in cost through the combination. The new differential tuition tiers will include multiple programs which historically attached supplemental fees to multiple courses at multiple rates. When setting the rates for each differential tuition tier, the universities

calculated the average supplemental fee which would have been assessed separately to students. The supplemental fees included in Table 6 represent the average of the multiple supplemental fees in each differential tuition tier.

Table 6: Differential Tuition Semester Rate by University, Fall 2022 Hypothetical Example

	MU	Missouri S&T	UMKC	UMSL
Resident Undergraduate Tuition	\$335.80	\$330.90	\$327.90	\$396.10
Information Technology Fee	\$15.70	\$17.00	\$17.03	
Average Supplemental Fee ¹ Rate	\$60.00	\$71.00	\$10.00	\$61.00
Differential Tuition ² Rate	\$411.50	\$418.90	\$355.20	\$457.10
Credit Hours per Semester	15	15	15	15
Differential Tuition² per Semester	\$6,172.50	\$6,283.50	\$5,328.00	\$6,856.50
Proposed Activity, Facility, & Service Fees	\$529.18	\$596.28	\$735.40	
Total Tuition and Fees per Semester	\$6,701.68	\$6,879.78	\$6,063.40	\$6,856.50

Note1: Average supplemental fees do not represent a specific set of course fees or student level. This amount represents the average supplemental fees assessed to students across courses and levels within this tier per credit hour.

Note 2: Differential tuition equals tuition rate plus information technology fee plus supplemental fees. Calculated at 15 hours for comparability of rates across plateaus.

Table 6 demonstrates the cross-walk between the fees in the previous model to the new model of differential tuition, at the lowest tier of differential tuition. In addition to the differential tuition, the table includes activity, facility, and service fees to show total tuition and fees per semester on a comparable basis across universities, since UMSL previously combined mandatory fees into tuition. The new model makes it clearer that UMKC's supplemental fees were lower than the supplemental fees at the other three universities.

Plateau Tuition Implementation

Both MU and Missouri S&T plan to implement a fixed price tuition rate for full time students (plateau tuition) beginning Fall of 2023. Plateau rates charge students the same amount for a range of credit hour consumption, generally at levels considered full time for students. Both MU and Missouri S&T's plateaus are priced at previous rates for 15 hours per semester. 15 hours per semester is the standard amount of credit hours per semester required to graduate in four years with a bachelor's degree (15 hours * 8 semesters = 120 hours minimum for bachelor's degree). The goal of the plateau model is to encourage students to take 15 hours per semester each semester. Table 7 demonstrates the impact of the plateau for MU students based on Fall 2021 semester enrollments:

Table 7: Variance for Plateau Implementation, Fall 2022 Hypothetical Rate Example

Student Credit Hours	Per Credit Hour Model		Plateau Model		Semester Variance Between Models	
	Per Credit Hour	Semester	Per Credit Hour ¹	Semester	Dollar	Percent
1 to 11	\$412	\$412 to \$4,527	\$514	\$516 to \$5,658	\$103 to \$1,132	25%
12	\$412	\$4,938	\$514	\$6,173	\$1,235	25%
13	\$412	\$5,350	\$475	\$6,173	\$823	15%
14	\$412	\$5,764	\$441	\$6,173	\$412	7%
15	\$412	\$6,173	\$412	\$6,173	\$0	0%
16	\$412	\$6,584	\$386	\$6,173	(\$412)	-6%
17	\$412	\$6,996	\$363	\$6,173	(\$823)	-12%
18	\$412	\$7,407	\$343	\$6,173	(\$1,235)	-17%
19 to 25	\$412	\$7,819 to \$10,288	\$352 to \$391	\$6,687 to \$9,773	(\$1,132) to (\$514)	-14% to -5%

Note 1: Per credit hour rate represents average rate not assessed tuition rate, as plateau sets a flat rate within the plateau range of 12-18 hours.

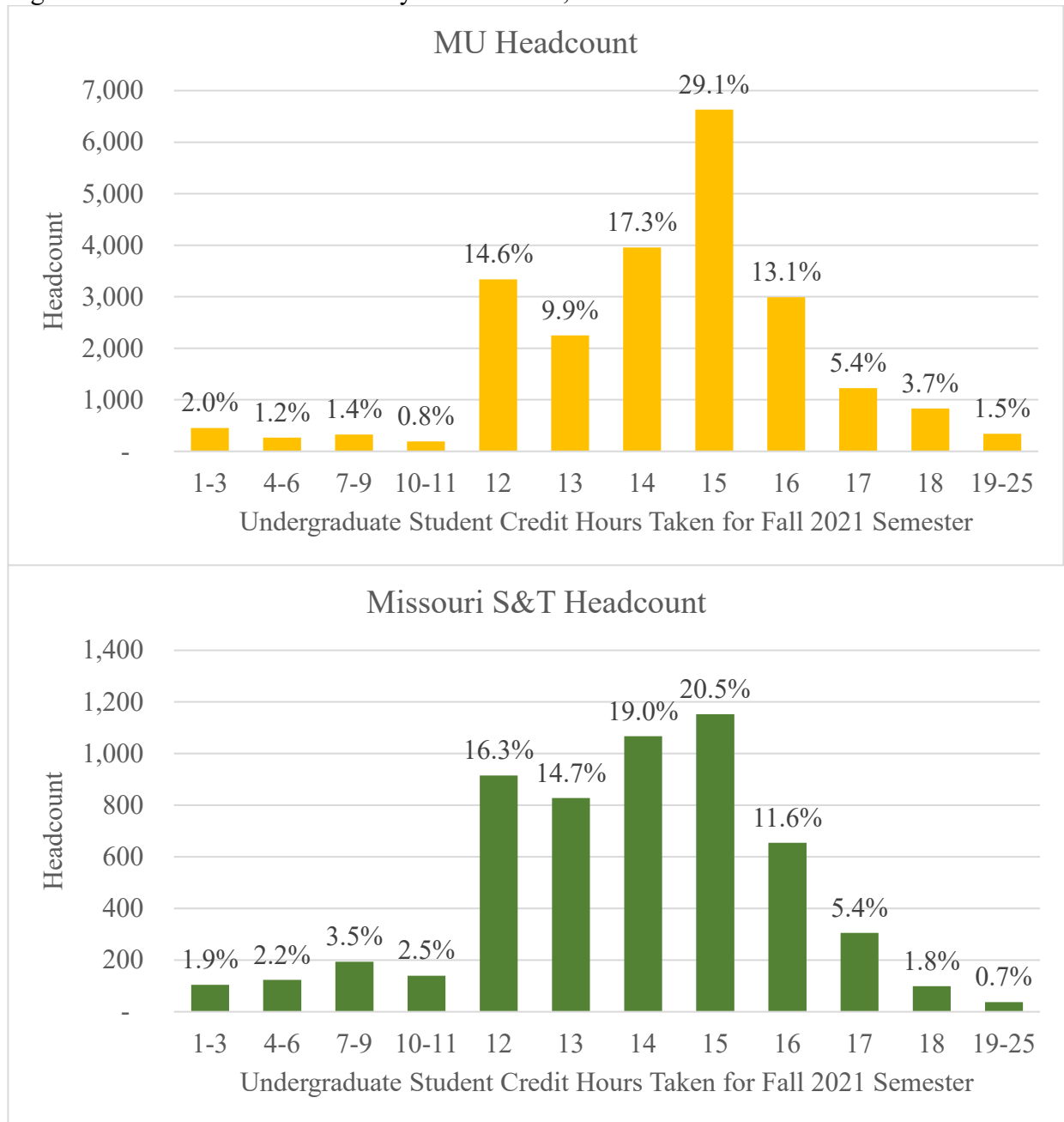
Table 7 shows the difference between the plateau amount compared to the previous model for different levels of student credit hour consumption. Students consuming less than 15 hours will see an increase in assessed tuition and fees. Students consuming more than 15 credit hours will see a decrease in assessed tuition and fees. As shown by the dollar value differences, students at the lower end of the plateau pay for the students at the higher end of the plateau in dollars. The comparison between dollars and percent also shows how the percentage can be misleading, as the dollars generated from the higher percentage increases at the lower levels are the same amount as the dollars generated from the lower percentage savings at the higher levels.

To move to a plateau model, institutions must increase hourly tuition rates below standard amount of credit hours per semester required to graduate in four years. These rate increases (up to 25%) create the incentive to take 15 hours within the plateau. In a plateau model, tuition rates per hour below the standard amount of credit hours per semester required to graduate in four years are no longer comparable to the former tuition per hour rates charged

to all students. This is because the real hourly rates paid by students changes within the plateau range.

The reason for implementing plateau tuition is to encourage students to take 15 hours per semester to graduate on time. The plateau provides a financial incentive to take a full load. Figure 7 demonstrates the distribution of students by hours taken for the Fall 2021 semester.

Figure 7: Distribution of Students by Credit Hours, MU and S&T



As demonstrated in Figure 7, the most common hours taken by students was 15 credit hours. 15 credit hours is the average amount of credit hours per semester required for students to graduate in four years. However, more students were taking less than 15 hours than students

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who took above 15 credit hours. A significant number of students at MU and Missouri S&T took 12 credit hours, the full-time minimum threshold. If a student takes 12 credit hours per semester, they will graduate in five years instead of four (12 hours * 10 semesters = 120 required hours). In the current model, 43% of students took between 12-14 hours in the semester. By taking less than 15 hours, these students will have to make up for classes with either advanced placement credits, summer school, or a higher load later in their career to graduate on time. These small variances can leave students short classes at year four and cause them to incur another year of living costs towards their education. The plateau model removes a pricing barrier, charging the same price for students between 12-18 credit hours per semester. The goal of changing to the plateau model is to shift this distribution over time, with more students consuming 15 hours in a semester to stay on track to graduate on time.

Managing the transition to plateau rates will be a key issue for MU and Missouri S&T. The universities have not had plateaus for current students, and current students have not been able to plan for their degree as if the plateau existed. For instance, some students in the under 12 credit hours group may be seniors finishing up a few classes to their degree. These seniors did not have the opportunity to access the plateau model in a prior year, especially if they had a cost issue for a class. These are exactly the types of issues that need to be planned, communicated, and solved for over the next year.

Undergraduate Tuition

The following tables show the recommended rates for undergraduate tuition. Rate tables are presented separately for those institutions recommending a plateau (MU and Missouri S&T) and those who do not (UMKC and UMSL):

Universities with Plateau Tuition

Undergraduate Differential Tuition Plateau Rates Fall 2022 Hypothetical Example

		College or Program Included in Tier	Plateau Rate (12-18 Hours)	
			Resident	Nonresident
MU	Tier 1	See appendix for detailed list: Arts & Science / Ag. Food & Natural Resources / Education & Human Development / Health Professions	\$6,173.00	\$16,356.00
	Tier 2	See appendix for detailed list: Arts & Science / Ag. Food & Natural Resources / Business / Pre-Engineering / Health Professions / Journalism / Pre-Nursing	\$6,842.00	\$17,025.00
	Tier 3	See appendix for detailed list: Accountancy / Engineering / Nursing	\$7,812.00	\$17,996.00
Missouri S&T	Freshman Rate	Undergraduate students with fewer than 30 earned credit hours	\$6,284.00	\$16,395.00
	Tier 1	Humanities / Math / Education / Social Sciences	\$6,284.00	\$16,395.00
	Tier 2	Laboratory Sciences / Business / Information Science and Technology / Economics / Engineering Management	\$7,256.00	\$17,395.00
	Tier 3	Engineering & Computing	\$8,150.00	\$18,261.00

Rates above reflect rates between 12-18 credit hours. Hourly rates charged to students taking 11 hours or less or on any hours consumed above the cap of 18 in the plateau. These hourly rates are not comparable to previous hourly rates, as over 90% of students at MU and S&T are full time and within the plateau.

Undergraduate Differential Tuition Rates Outside Plateau Fall 2022 Hypothetical Example

		College or Program Included in Tier	Per Credit Hour	
			Resident	Nonresident
MU	Tier 1	See appendix for detailed list: Arts & Science / Ag. Food & Natural Resources / Education & Human Development / Health Professions	\$514.40	\$1,363.00
	Tier 2	See appendix for detailed list: Arts & Science / Ag. Food & Natural Resources / Business / Pre- Engineering / Health Professions / Journalism / Pre-Nursing	\$570.10	\$1,418.80
	Tier 3	See appendix for detailed list: Accountancy / Engineering / Nursing	\$651.00	\$1,499.60
Missouri S&T	Freshman Rate	Undergraduate students with fewer than 30 earned credit hours	\$523.60	\$1,366.30
	Tier 1	Humanities / Math / Education / Social Sciences	\$523.60	\$1,366.30
	Tier 2	Laboratory Sciences / Business / Information Science and Technology / Economics / Engineering Management	\$604.60	\$1,447.30
	Tier 3	Engineering & Computing	\$679.10	\$1,521.80

Hourly rates charged above and below the tuition plateaus. These hourly rates are not comparable to previous hourly rates. New rates include tuition, supplemental fees, and the information technology fee. To implement the plateau, hourly prices were increased by 25% below the plateau. Students within the plateau have the potential to pay less and will not experience an increase.

