

Board of Curators Meeting - Public Session

University of Missouri System

Millennium Student Center, Century Rooms A&B, University of Missouri - St. Louis

Nov 17, 2022 8:00 AM - 3:00 PM CST

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XIX. RECONVENE BOARD OF CURATORS MEETING - EXECUTIVE SESSION (4:00 PM, time is approximate)



Vision

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

Mission

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

Missouri Compacts for Achieving Excellence

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



Excellence in Student Success



Excellence in Research and Creative Works



Excellence in Engagement and Outreach



Inclusive Excellence



Excellence in Planning, Operations and Stewardship

Core Values

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



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

Guiding Principles

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

No. 1

Recommended Action – Resolution for Executive Session of the Board of Curators Meeting November 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 November 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(2), RSMo**, relating to matters identified in that provision, which include leasing, purchase, or sale of real estate; and
- **Section 610.021(3), RSMo**, relating to matters identified in that provision, which include hiring, firing, disciplining, or promoting of particular employees; and
- **Section 610.021(12), RSMo**, relating to matters identified in that provision, which include sealed bids and related documents and sealed proposals and related documents or documents related to a negotiated contract; and
- **Section 610.021 (13), RSMo**, relating to matters identified in that provision, which include individually identifiable personnel records, performance ratings, or records pertaining to employees or applicants for employment; and
- **Section 610.021(14), RSMo**, relating to matters identified in that provision, which include records which are protected from disclosure by law.

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 _____.

November 17, 2022

No. 1

Recommended Action – Resolution for Executive Session of the Board of Curators Academic, Student Affairs, Research and Economic Development Committee Meeting, November 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 Academic, Student Affairs, Research and Economic Development Committee Meeting, November 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 (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; and
- **Section 610.021(14), RSMo**, relating to matters identified in that provision, which include records which are protected from disclosure by law.

Roll call vote of the Committee: YES NO

Curator Graves

Curator Hoberock

Curator Layman

Curator Wenneker

The motion _____.

November 17, 2022

UNIVERSITY OF MISSOURI
BOARD CHAIR REPORT

There are no materials for this information item.

PRESIDENT'S REPORT

Mun Y. Choi

Board of Curators Meeting

November 17, 2022



Fall Campus Events



Student Success



Student Success



Paul Odu
Economics, Senior

Named a Rhodes Scholarship finalist.



Yen Luu
UMKC School of Medicine, M.D.

One of 48 medical students nationwide selected for the Medical Research Scholars Program.



Somaya Faruqi
Mechanical Engineering, Freshman

Spoke at the United Nations General Assembly about education equality.



Monica Phelps-Pineda
Counseling, Ph.D.

Won the National Board of Certified Counselors Minority Fellowship Award.

Freshmen Applicants

10/31/22	2021	2022	2023
MU	9,696	10,643	10,591
UMKC	2,703	2,669	2,781
S&T	2,346	2,636	3,410
UMSL	948	950	1,247

Transfer Applicants

10/31/22	2021	2022	2023
MU	302	344	335
UMKC	343	328	318
S&T	62	69	112
UMSL	182	189	270

Graduate Applicants

10/31/22	2021	2022	2023
MU	257	452	305
UMKC	469	635	465
S&T	71	190	249
UMSL	94	110	129

6-yr First Time College (FTC) Graduation Rates

	2018	2019	2020	2021	2022
MU	69.0%	71.3%	73.0%	72.5%	75.3%
UMKC	49.4%	49.6%	53.8%	56.8%	55.2%
S&T	62.7%	65.9%	66.7%	63.4%	61.5%
UMSL	52.1%	52.2%	56.3%	57.5%	51.1%

6-yr FTC Pell Graduation Rates

	2018	2019	2020	2021	2022
MU	55.1%	59.3%	62.0%	61.4%	63.2%
UMKC	36.2%	38.2%	43.0%	45.7%	45.0%
S&T	53.6%	55.8%	55.2%	49.7%	48.8%
UMSL	45.3%	44.7%	46.4%	52.6%	39.4%

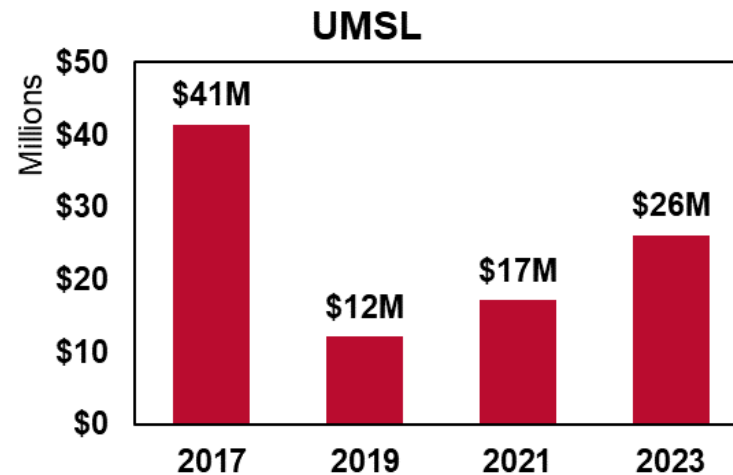
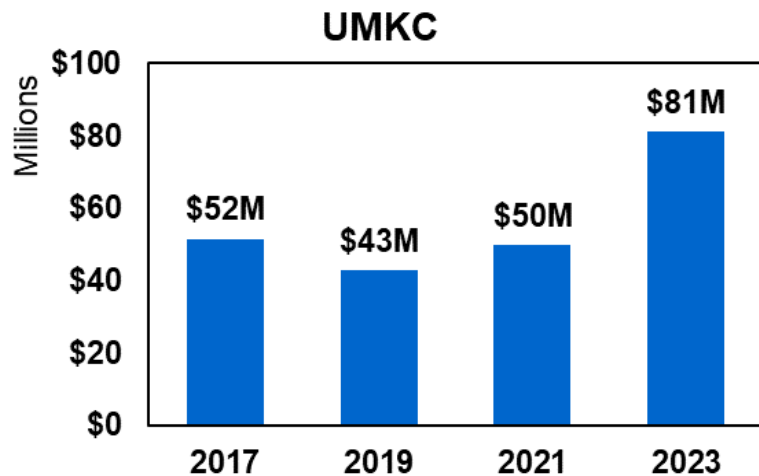