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MU and S&T will charge a flat fee (plateau) between 12 and 18 credit hours. The hourly rate will be applied to the first 11 credit hours. Students with more than 18 hours will be charged the plateau rate plus the hourly rate multiplied by the number of hours above 18 hours.

Missouri S&T plans to charge differential tuition rates based upon program of study. Freshman will be charged a lower rate to reflect the relatively lower cost of freshman classes and allow students time to select their major. The differential tuition rates will begin once students surpass 30 credit hours and select a program of study.

MU’s differential tuition program begins from first enrollment. MU has a broad array of programs, and many freshmen start off with an intended major or pre-major. Each college reviewed matriculation patterns for students in choosing tuition tiers for students over their career. As an example, engineering students start taking classes that apply towards engineering in their first year on campus. These “pre” majors are in the middle tier of differential tuition. Once they are admitted into the engineering program, they move up into the highest tier of differential tuition. While MU does not have a freshman rate like Missouri S&T, there is still a level of cost differentiation that reflects students’ progression towards their degree and admission into more competitive programs such as nursing and accounting. The full list of programs is available in the [appendix](#).

Universities with Hourly Tuition

Undergraduate Tuition Rates Fall 2022 Hypothetical Example

		College or Program Included in Tier	Price per Credit Hour	
			Resident	Nonresident
UMKC	Tier 1	Campus Base Rate	\$355.20	\$948.90
		General Education (UMKC Essentials/Core 42)	\$355.20	\$948.90
	Tier 2	Education	\$370.20	\$963.90
	Tier 3	Nursing – Bachelor in Health Studies	\$371.20	\$964.90
	Tier 4	Conservatory	\$372.50	\$966.20
	Tier 5	Business	\$374.50	\$968.20
	Tier 6	Engineering and Computer Science and Nursing – BSN and RN to BSN	\$376.50	\$970.20
UMSL	Tier 1	Arts & Sciences / Education / Social Work	\$457.10	\$1,131.00
	Tier 2	Business / Non-Degree	\$502.10	\$1,176.00
	Tier 3	Engineering / Nursing	\$593.10	\$1,269.00

UMKC and UMSL plan to continue charging hourly tuition. As noted in the previous section, this is largely a reflection of their respective student populations that tend to be more part-time in nature.

UMKC proposes the implementation of differential tuition by program. The base rate of differential tuition includes former tuition, information technology fee, instructional design/technology fee, and portion of the life sciences fee currently paid by students across many majors. This rate will apply to basic undergraduate programs listed in the appendix.

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The base rate will also apply to Core 42 course offering no matter the student's degree program selection. This is similar to Missouri S&T's freshman rate to provide a cost reduction to students in the first part of their college career. The premium program rates reflect the rates for programs in colleges and largely reflect the prior differentials in supplemental fees.

UMSL plans to charge three tiers of differential tuition rates based upon program of study within the specific colleges listed on the approval schedule. UMSL's tuition rates include the Activity and Facility fees charged separately at the other three institutions. Differential rates largely reflect both the cost of prior supplemental fees and differences in the markets for degree programs.

Graduate Tuition

Missouri S&T and UMSL plan to move graduate fee models to differential tuition while MU and UMKC will retain the current model of tuition with supplemental fees. Plateau tuition will not be utilized for graduate programs.

Supplemental Fees for Graduate Programs not transitioning to differential tuition

The undergraduate supplemental fees will not be assessed together with differential tuition starting in Fall 2023. Supplemental course fees will remain for graduate and professional students at MU and UMKC. MU and UMKC will continue to watch the market for graduate tuition to determine if setting tiers for graduate programs provides value and transparency for the students.

Professional School Tuition

The Universities will not make any changes to models for professional school tuition. Professional schools represent post-baccalaureate degrees with specific licenses, i.e., Medicine, Pharmacy and Law.

Appendix 1– Differential Rates by Program

University of Missouri - Columbia Differential Tuition Structure by Department and Degree

College	Department	Degree	
Tier 1	Arts & Science	Anthropology	Bachelor of Arts
		Classics Archaeology & Religion	Bachelor of Arts
		Communication	Bachelor of Arts
		English	Bachelor of Arts
		General Studies	Bachelor General Studies
		Geography	Bachelor of Arts
		H S Truman School Gov/PA	Bachelor of Arts
		History	Bachelor of Arts
		Interdisciplinary Studies A&S	Bachelor of Arts
		International Studies	Bachelor of Arts
		Philosophy	Bachelor of Arts
	Ag, Food & Nat Resources	Applied Social Science	Bachelor of Science
		Parks, Recreation and Sport	Bachelor of Science
			Pre-majors
	Education	All	Bachelor of Science and Pre-majors
	Human Environmental Sciences		Pre-majors
Health Professions	Social Work	Bachelor of Science	
		Pre-majors	

University of Missouri - Columbia
Differential Tuition Structure by Department and Degree - continued

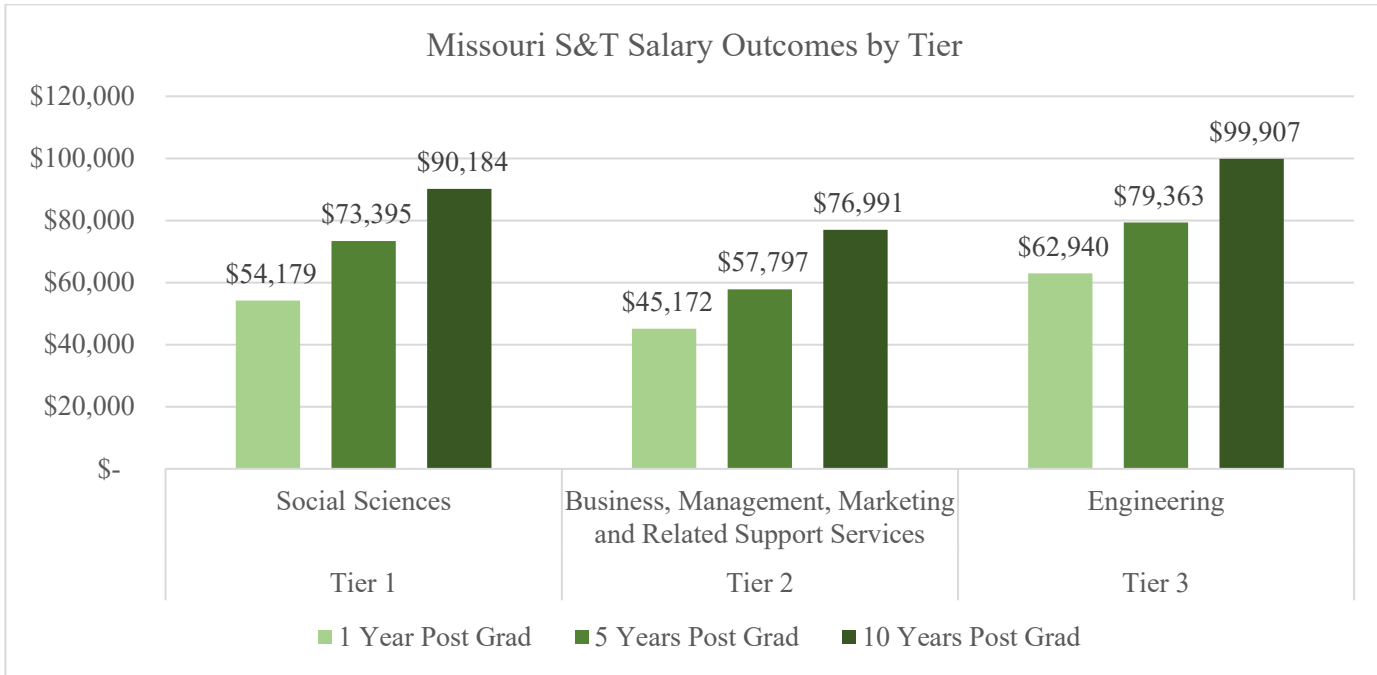
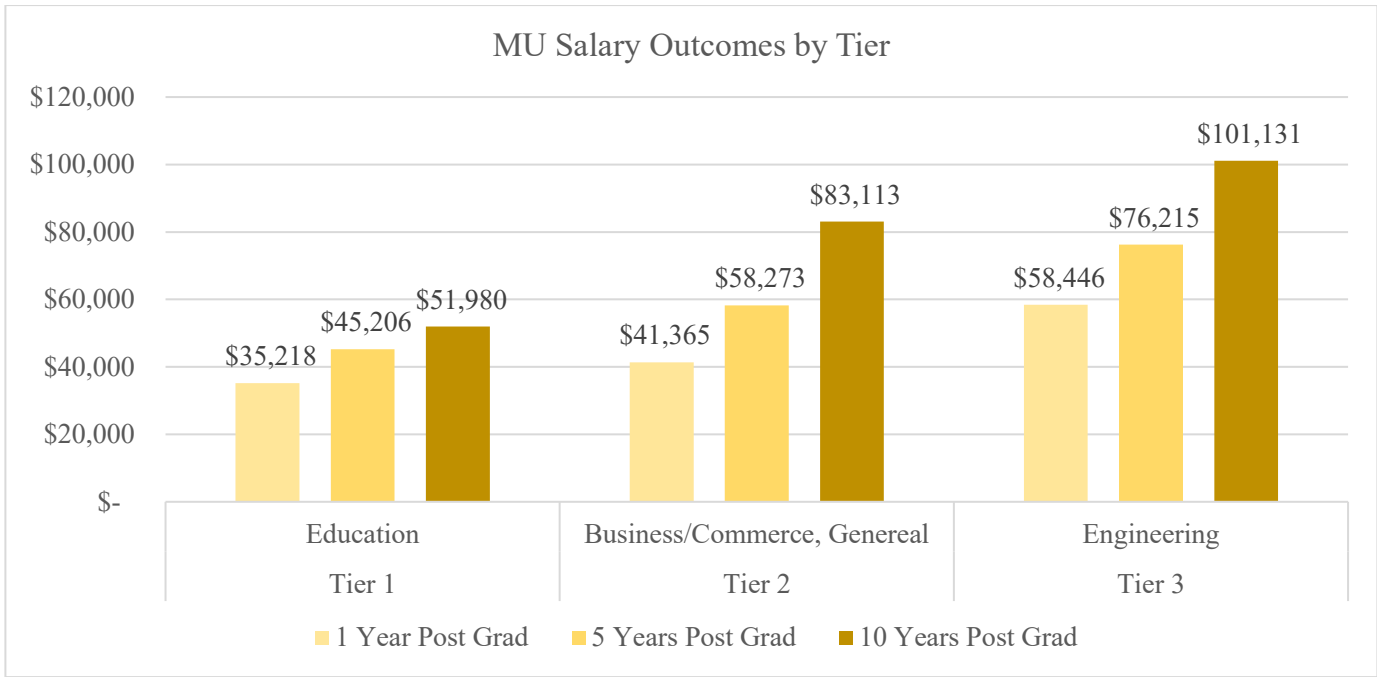
	College	Department	Degree
Tier 2	Arts & Science	Architectural Studies	Bachelor of Arts / Bachelor of Science
		Biological Science	Bachelor of Arts / Bachelor of Science
		Chemistry	Bachelor of Arts / Bachelor of Science
		Economics	Bachelor of Arts / Bachelor of Science
		Geological Sciences	Bachelor of Arts / Bachelor of Science
		Mathematics	Bachelor of Arts / Bachelor of Science
		Physics	Bachelor of Arts / Bachelor of Science
		Psychological Sciences	Bachelor of Arts / Bachelor of Science
		School of Music	Bachelor of Arts / Bachelor of Music
		School of Visual Studies	Bachelor of Arts / Associate in Fine Arts
		Statistics	Bachelor of Arts / Bachelor of Science
		Textile and Apparel Management	Bachelor of Science
		Theatre	Bachelor of Arts
	Ag, Food & Nat Resources	Plant Sciences	Bachelor of Science
		Animal Sciences	Bachelor of Science
		Agriculture Biochemistry	Bachelor of Science
		Food, Nutrition & Exercise Phy	Bachelor of Science
		Natural Resources and Environmental Studies	Bachelor of Science
	Business	Excluding Accountancy	Bachelor of Arts / Bachelor of Science
			Pre-majors
	Engineering		Pre-majors
	Health Professions	Physical Therapy	Bachelor of Science / Bachelor of Science in Human Environmental Sciences
		Clinical and Diagnostic Sciences	Bachelor of Science in Human Environmental Sciences
		Health Sciences	Bachelor of Science in Human Environmental Sciences
		Occupational Therapy	Bachelor of Science in Human Environmental Sciences
		Public Health	Bachelor of Science in Human Environmental Sciences
		Speech Lang & Hearing Science	Bachelor of Science in Human Environmental Sciences
		Pre Pharmacy	
Journalism	All	Bachelor of Journalism and Pre-majors	
Nursing		Pre-majors	
Provost		Non-degree	
Veterinary Medicine	Veterinary Pathobiology	Bachelor of Science	
	Veterinary Medicine & Surgery	Bachelor of Science	
Tier 3	Business	Accountancy	Bachelor of Science & Master
	Engineering	All	Bachelor of Science
	Nursing	All	Bachelor of Science

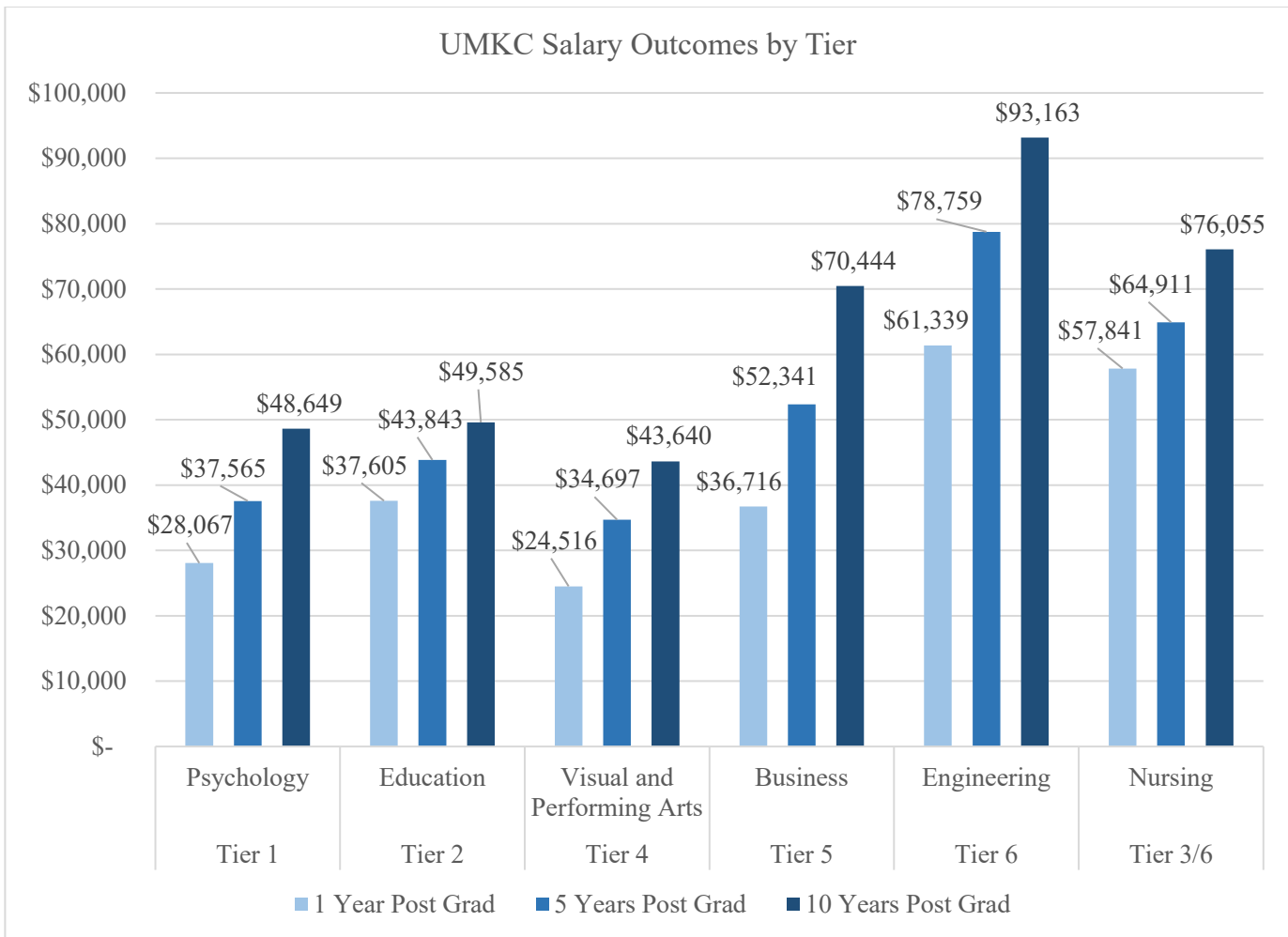
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University of Missouri - Kansas City
Differential Tuition Structure by Department and Degree

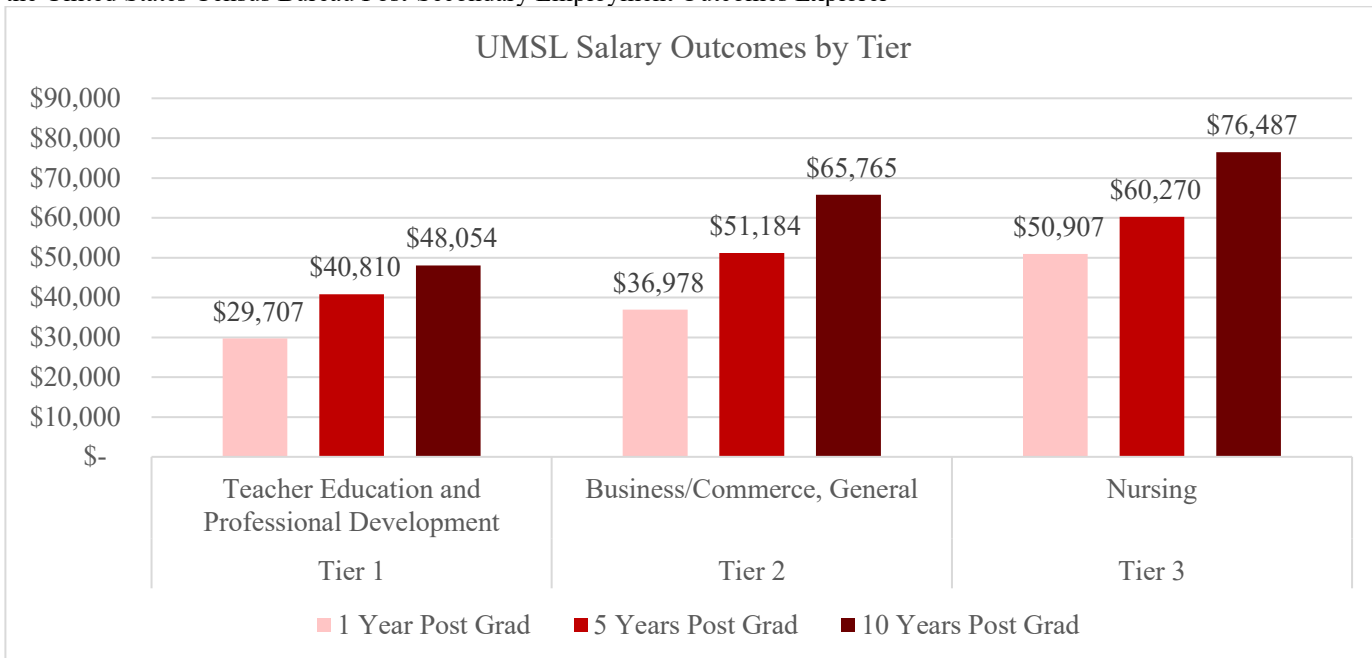
	College	Department	Degree
Base Rate	Arts & Science	Art History	Bachelor of Arts
		Communication Studies	Bachelor of Arts
		Criminal Justice and Criminology	Bachelor of Arts
		Economics	Bachelor of Arts
		English	Bachelor of Arts
		Environmental Studies	Bachelor of Arts
		Geography	Bachelor of Arts
		Geology	Bachelor of Arts
		History	Bachelor of Arts
		Languages and Literature	Bachelor of Arts
		Mathematics and Statistics	Bachelor of Arts
		Philosophy	Bachelor of Arts
		Physics	Bachelor of Arts
		Political Science	Bachelor of Arts
		Sociology	Bachelor of Arts
	Studio Art	Bachelor of Arts	
	Biological and Chemical Sciences	Biology	All
Chemistry		All	
Tier 2	Education	All	Bachelor of Arts
Tier 3	Nursing		Bachelor in Health Studies
Tier 4	Conservatory	All	Bachelor of Arts
Tier 5	Business	All	Bachelor of Arts / Bachelor of Science
Tier 6	Engineering and Computer Science	All	Bachelor of Science
	Nursing		Bachelor of Science in Nursing and Registered Nurse to Bachelor of Science in Nursing

Appendix 2 Salary Outcomes by Highest Volume Degree





Note: UMKC has Tier 3 for Nursing – Bachelor in Health Studies, this level of information is not available on the United States Census Bureau Post-Secondary Employment Outcomes Explorer



University of Missouri System Board of Curators May 17, 2022

Fiscal Year 2024 Tuition and Fees Restructure UM



Principles for New Model

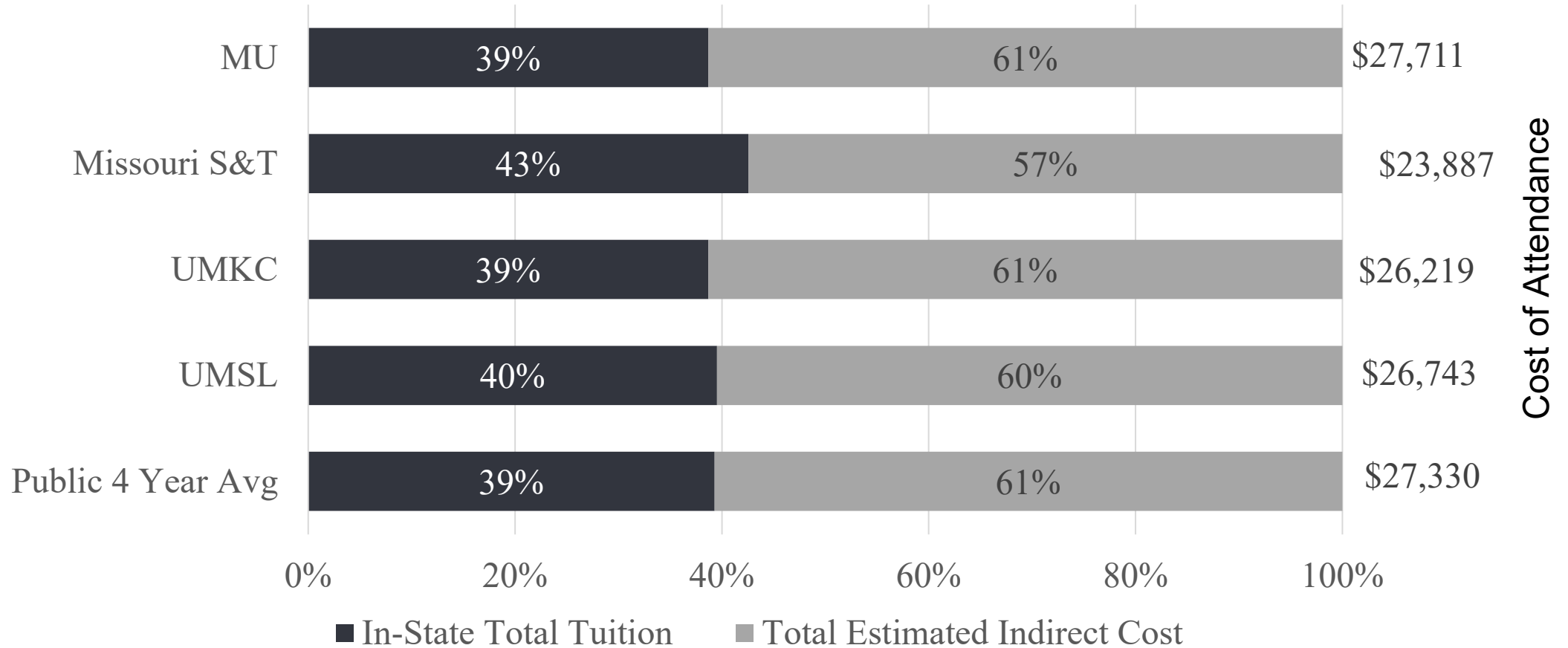
- 1) Simple and predictable pricing for students
- 2) Improve student outcomes
- 3) Pricing that reflects market for and cost to deliver specific degrees

Simple and Predictable

- Eliminates 64 separate supplemental course fees for undergraduates and combines into three to five rates of differential tuition
 - Rates charged across all hours, not just specific courses
 - Helps students know cost in advance of registering
- Models must balance complexity of universities and degree programs
 - UM enrolls 41,000+ undergraduates across 240 different degree programs
 - Differentiation necessary to reflect the complexity of each university's operations

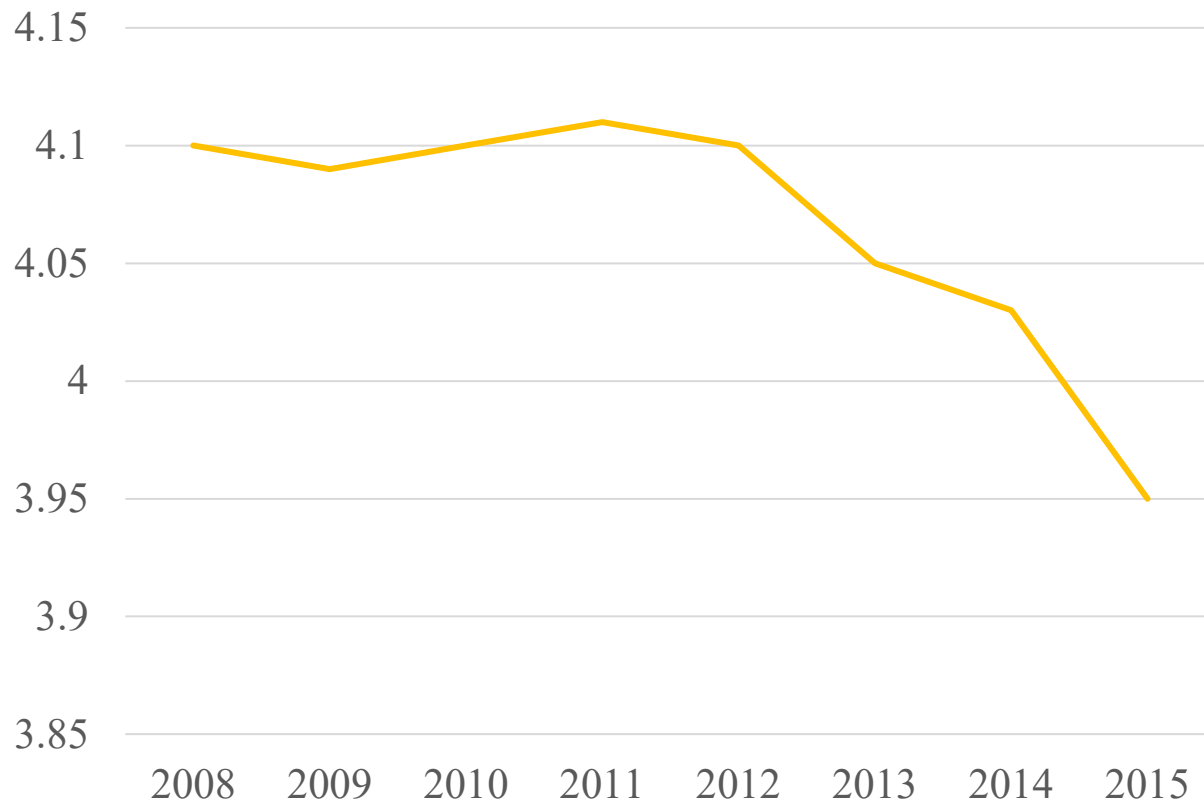
Improved Student Outcomes

Majority of college cost is in cost of living, not academic fees:



Lowering Time to Graduate Reducing Cost of Living

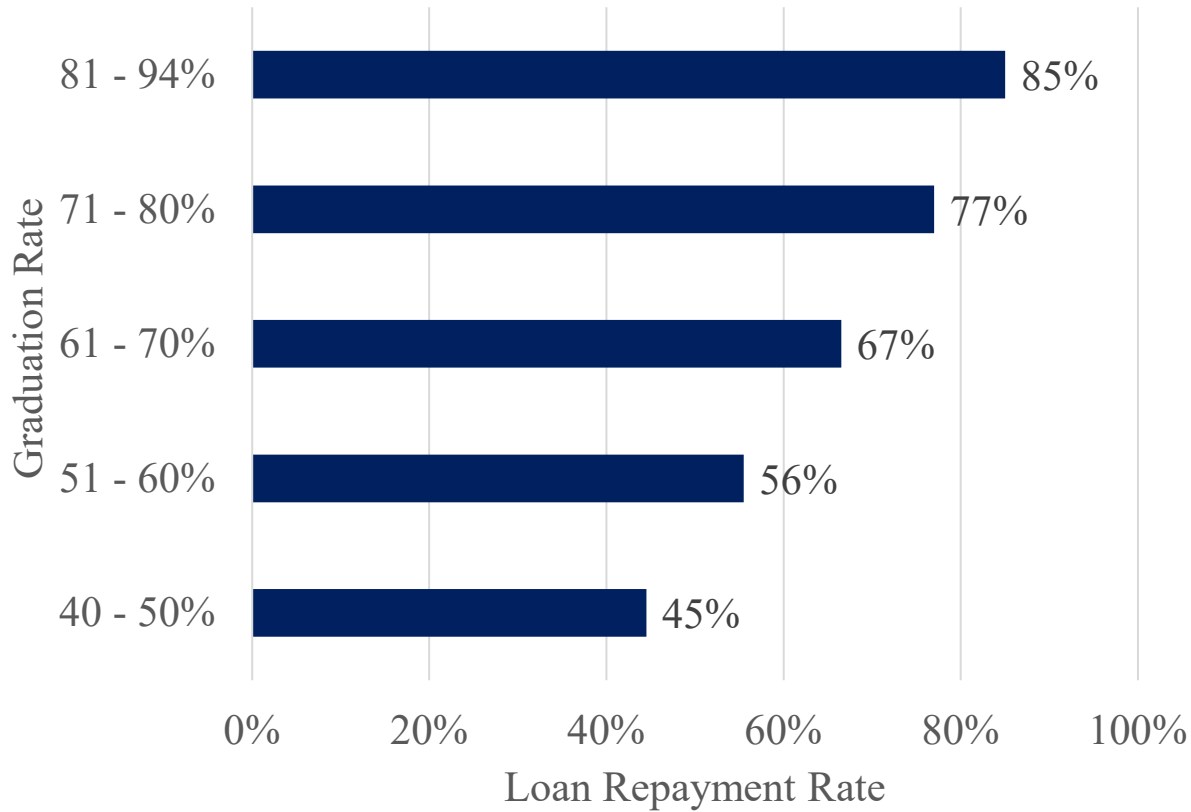
Average time to Graduate by Cohort Start Year



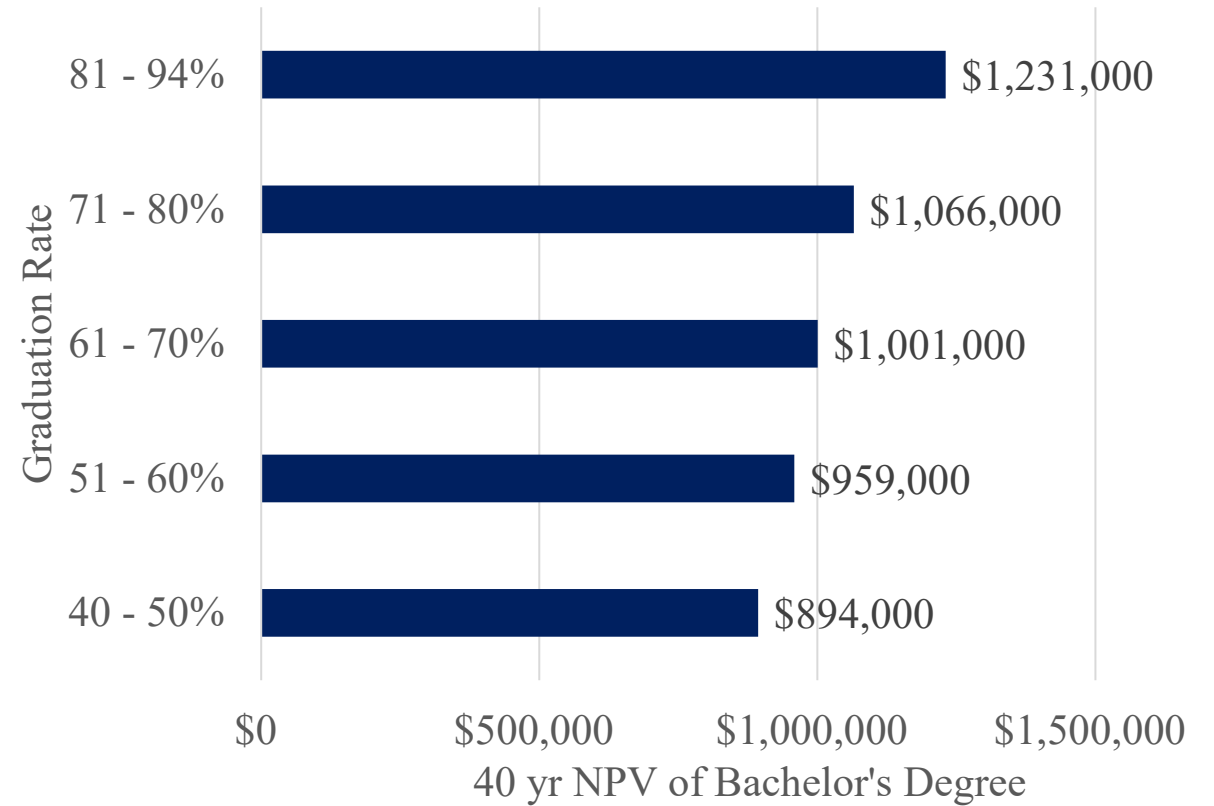
- Over the past 3 cohorts, MU has reduced time to graduate by 0.15 years
- Extrapolating to the student's cost, this has saved students over \$12.7 million in non-academic costs

Direct Relationship between Graduation and Outcomes

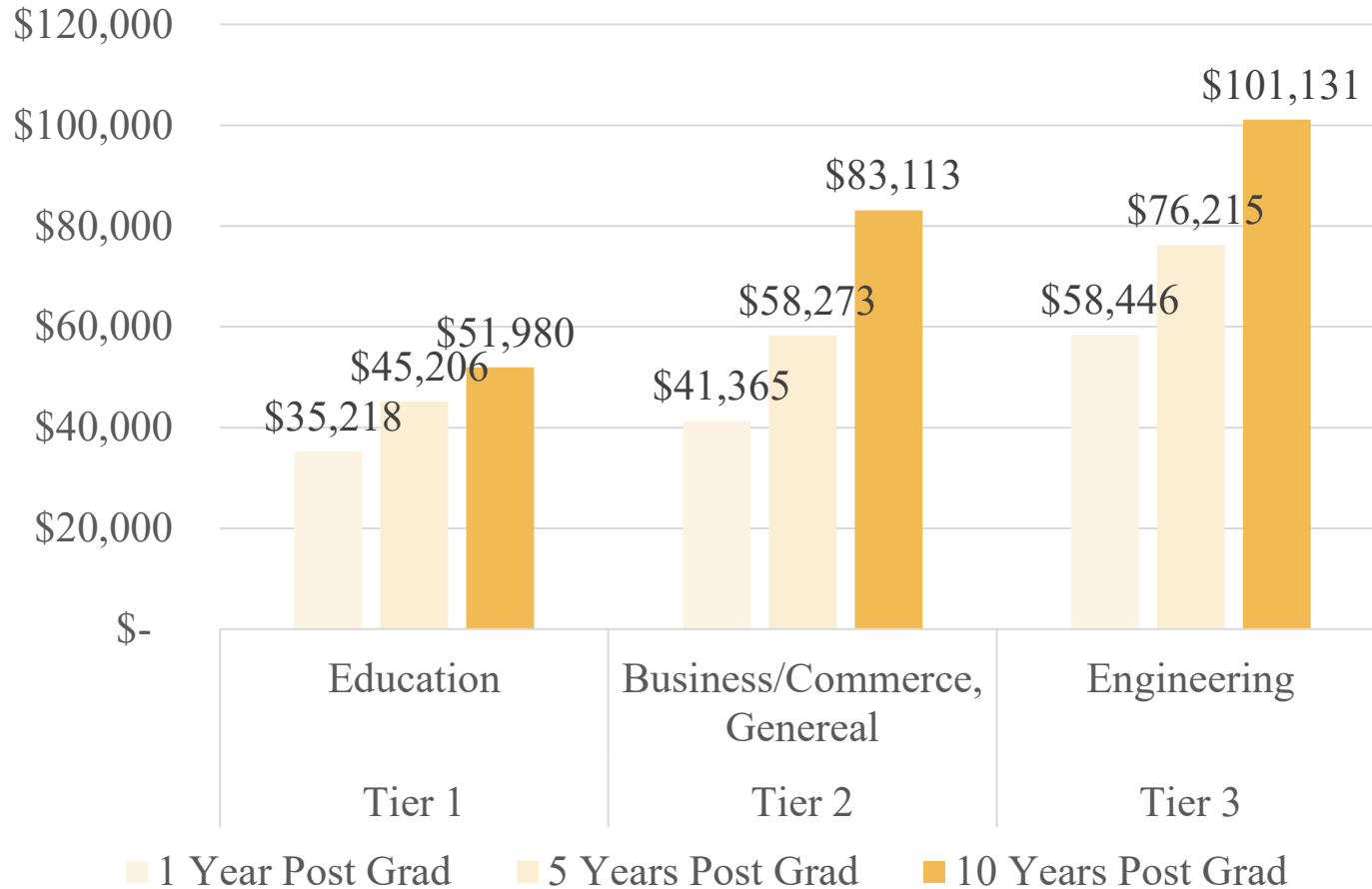
Loan Repayment Rate to Graduation Rate



ROI of Degree to Graduation Rate



Pricing Reflects Outcomes for Degree



- Top volume degrees for MU show relationship between earnings and price within tuition tiers
- New model better reflects salary outcomes to price for students

New Model Summary by University

	MU	UMKC	S&T	UMSL
Differential tuition based on primary program	✓	✓	✓	✓
Individual supplemental course fees eliminated for undergraduates	✓	✓	✓	✓
Freshman or Core 42 Rate		✓	✓	
Plateau structure	✓		✓	
Consolidation/structure change to IT fee and/or activity, facility and service fees	✓	✓	✓	already done

Example of Change

Fall 2022 Undergraduate Education Major Bill			
	Rate	Credit Hours	Total Assessed Tuition & Fees
Undergraduate Resident Tuition	\$335.80	15	\$5,037.00
Information Technology Fee	\$15.70	15	\$235.50
College of Arts & Science Course Fee	\$75.00	3	\$225.00
College of Education Supplemental Course Fee	\$59.50	12	\$714.00
Student Activity Fee ¹			\$267.60
Recreation Center Fee ¹			\$166.46
Student Health Fee ¹			\$95.12
Total			\$6,740.68

Note1: Activity, Facility and Service Fees are capped at 12 credit hours

Hypothetical Fall 2022 Undergraduate Education Major Bill			
	Rate	Credit Hours	Total Assessed Tuition & Fees
Undergraduate Resident Differential Tuition		15	\$6,173.00
Student Activity Fee ¹			\$267.60
Recreation Center Fee ¹			\$166.46
Student Health Fee ¹			\$95.12
Total			\$6,702.18

Note1: Activity, Facility and Service Fees are capped at 12 credit hours

Fall 2023 differential tuition rate

- Differential tuition will represent:
 - Hourly tuition
 - IT fee
 - Supplemental course fees
- Single rate is easier to predict for students
- Different rates still necessary to reflect market differences

Proposed Action and Next Steps

Proposed Action

- Endorse new proposed tuition models and elimination of supplemental fees for Fall of 2023

Next Steps

- Continued socialization of the new models with stakeholder groups
- Review and approval of new rate structures in the spring of 2023

Questions?



Executive Summary
Test Optional Admissions Pilot

With the exception of UMKC, which has permanently instituted test optional admissions, each of the system universities along with many of our regional competitor universities implemented pilot test optional admissions strategies during the COVID pandemic. Many of our competitor universities are continuing test optional through at least the Fall 2023 admissions cycle to collect data and assess the impact of test optional admissions on student success. In order to gather data and maintain a competitive advantage in undergraduate enrollment, this recommended action gives MU, UMSL, and Missouri S&T the option to extend their test optional pilots through the end of Fall 2023 admissions cycle.

No. 1

Recommended Action - Test Optional Undergraduate Admissions Pilot

It was recommended by President Choi, and recommended by the Academic, Student Affairs, Research and Economic Development Committee, moved by Curator _____, seconded by Curator _____, that the following action be approved:

For universities operating a test optional undergraduate admissions pilot, the Board of Curators approves the option to extend the pilots by one year to encompass the Fall 2023 admissions cycle.

Roll call vote of the Committee YES NO

Curator Graves
Curator Hoberock
Curator Layman
Curator Wenneker

The motion _____.

Roll call vote Full Board: YES NO

Curator Brncic
Curator Chatman
Curator Graves
Curator Hoberock
Curator Holloway
Curator Layman
Curator Wenneker
Curator Williams

The motion _____.

May 17, 2022

Executive Summary
Amendment of Collected Rules & Regulation 10.030.E.2
Board Bylaws
UM

This proposed amendment to Section 10.030.E.2 of the Collected Rules & Regulations would clarify and ensure that any changes to undergraduate admissions standards will be subject to review and approval by the Board of Curators before they become effective.

Presently, CRR 10.030.E.2 states:

“Faculties may organize to carry out the responsibilities and functions which may be delegated to them. The form of any such organization and any amendments or modifications thereto shall be presented through the President to the Board for its approval before becoming effective.”

Pursuant to this provision, the faculty of each university have adopted Faculty Bylaws, which have in turn been approved by the Board of Curators and codified in Chapter 300 of the Collected Rules and Regulations. Certain provisions of the various bylaws expressly or implicitly address the role of faculty in determining admission requirements. In past practice, admissions standards have been brought to the Board of Curators for approval before being implemented, however, neither CRR 10.030.E.2 nor the Faculty Bylaws approved in CRR Chapter 300 make clear that Board approval is required for changes to undergraduate admissions standards.

To clarify and ensure that the Board of Curators reserves authority to approve changes in undergraduate admissions standards before they are implemented, it is proposed that CRR 10.030.E.2 be amended to read as follows (added language underlined below):

“Faculties may organize to carry out the responsibilities and functions which may be delegated to them. The form of any such organization and any amendments or modifications thereto shall be presented through the President to the Board for its approval before becoming effective. Notwithstanding any language to the contrary set forth anywhere else in the Collected Rules and Regulations, any and all changes to undergraduate admissions standards shall be subject to formal review and approval by the Board of Curators before becoming effective.”

Pursuant to CRR 10.030.H.1, each member of the Board has consented to vote on this proposed amendment at the May 17, 2022 meeting of the Board of Curators.

No. 2

Recommended Action - Amendment, Collected Rule and Regulation 10.030, Board Bylaws

It was recommended by President Choi, and recommended by the Academic, Student Affairs, Research and Economic Development Committee, moved by Curator _____, seconded by Curator _____, that the following action be approved:

Section 10.030.E.2 of the University's Collected Rules & Regulations be amended as follows:

“Faculties may organize to carry out the responsibilities and functions which may be delegated to them. The form of any such organization and any amendments or modifications thereto shall be presented through the President to the Board for its approval before becoming effective. Notwithstanding any language to the contrary set forth anywhere else in the Collected Rules and Regulations, any and all changes to undergraduate admissions standards shall be subject to formal review and approval by the Board of Curators before becoming effective.”

Roll call vote of the Committee YES NO

Curator Graves
Curator Hoberock
Curator Layman
Curator Wenneker

The motion _____.

Roll call vote Full Board: YES NO

Curator Brncic
Curator Chatman
Curator Graves
Curator Hoberock
Curator Holloway
Curator Layman
Curator Wenneker
Curator Williams

The motion _____.

May 17, 2022

Collected Rules and Regulations

Administration

Chapter 10: Board of Curators

10.030 Board Bylaws

As adopted the 7th day of November, 1969, in place of Bylaws adopted November 12, 1965, and amended January 19, 1968, and amended November 8, 1968; see also 172.100 R.S.Mo. (1969); Amended Bd. Min. 12-14-79; Amended Bd. Min. 12-7-90; Amended Bd. Min. 7-15-94; Amended Bd. Min. 5-23-96; Amended Bd. Min. 9-26-97; Amended Bd. Min. 5-17-02; Amended Bd. Min. 5-31-02; Amended Bd. Min. 11/21/02, Amended Bd. Min. 4/8/05, Amended Bd. Min. 7/21/06, Amended Bd. Min. 10/6/06, Amended Bd. Min. 4/6/07, Amended Bd. Min. 11-29-07, Amended Bd. Min. 6-11-10, Amended Bd. Min. 12-10-10, Amended Bd. Min. 2-1-13; Amended Bd. Min. 12-7-17; Amended Bd. Min. 5-17-22.

A. **Article I Definitions**

For purposes of these bylaws the following definitions shall apply:

0. **University** -- The term "University" or "University of Missouri" shall refer to the institution, in all of its parts, persons, property and relationships wherever situated, owned, operated, controlled, managed or otherwise regulated under the supervision or direction of The Curators of the University of Missouri or the Board of Curators of the University of Missouri.
1. **The Curators of the University of Missouri** -- The term "The Curators of the University of Missouri" shall refer to the corporate entity, of which the Board of Curators is the governing body.
2. **The Board of Curators of the University of Missouri** -- The term "Board of Curators of the University of Missouri," "Board of Curators," or "Board" shall refer to the governing board of The Curators of the University of Missouri, and shall be composed of the Curators duly appointed and qualified as provided by law.
3. **The Executive Committee of the Board of Curators of the University of Missouri** -- The term "Executive Committee of the Board of Curators of the University of Missouri" or "Executive Committee" shall refer to that committee of the Board of Curators appointed to act for and on behalf of the Board of Curators when such Board of Curators is not in session. Such Executive Committee shall be deemed to be the Executive Board and Executive Committee as heretofore known.
4. **The Site of the University of Missouri** -- The term "site" of the University of Missouri shall be deemed to include each and every campus of the University; any real estate owned by the University, and wherever located and any other land or building in the possession or under the control of the University, whether owned, leased, rented, held under purchase contract, or owned by others for the use and benefit of the University, during any and all times that such land or buildings, or parts thereof may be under the actual control and in the actual possession of the University.
5. **Chair of the Board** -- The term "Chair of the Board," "Chair," "Chairman," "Chairwoman," or "Board Chair" shall refer to the Curator who is the duly elected or

acting Chair of the Board of Curators. The individual so elected shall also be deemed to be serving as President of the Board of Curators within the meaning of statutory section 172.090 and all other sections of Chapter 172 of the Revised Statutes of Missouri, and shall be authorized to execute on behalf of the Board of Curators of the University of Missouri and The Curators of the University of Missouri, a public entity, all documents as President of the Board or Chair of the Board as deemed appropriate, and hereinafter as may be referred to as "Chair," "Chairman," "Chairwoman," or "Board Chair."

6. **President of the University** -- The term "President of the University" or "President" shall refer to the duly appointed or acting President of the University, and who shall be the chief executive and academic officer of the University.
7. **Campus** -- The term "campus" shall refer to an academic or administrative subdivision of the University as established by the Board of Curators.
8. **Appointments** -- The appointments of all officers and employees of the University, although made for administrative or fiscal purposes for a specific term, may be terminated by the Board of Curators at any time at the pleasure of the Board of Curators. Notwithstanding any rule, regulation or policy of the University to the contrary, all such appointments are subject to the right of the Board of Curators to adjust salaries and benefits, on a prospective basis only, at any time during the indefinite term or continuous appointment of all officers and employees of the University provided that: (a) such adjustments shall be for the shortest period of time and in the smallest increments consistent with those that the Board deems necessary; (b) adjustments shall be across the board on an equitable basis to all similarly situated University officers and employees and shall not be used to single out any given faculty, staff or administrator to be the subject of such adjustments; and (c) the foregoing shall not be deemed to abolish or abridge any right of academic personnel to academic freedom or any right under the tenure regulations of the University except as to any perceived right, express or implied, to salary level and/or benefits under said regulations or appointment papers.

B. Article II The Board Authority and Responsibilities

1. **Board Duties and Responsibilities** -- Pursuant to the Constitution and the Revised Statutes of the State of Missouri, the governance of The Curators of the University of Missouri, a body politic, the corporate entity sometimes referred to as the University of Missouri, is ultimately vested in the Board of Curators. As such, the Board may do the following:

- a. Determine and periodically review the University's mission and purposes, not inconsistent with state constitutional and/or statutory provisions.
- b. Appoint the President, who shall be the University's chief executive officer, and set appropriate terms of employment, including compensation.
- c. Support the President and annually assess his or her performance based on mutually agreed-upon goals and other criteria.
- d. Determine broad policy guiding the appointment of all faculty members and employees, on the recommendation of the President, and consistent with its other policies and regulations adopted by the Board.

- e. Review and approve proposed changes in the University’s academic programs and other major enterprises consistent with the University’s mission, plans, and financial resources.
 - f. Approve the annual budget and tuition and fees, regularly monitor the University’s financial condition, and establish policy guidelines affecting all institutional assets, including investments and the physical plant.
 - g. Contribute financially to the University’s fund-raising goals, participate actively in strategies to secure sources of support, and authorize University officers to accept gifts or bequests subject to Board policy guidelines.
 - h. Adopt bylaws, rules, and regulations for the government of its members, and University officers, agents, and employees, and require adherence to such rules, including, but not limited to, those pertaining to governance and ethics and conflict of interest.
 - i. Determine the University’s structure and major academic programs and services needed for the successful conduct of its mission and purposes.
 - j. Grant diplomas and confer degrees based upon the recommendation of the President and faculty.
 - k. Serve actively as advocates for the University in appropriate matters of public policy in consultation with the President and other responsible parties, as the Board shall determine.
 - l. Periodically assess its own performance, in order to set an example for the University community and to seek ways to strengthen its effectiveness as a governing body.
 - m. Exercise such other authority as from time to time it deems appropriate not inconsistent with the applicable laws and regulations of the United States of America and applicable laws and regulations of the State of Missouri.
2. **Curator Duties and Responsibilities** -- Recognizing the significance of serving on the Board of Curators of the University of Missouri, each Board member shall adhere to the following principles:
- a. To remember that no individual Board member has legal standing or authority to act on behalf of the Board or the University. Only the full Board as a governing body is vested with such authority, though the Board Chair ordinarily is entitled to “speak for” the Board, and the President is entitled to “speak for” the University consistent with Board policies and actions.
 - b. To devote time to learn how the University’s mission and multiple purposes are met – its uniqueness, strengths, and needs.
 - c. To become familiar with, committed to, and abide by the Board’s responsibilities and policies, as set forth in the bylaws and rules and regulations adopted by the Board and the applicable laws of the State of Missouri.
 - d. To accept and defend academic freedom and the practice of collaboration governance as fundamental characteristics of good University governance.

- e. To assist the Board in its efforts to balance its responsibilities in serving its broad public trust with advocacy for the University's needs to fulfill its mission and purposes.
- f. To adhere to and comply with policies adopted from time to time pertaining to governance and ethics and conflict of interest, including timely filing of all required public disclosures.

C. Article III The Board of Curators

1. Meetings

- a. **Annual meeting** -- The regular meeting of the Board held during the month of May or June of each year as scheduled by the Board, shall be deemed to be the annual meeting of the Board, and shall be held on such date in May or June as is fixed by the Board.
- b. **Regular meetings** -- The Board may hold regular meetings at a time and place to be fixed by the Board. The time and place of a regular meeting may be changed by order of the Board.
- c. **Special meetings** -- A special meeting of the Board may be called at any time by the Chair of the Board, or in case of his/her absence, disability, or refusal to act, by the joint action of three Curators. At least 24 hours notice of the time and place of each such meeting shall be given by letter, facsimile transmission, email or telegram mailed or sent to each Curator at his/her address on file with the Secretary. Such notice to a particular Curator may be waived by the Curator in writing and shall be deemed waived by the Curator by attendance at the special meeting. Only those subjects specified in the call for a special meeting will be considered at such special meeting except by unanimous consent of all Board members, whether present or not, and consistent with applicable law.
- d. **Adjourned meetings** -- Adjourned meetings may be ordered and held by the Board at such time and place as may be agreed upon.
- e. **Meeting Agenda** -- The agenda and order of items on the agenda for all meetings of the Board, including those identified in subparagraphs a, b, c and d above, shall be established by the President of the University with the concurrence of the Board Chair. The Board Chair, any committee of the Board, with the assistance and advice of the University officer staffing the respective committee, or any three members of the Board acting together, may place items on the agenda. Any Curator or General Officer may recommend items for the agenda. The agenda shall be developed and notice thereof made public in compliance with the applicable laws of the State of Missouri and current and future policy and regulations adopted by the Board.
- f. **Consent Agenda** -- Items shown on the established agenda for a meeting of the Board may be placed upon a consent agenda whereby all items placed thereon are approved by summary action of the

Board. Items may be placed on the consent agenda by the President of the University, the Chair of the Board, or the Chairperson of any committee of the Board electing to place such item on the consent agenda; provided the same is accomplished no less than one hour prior to the convening of the meeting of the Board, and the Secretary to the Board shall present such consent agenda to the members of the Board no later than immediately prior to the convening of the meeting; and further provided that any member of the Board of Curators may remove any item from the consent agenda by notifying the Chair of the Board of the election to remove the item at any time prior to a vote being taken on that item. The consent agenda requires approval by a vote of a majority of the Board for passage and adoption of each item on the consent agenda.

- g. **Conduct of Meeting** – The Board may conduct any meeting by conference telephone call or other communication equipment by means with which all persons participating in the meeting can communicate with each other. Only members of the Board, the President and those individuals recognized by the Chair or President may address the Board at any meeting of the Board.
- h. **Executive Session (Closed Session)** – When the Board or any committee of the Board meets in executive session (sometimes referred to as closed session), all matters discussed in that session are to be considered as confidential, except that such information can be shared with absent Board members or University officers, agents or employees who need to know. Actions taken in executive session shall be released to the public if required by the provisions of the Sunshine Law contained in Chapter 610 of the Revised Statutes of Missouri or Board rules contained in Section 10.060 of the Collected Rules and Regulations of the University of Missouri entitled Board and Committee Meetings.

2. **Attendance Policy**

- a. If a member of the Board is found by unanimous vote of the other Curators to have failed to attend without good cause two consecutive regular meetings of the Board in any calendar year, then the office of such Curator shall be vacant.
- b. If a vacancy shall occur by death, resignation, or from any other cause, the Chair of the Board shall notify the Governor within thirty days of such vacancy.

3. **Officers of the Board**

- a. **Chair of the Board** -- The Board shall choose from its own membership at the last regular meeting of the Board in each calendar year to take office on January 1 of the next year, a Chair of the Board who shall hold office for a term of one year or until his/her successor takes office. The Chair shall serve as presiding officer of

the Board and shall carry out such duties as may be delegated to him/her by the Board. The individual elected to serve as Chair of the Board shall be deemed as having been elected to serve as President of the Board within the meaning of the statutory provisions of the State of Missouri, all as referred to in the definitions contained in Article I of these bylaws.

- b. **Vice Chair of the Board** -- The Board shall choose from its own membership at the last regular meeting of the Board in each calendar year to take office on January 1 of the next year, a Vice Chair of the Board who shall hold office for a term of one year or until his/her successor takes office. The Vice Chair shall carry out the duties of the Chair in his/her absence or inability for any reason to serve, and hereinafter may be referred to as "Vice Chair," "Vice Chairman," "Vice Chairwoman" or "Board Vice Chair." The individual elected as Vice Chair shall be deemed as having been elected to serve as Vice-President of the Board of Curators within the meaning of the statutory provisions of the State of Missouri.
- c. **Secretary** -- The Board shall appoint a Secretary of the Board of Curators to serve at the pleasure of the Board. The Secretary shall keep the minutes of the meetings of the Board and the Executive Committee, shall be the official custodian of the seal and all records of the Board, and shall have such other duties as may be from time to time fixed by the Board. The Board may appoint and define the duties of such assistant secretaries of the Board as it deems desirable.
- d. **General Counsel** -- The General Counsel shall be the chief legal officer of the University, shall be appointed by the Board to serve at the pleasure of the Board, and shall have such duties and responsibilities as may be assigned by the Board. The General Counsel shall serve as parliamentarian for meetings of the Board, unless a different individual is appointed to serve as parliamentarian by the Chair of the Board.
- e. Any vacancy in any office of the Board caused by any reason may be filled by the Board for the unexpired term.

4. **Committees**

- a. **Executive Committee** -- The Chair of the Board, subject to approval of the Board, shall appoint from the Board an Executive Committee of three members, and may fill vacancies at any time. The Chair of the Board shall serve as one of the three Executive Committee members and as the Chair of the Executive Committee. Such Executive Committee members shall hold office until their successors have been duly appointed. The Executive Committee, when the Board is not in session, shall have the powers of the Board to take such action as the Executive Committee may deem to the best interest of the University; provided, however, that such action shall be in accord with the provisions of these bylaws, and not in conflict

with the standing rules and regulations of the Board. A complete record of all actions of the Executive Committee shall be kept by the Secretary of the Board, and a copy of such record shall be submitted to each member of the Board monthly and in advance of the next regular meeting of the Board. Actions of the Executive Committee may be ratified, approved, or modified at the next regular meeting of the Board, but any modification thereof shall be prospective only. If, at its next regular meeting, the Board takes no action on an Executive Committee action, the record of which was submitted to the Board prior to that regular meeting, such action shall be deemed ratified by the Board. The vote of any members on any question coming before the Executive Committee may be taken in person, by telephone, telegraph, facsimile transmission, email or letter. Concurrence of three members shall constitute action of the Executive Committee. The Executive Committee shall be entitled to take such action as deemed necessary under the provisions of Section 172.230 and other provisions of the Revised Statutes of the State of Missouri, as amended.

- b. **Other Committees** -- The Chair of the Board may appoint subject to approval of the Board other standing or special committees of the Board from time to time and delegate to such committees such authority as the Board may deem appropriate to carry out the objects of such committees. Membership on such committees need not be limited to members of the Board.
5. **Quorum** -- Five members of the Board of Curators shall constitute a quorum for the transaction of any and all business of the Board. Except as otherwise provided by these bylaws, a majority of the members of any committee of the Board shall constitute a quorum for the transaction of any and all business of the committee at any committee meeting held in conjunction with a meeting of the Board. All members of any committee of the Board shall constitute a quorum for the transaction of any and all business of any committee at any committee meeting which is not held in conjunction with a meeting of the Board.
6. **Action by Majority** -- Any action by the Board or any committee may be taken by the majority vote of the members present at any meeting of the Board or a committee when a quorum is present, unless otherwise specifically herein provided.
7. **Recording Vote** -- The Secretary of the Board shall keep the minutes of the meetings of the Board of Curators and committees in which shall be recorded the vote on all motions or resolutions coming before said Board or committee. Roll call votes shall be taken when required by law and voice votes shall be taken on all other matters. When taking a voice vote, curators will be requested to cast their vote orally indicating whether they favor, oppose or abstain from the motion or resolution. When the results of a voice vote indicate that the vote is not unanimous of all curators

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voting and abstaining, a roll call vote on the matter shall immediately follow.

8. **Delegation of Authority** -- So much of the authority of the Board as it may deem necessary may be delegated to such officers and employees or to committees appointed by the Board provided such delegation of powers shall be given by recorded Board action.

D. Article IV Organization of the University

1. President of the University

- a. The President of the University shall be the chief executive and academic officer of the University. The President shall have direct charge of, and be directly responsible to the Board for the operation of the University.
- b. The President shall, so far as his/her duties may permit, attend all meetings of the Board and of the Executive Committee, but he/she may be excused at any time.
- c. He/she shall, at each regular meeting of the Board, report upon the progress, condition and needs of the University, and recommend such measures as in his/her judgment will promote the University's interests.
- d. The President of the University, as the chief academic officer of the University, shall be responsible to the Board for the academic programs of the University; procurement of staff; the establishment and maintenance of separate schools, colleges and departments of instruction within the University; the relationships and coordination of educational activities between campuses, special divisions and units; and the planning, development and carrying out of all research projects.
- e. The President, as the chief academic officer of the University, shall have the right to preside and vote at any faculty meeting. He/she shall appoint all non-Board committees of the University, unless otherwise provided by the Board.
- f. Any University Rules and Regulations, Executive Orders and Executive Guidelines of the President or delegations of general authority shall be filed with the Secretary of the Board and unless otherwise specified, shall be effective from the time of such filing until changed, modified or repealed by the President or by the Board.
- g. The President of the University will establish policies for intercollegiate athletics in compliance with the rules and regulations of applicable regional or national athletic conferences or associations, so long as these rules and regulations are not in conflict with policies, rules or regulations of the Board. The President will report periodically to the Board of Curators on the intercollegiate athletic programs.

2. Campuses of the University

- a. **General**
 - (1) Campuses of the University of Missouri shall be established by the Board. Each campus shall be a unit of the University.
 - (2) Campus chancellors, provosts and other officers as may be specifically designated by the Board shall be appointed by the Board upon recommendation of the President.
 - b. **Individual Campuses** -- Until otherwise provided by the Board, there are the following campuses of the University (to include their respective sites, academic programs, and administrative staff as now constituted):
 - (1) University of Missouri-Columbia;
 - (2) Missouri University of Science and Technology;
 - (3) University of Missouri-Kansas City; and
 - (4) University of Missouri-St. Louis.
3. **University System Units** -- University System units may be created to carry out such functions as may be assigned them by the President of the University. These units shall be under the direct supervision of the President, but shall perform their functions in consultation and cooperation with the chief administrative officer of each campus as to their activities and programs on the respective campuses.

E. **Article V Academic Staff**

1. Until further order of the President or the Board, the colleges, schools and other departments with offices of deans or department directors as presently established and degrees as presently offered shall be continued.
2. Faculties may organize to carry out the responsibilities and functions which may be delegated to them. The form of any such organization and any amendments or modifications thereto shall be presented through the President to the Board for its approval before becoming effective.
Notwithstanding any language to the contrary set forth anywhere else in the Collected Rules and Regulations, any and all changes to undergraduate admissions standards shall be subject to formal review and approval by the Board of Curators before becoming effective.

F. **Article VI Students**

1. A **student** at the University shall be any person who is registered in or pursuing any educational program of the University.
 - a. Temporary interruptions of registration between academic periods of the University shall not necessarily terminate student status.
 - b. Such students are subject to classifications, as may be established from time to time by the Board or the President, and shall be subject to such rules, regulations and restrictions as may now be established

or hereafter from time to time established by the Board or the President.

2. Delegation of Administration

- a. The Board of Curators hereby delegates to the President of the University the responsibility for administering policies pertaining to the conduct of students and student organizations at the University as such conduct relates to the lawful mission, process or function of the University.
 - (1) The President may issue University Rules and Regulations and may authorize campus rules and regulations to be adopted, issued and published implementing Board Rules and Regulations establishing standards of conduct and to provide for administration of University and campus regulations.
 - (2) Failure to adopt such rules and regulations, however, shall not relieve any student or student organizations of the obligation to adhere to Board Rules and Regulations establishing general standards of student conduct.
 - b. University or campus rules, regulations and procedures as herein authorized shall be in accordance with the Board Rules and Regulations and shall provide for prompt consideration and disposition of alleged violation of such University or campus rules and regulations; provided, however, that such procedures shall be in accordance with basic standards of fairness and shall be simple and appropriate to the nature of the case, and shall provide for notice and a hearing.
3. Until changed, modified or repealed, the provisions of the present Board Rules and Regulations relating to students which are not inconsistent with the provisions of these bylaws shall be considered to be in force.

G. Article VII Board Rules and Regulations

1. Any action by the Board establishing policy or methods of procedure, administrative, business, academic, or otherwise, shall be known as "Board Rules and Regulations."
2. Board Rules and Regulations may be adopted by the Board, or may be amended or repealed, in whole or in part, at any meeting of the Board.
3. All policies and procedures falling within the definition of Board Rules and Regulations as herein defined, and in existence upon the date of the adoption of these bylaws, shall be a part of the Board Rules and Regulations.
4. Board Rules and Regulations shall be effective upon adoption by the Board unless a different effective date be fixed by the Board.
5. The Secretary of the Board shall keep all Board Rules and Regulations on file in his or her office, and may publish Board Rules and Regulations from time to time.
6. In the absence of an applicable bylaw, the Board shall be guided by Roberts Rules of Order, particularly those rules relating to Boards.

H. Article VIII Amendment of Bylaws

1. New bylaws may be adopted, and bylaws may be amended or repealed, at any meeting of the Board, but no such action shall be taken unless notice of such proposed adoption, amendment, or repeal shall have been given at a previous meeting or notice in writing of the proposed change shall have been served upon each member of the Board at least thirty days in advance of the final vote upon such change; provided, however, that by consent of each member, regardless of whether present at the meeting of the Board, the requirements for such notice may be waived at any time. Any provisions of these bylaws, with the exclusion of this Section 10.030H.1 pertaining to the amendment of bylaws, may be suspended in connection with the consideration of a matter before the Board by an affirmative vote of not less than $2/3$ of the members of the Board in attendance at the meeting where such suspension is being considered.

I. Article IX Adoption of Bylaws

1. These bylaws shall be and become effective on the 1st day of July, 2010. All former bylaws of the Board are hereby repealed.
2. These bylaws, as adopted and from time to time amended, shall be known and cited as Board Bylaws of 2010.

Collected Rules and Regulations
Administration
Chapter 10: Board of Curators

10.030 Board Bylaws

As adopted the 7th day of November, 1969, in place of Bylaws adopted November 12, 1965, and amended January 19, 1968, and amended November 8, 1968; see also 172.100 RSMo. (1969); Amended Bd. Min. 12-14-79; Amended Bd. Min. 12-7-90; Amended Bd. Min. 7-15-94; Amended Bd. Min. 5-23-96; Amended Bd. Min. 9-26-97; Amended Bd. Min. 5-17-02; Amended Bd. Min. 5-31-02; Amended Bd. Min. 11/21/02, Amended Bd. Min. 4/8/05, Amended Bd. Min. 7/21/06, Amended Bd. Min. 10/6/06, Amended Bd. Min. 4/6/07, Amended Bd. Min. 11-29-07, Amended Bd. Min. 6-11-10, Amended Bd. Min. 12-10-10, Amended Bd. Min. 2-1-13; Amended Bd. Min. 12-7-17; Amended Bd. Min. 5-17-22.

A. Article I Definitions

For purposes of these bylaws the following definitions shall apply:

0. **University** -- The term "University" or "University of Missouri" shall refer to the institution, in all of its parts, persons, property and relationships wherever situated, owned, operated, controlled, managed or otherwise regulated under the supervision or direction of The Curators of the University of Missouri or the Board of Curators of the University of Missouri.
1. **The Curators of the University of Missouri** -- The term "The Curators of the University of Missouri" shall refer to the corporate entity, of which the Board of Curators is the governing body.
2. **The Board of Curators of the University of Missouri** -- The term "Board of Curators of the University of Missouri," "Board of Curators," or "Board" shall refer to the governing board of The Curators of the University of Missouri, and shall be composed of the Curators duly appointed and qualified as provided by law.
3. **The Executive Committee of the Board of Curators of the University of Missouri** -- The term "Executive Committee of the Board of Curators of the University of Missouri" or "Executive Committee" shall refer to that committee of the Board of Curators appointed to act for and on behalf of the Board of Curators when such Board of Curators is not in session. Such Executive Committee shall be deemed to be the Executive Board and Executive Committee as heretofore known.
4. **The Site of the University of Missouri** -- The term "site" of the University of Missouri shall be deemed to include each and every campus of the University; any real estate owned by the University, and wherever located and any other land or building in the possession or under the control of the University, whether owned, leased, rented, held under purchase contract, or owned by others for the use and benefit of the University, during any and all times that such land or buildings, or parts thereof may be under the actual control and in the actual possession of the University.
5. **Chair of the Board** -- The term "Chair of the Board," "Chair," "Chairman," "Chairwoman," or "Board Chair" shall refer to the Curator who is the duly elected or

acting Chair of the Board of Curators. The individual so elected shall also be deemed to be serving as President of the Board of Curators within the meaning of statutory section 172.090 and all other sections of Chapter 172 of the Revised Statutes of Missouri, and shall be authorized to execute on behalf of the Board of Curators of the University of Missouri and The Curators of the University of Missouri, a public entity, all documents as President of the Board or Chair of the Board as deemed appropriate, and hereinafter as may be referred to as "Chair," "Chairman," "Chairwoman," or "Board Chair."

6. **President of the University** -- The term "President of the University" or "President" shall refer to the duly appointed or acting President of the University, and who shall be the chief executive and academic officer of the University.
7. **Campus** -- The term "campus" shall refer to an academic or administrative subdivision of the University as established by the Board of Curators.
8. **Appointments** -- The appointments of all officers and employees of the University, although made for administrative or fiscal purposes for a specific term, may be terminated by the Board of Curators at any time at the pleasure of the Board of Curators. Notwithstanding any rule, regulation or policy of the University to the contrary, all such appointments are subject to the right of the Board of Curators to adjust salaries and benefits, on a prospective basis only, at any time during the indefinite term or continuous appointment of all officers and employees of the University provided that: (a) such adjustments shall be for the shortest period of time and in the smallest increments consistent with those that the Board deems necessary; (b) adjustments shall be across the board on an equitable basis to all similarly situated University officers and employees and shall not be used to single out any given faculty, staff or administrator to be the subject of such adjustments; and (c) the foregoing shall not be deemed to abolish or abridge any right of academic personnel to academic freedom or any right under the tenure regulations of the University except as to any perceived right, express or implied, to salary level and/or benefits under said regulations or appointment papers.

B. Article II The Board Authority and Responsibilities

1. **Board Duties and Responsibilities** -- Pursuant to the Constitution and the Revised Statutes of the State of Missouri, the governance of The Curators of the University of Missouri, a body politic, the corporate entity sometimes referred to as the University of Missouri, is ultimately vested in the Board of Curators. As such, the Board may do the following:

- a. Determine and periodically review the University's mission and purposes, not inconsistent with state constitutional and/or statutory provisions.
- b. Appoint the President, who shall be the University's chief executive officer, and set appropriate terms of employment, including compensation.
- c. Support the President and annually assess his or her performance based on mutually agreed-upon goals and other criteria.
- d. Determine broad policy guiding the appointment of all faculty members and employees, on the recommendation of the President, and consistent with its other policies and regulations adopted by the Board.

- e. Review and approve proposed changes in the University’s academic programs and other major enterprises consistent with the University’s mission, plans, and financial resources.
 - f. Approve the annual budget and tuition and fees, regularly monitor the University’s financial condition, and establish policy guidelines affecting all institutional assets, including investments and the physical plant.
 - g. Contribute financially to the University’s fund-raising goals, participate actively in strategies to secure sources of support, and authorize University officers to accept gifts or bequests subject to Board policy guidelines.
 - h. Adopt bylaws, rules, and regulations for the government of its members, and University officers, agents, and employees, and require adherence to such rules, including, but not limited to, those pertaining to governance and ethics and conflict of interest.
 - i. Determine the University’s structure and major academic programs and services needed for the successful conduct of its mission and purposes.
 - j. Grant diplomas and confer degrees based upon the recommendation of the President and faculty.
 - k. Serve actively as advocates for the University in appropriate matters of public policy in consultation with the President and other responsible parties, as the Board shall determine.
 - l. Periodically assess its own performance, in order to set an example for the University community and to seek ways to strengthen its effectiveness as a governing body.
 - m. Exercise such other authority as from time to time it deems appropriate not inconsistent with the applicable laws and regulations of the United States of America and applicable laws and regulations of the State of Missouri.
2. **Curator Duties and Responsibilities** -- Recognizing the significance of serving on the Board of Curators of the University of Missouri, each Board member shall adhere to the following principles:
- a. To remember that no individual Board member has legal standing or authority to act on behalf of the Board or the University. Only the full Board as a governing body is vested with such authority, though the Board Chair ordinarily is entitled to “speak for” the Board, and the President is entitled to “speak for” the University consistent with Board policies and actions.
 - b. To devote time to learn how the University’s mission and multiple purposes are met – its uniqueness, strengths, and needs.
 - c. To become familiar with, committed to, and abide by the Board’s responsibilities and policies, as set forth in the bylaws and rules and regulations adopted by the Board and the applicable laws of the State of Missouri.
 - d. To accept and defend academic freedom and the practice of collaboration governance as fundamental characteristics of good University governance.

- e. To assist the Board in its efforts to balance its responsibilities in serving its broad public trust with advocacy for the University's needs to fulfill its mission and purposes.
- f. To adhere to and comply with policies adopted from time to time pertaining to governance and ethics and conflict of interest, including timely filing of all required public disclosures.

C. Article III The Board of Curators

1. Meetings

- a. **Annual meeting** -- The regular meeting of the Board held during the month of May or June of each year as scheduled by the Board, shall be deemed to be the annual meeting of the Board, and shall be held on such date in May or June as is fixed by the Board.
- b. **Regular meetings** -- The Board may hold regular meetings at a time and place to be fixed by the Board. The time and place of a regular meeting may be changed by order of the Board.
- c. **Special meetings** -- A special meeting of the Board may be called at any time by the Chair of the Board, or in case of his/her absence, disability, or refusal to act, by the joint action of three Curators. At least 24 hours notice of the time and place of each such meeting shall be given by letter, facsimile transmission, email or telegram mailed or sent to each Curator at his/her address on file with the Secretary. Such notice to a particular Curator may be waived by the Curator in writing and shall be deemed waived by the Curator by attendance at the special meeting. Only those subjects specified in the call for a special meeting will be considered at such special meeting except by unanimous consent of all Board members, whether present or not, and consistent with applicable law.
- d. **Adjourned meetings** -- Adjourned meetings may be ordered and held by the Board at such time and place as may be agreed upon.
- e. **Meeting Agenda** -- The agenda and order of items on the agenda for all meetings of the Board, including those identified in subparagraphs a, b, c and d above, shall be established by the President of the University with the concurrence of the Board Chair. The Board Chair, any committee of the Board, with the assistance and advice of the University officer staffing the respective committee, or any three members of the Board acting together, may place items on the agenda. Any Curator or General Officer may recommend items for the agenda. The agenda shall be developed and notice thereof made public in compliance with the applicable laws of the State of Missouri and current and future policy and regulations adopted by the Board.
- f. **Consent Agenda** -- Items shown on the established agenda for a meeting of the Board may be placed upon a consent agenda whereby all items placed thereon are approved by summary action of the

Board. Items may be placed on the consent agenda by the President of the University, the Chair of the Board, or the Chairperson of any committee of the Board electing to place such item on the consent agenda; provided the same is accomplished no less than one hour prior to the convening of the meeting of the Board, and the Secretary to the Board shall present such consent agenda to the members of the Board no later than immediately prior to the convening of the meeting; and further provided that any member of the Board of Curators may remove any item from the consent agenda by notifying the Chair of the Board of the election to remove the item at any time prior to a vote being taken on that item. The consent agenda requires approval by a vote of a majority of the Board for passage and adoption of each item on the consent agenda.

- g. **Conduct of Meeting** – The Board may conduct any meeting by conference telephone call or other communication equipment by means with which all persons participating in the meeting can communicate with each other. Only members of the Board, the President and those individuals recognized by the Chair or President may address the Board at any meeting of the Board.
- h. **Executive Session (Closed Session)** – When the Board or any committee of the Board meets in executive session (sometimes referred to as closed session), all matters discussed in that session are to be considered as confidential, except that such information can be shared with absent Board members or University officers, agents or employees who need to know. Actions taken in executive session shall be released to the public if required by the provisions of the Sunshine Law contained in Chapter 610 of the Revised Statutes of Missouri or Board rules contained in Section 10.060 of the Collected Rules and Regulations of the University of Missouri entitled Board and Committee Meetings.

2. **Attendance Policy**

- a. If a member of the Board is found by unanimous vote of the other Curators to have failed to attend without good cause two consecutive regular meetings of the Board in any calendar year, then the office of such Curator shall be vacant.
- b. If a vacancy shall occur by death, resignation, or from any other cause, the Chair of the Board shall notify the Governor within thirty days of such vacancy.

3. **Officers of the Board**

- a. **Chair of the Board** -- The Board shall choose from its own membership at the last regular meeting of the Board in each calendar year to take office on January 1 of the next year, a Chair of the Board who shall hold office for a term of one year or until his/her successor takes office. The Chair shall serve as presiding officer of

the Board and shall carry out such duties as may be delegated to him/her by the Board. The individual elected to serve as Chair of the Board shall be deemed as having been elected to serve as President of the Board within the meaning of the statutory provisions of the State of Missouri, all as referred to in the definitions contained in Article I of these bylaws.

- b. **Vice Chair of the Board** -- The Board shall choose from its own membership at the last regular meeting of the Board in each calendar year to take office on January 1 of the next year, a Vice Chair of the Board who shall hold office for a term of one year or until his/her successor takes office. The Vice Chair shall carry out the duties of the Chair in his/her absence or inability for any reason to serve, and hereinafter may be referred to as "Vice Chair," "Vice Chairman," "Vice Chairwoman" or "Board Vice Chair." The individual elected as Vice Chair shall be deemed as having been elected to serve as Vice-President of the Board of Curators within the meaning of the statutory provisions of the State of Missouri.
- c. **Secretary** -- The Board shall appoint a Secretary of the Board of Curators to serve at the pleasure of the Board. The Secretary shall keep the minutes of the meetings of the Board and the Executive Committee, shall be the official custodian of the seal and all records of the Board, and shall have such other duties as may be from time to time fixed by the Board. The Board may appoint and define the duties of such assistant secretaries of the Board as it deems desirable.
- d. **General Counsel** -- The General Counsel shall be the chief legal officer of the University, shall be appointed by the Board to serve at the pleasure of the Board, and shall have such duties and responsibilities as may be assigned by the Board. The General Counsel shall serve as parliamentarian for meetings of the Board, unless a different individual is appointed to serve as parliamentarian by the Chair of the Board.
- e. Any vacancy in any office of the Board caused by any reason may be filled by the Board for the unexpired term.

4. **Committees**

- a. **Executive Committee** -- The Chair of the Board, subject to approval of the Board, shall appoint from the Board an Executive Committee of three members, and may fill vacancies at any time. The Chair of the Board shall serve as one of the three Executive Committee members and as the Chair of the Executive Committee. Such Executive Committee members shall hold office until their successors have been duly appointed. The Executive Committee, when the Board is not in session, shall have the powers of the Board to take such action as the Executive Committee may deem to the best interest of the University; provided, however, that such action shall be in accord with the provisions of these bylaws, and not in conflict

with the standing rules and regulations of the Board. A complete record of all actions of the Executive Committee shall be kept by the Secretary of the Board, and a copy of such record shall be submitted to each member of the Board monthly and in advance of the next regular meeting of the Board. Actions of the Executive Committee may be ratified, approved, or modified at the next regular meeting of the Board, but any modification thereof shall be prospective only. If, at its next regular meeting, the Board takes no action on an Executive Committee action, the record of which was submitted to the Board prior to that regular meeting, such action shall be deemed ratified by the Board. The vote of any members on any question coming before the Executive Committee may be taken in person, by telephone, telegraph, facsimile transmission, email or letter. Concurrence of three members shall constitute action of the Executive Committee. The Executive Committee shall be entitled to take such action as deemed necessary under the provisions of Section 172.230 and other provisions of the Revised Statutes of the State of Missouri, as amended.

- b. **Other Committees** -- The Chair of the Board may appoint subject to approval of the Board other standing or special committees of the Board from time to time and delegate to such committees such authority as the Board may deem appropriate to carry out the objects of such committees. Membership on such committees need not be limited to members of the Board.
5. **Quorum** -- Five members of the Board of Curators shall constitute a quorum for the transaction of any and all business of the Board. Except as otherwise provided by these bylaws, a majority of the members of any committee of the Board shall constitute a quorum for the transaction of any and all business of the committee at any committee meeting held in conjunction with a meeting of the Board. All members of any committee of the Board shall constitute a quorum for the transaction of any and all business of any committee at any committee meeting which is not held in conjunction with a meeting of the Board.
6. **Action by Majority** -- Any action by the Board or any committee may be taken by the majority vote of the members present at any meeting of the Board or a committee when a quorum is present, unless otherwise specifically herein provided.
7. **Recording Vote** -- The Secretary of the Board shall keep the minutes of the meetings of the Board of Curators and committees in which shall be recorded the vote on all motions or resolutions coming before said Board or committee. Roll call votes shall be taken when required by law and voice votes shall be taken on all other matters. When taking a voice vote, curators will be requested to cast their vote orally indicating whether they favor, oppose or abstain from the motion or resolution. When the results of a voice vote indicate that the vote is not unanimous of all curators

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voting and abstaining, a roll call vote on the matter shall immediately follow.

8. **Delegation of Authority** -- So much of the authority of the Board as it may deem necessary may be delegated to such officers and employees or to committees appointed by the Board provided such delegation of powers shall be given by recorded Board action.

D. Article IV Organization of the University

1. President of the University

- a. The President of the University shall be the chief executive and academic officer of the University. The President shall have direct charge of, and be directly responsible to the Board for the operation of the University.
- b. The President shall, so far as his/her duties may permit, attend all meetings of the Board and of the Executive Committee, but he/she may be excused at any time.
- c. He/she shall, at each regular meeting of the Board, report upon the progress, condition and needs of the University, and recommend such measures as in his/her judgment will promote the University's interests.
- d. The President of the University, as the chief academic officer of the University, shall be responsible to the Board for the academic programs of the University; procurement of staff; the establishment and maintenance of separate schools, colleges and departments of instruction within the University; the relationships and coordination of educational activities between campuses, special divisions and units; and the planning, development and carrying out of all research projects.
- e. The President, as the chief academic officer of the University, shall have the right to preside and vote at any faculty meeting. He/she shall appoint all non-Board committees of the University, unless otherwise provided by the Board.
- f. Any University Rules and Regulations, Executive Orders and Executive Guidelines of the President or delegations of general authority shall be filed with the Secretary of the Board and unless otherwise specified, shall be effective from the time of such filing until changed, modified or repealed by the President or by the Board.
- g. The President of the University will establish policies for intercollegiate athletics in compliance with the rules and regulations of applicable regional or national athletic conferences or associations, so long as these rules and regulations are not in conflict with policies, rules or regulations of the Board. The President will report periodically to the Board of Curators on the intercollegiate athletic programs.

2. Campuses of the University

- a. **General**
 - (1) Campuses of the University of Missouri shall be established by the Board. Each campus shall be a unit of the University.
 - (2) Campus chancellors, provosts and other officers as may be specifically designated by the Board shall be appointed by the Board upon recommendation of the President.
 - b. **Individual Campuses** -- Until otherwise provided by the Board, there are the following campuses of the University (to include their respective sites, academic programs, and administrative staff as now constituted):
 - (1) University of Missouri-Columbia;
 - (2) Missouri University of Science and Technology;
 - (3) University of Missouri-Kansas City; and
 - (4) University of Missouri-St. Louis.
3. **University System Units** -- University System units may be created to carry out such functions as may be assigned them by the President of the University. These units shall be under the direct supervision of the President, but shall perform their functions in consultation and cooperation with the chief administrative officer of each campus as to their activities and programs on the respective campuses.

E. Article V Academic Staff

1. Until further order of the President or the Board, the colleges, schools and other departments with offices of deans or department directors as presently established and degrees as presently offered shall be continued.
2. Faculties may organize to carry out the responsibilities and functions which may be delegated to them. The form of any such organization and any amendments or modifications thereto shall be presented through the President to the Board for its approval before becoming effective. Notwithstanding any language to the contrary set forth anywhere else in the Collected Rules and Regulations, any and all changes to undergraduate admissions standards shall be subject to formal review and approval by the Board of Curators before becoming effective.

F. Article VI Students

1. A **student** at the University shall be any person who is registered in or pursuing any educational program of the University.
 - a. Temporary interruptions of registration between academic periods of the University shall not necessarily terminate student status.
 - b. Such students are subject to classifications, as may be established from time to time by the Board or the President, and shall be subject to such rules, regulations and restrictions as may now be established or hereafter from time to time established by the Board or the President.
2. **Delegation of Administration**

- a. The Board of Curators hereby delegates to the President of the University the responsibility for administering policies pertaining to the conduct of students and student organizations at the University as such conduct relates to the lawful mission, process or function of the University.
 - (1) The President may issue University Rules and Regulations and may authorize campus rules and regulations to be adopted, issued and published implementing Board Rules and Regulations establishing standards of conduct and to provide for administration of University and campus regulations.
 - (2) Failure to adopt such rules and regulations, however, shall not relieve any student or student organizations of the obligation to adhere to Board Rules and Regulations establishing general standards of student conduct.
- b. University or campus rules, regulations and procedures as herein authorized shall be in accordance with the Board Rules and Regulations and shall provide for prompt consideration and disposition of alleged violation of such University or campus rules and regulations; provided, however, that such procedures shall be in accordance with basic standards of fairness and shall be simple and appropriate to the nature of the case, and shall provide for notice and a hearing.
- 3. Until changed, modified or repealed, the provisions of the present Board Rules and Regulations relating to students which are not inconsistent with the provisions of these bylaws shall be considered to be in force.

G. Article VII Board Rules and Regulations

- 1. Any action by the Board establishing policy or methods of procedure, administrative, business, academic, or otherwise, shall be known as "Board Rules and Regulations."
- 2. Board Rules and Regulations may be adopted by the Board, or may be amended or repealed, in whole or in part, at any meeting of the Board.
- 3. All policies and procedures falling within the definition of Board Rules and Regulations as herein defined, and in existence upon the date of the adoption of these bylaws, shall be a part of the Board Rules and Regulations.
- 4. Board Rules and Regulations shall be effective upon adoption by the Board unless a different effective date be fixed by the Board.
- 5. The Secretary of the Board shall keep all Board Rules and Regulations on file in his or her office, and may publish Board Rules and Regulations from time to time.
- 6. In the absence of an applicable bylaw, the Board shall be guided by Roberts Rules of Order, particularly those rules relating to Boards.

H. Article VIII Amendment of Bylaws

1. New bylaws may be adopted, and bylaws may be amended or repealed, at any meeting of the Board, but no such action shall be taken unless notice of such proposed adoption, amendment, or repeal shall have been given at a previous meeting or notice in writing of the proposed change shall have been served upon each member of the Board at least thirty days in advance of the final vote upon such change; provided, however, that by consent of each member, regardless of whether present at the meeting of the Board, the requirements for such notice may be waived at any time. Any provisions of these bylaws, with the exclusion of this Section 10.030H.1 pertaining to the amendment of bylaws, may be suspended in connection with the consideration of a matter before the Board by an affirmative vote of not less than 2/3 of the members of the Board in attendance at the meeting where such suspension is being considered.

I. Article IX Adoption of Bylaws

1. These bylaws shall be and become effective on the 1st day of July, 2010. All former bylaws of the Board are hereby repealed.
2. These bylaws, as adopted and from time to time amended, shall be known and cited as Board Bylaws of 2010.

No. 1

Recommended Action – Resolution for Executive Session of the Board of Curators Governance, Compensation and Human Resources Committee Meeting, May 17, 2022

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 Governance, Compensation and Human Resources Committee meeting May 17, 2022 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 Committee: YES NO

Curator Brncic
Curator Holloway
Curator Wenneker
Curator Williams

The motion _____.

May 17, 2022

No. 1

Recommended Action – Resolution for Executive Session of the Board of Curators
Special Meeting May 17, 2022

It was moved by Curator _____ and seconded by Curator _____, that there shall be an executive session with a closed record and closed vote of the Board of Curators meeting May 17, 2022 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 Brncic		
Curator Chatman		
Curator Graves		
Curator Hoberock		
Curator Holloway		
Curator Layman		
Curator Wenneker		
Curator Williams		

The motion _____.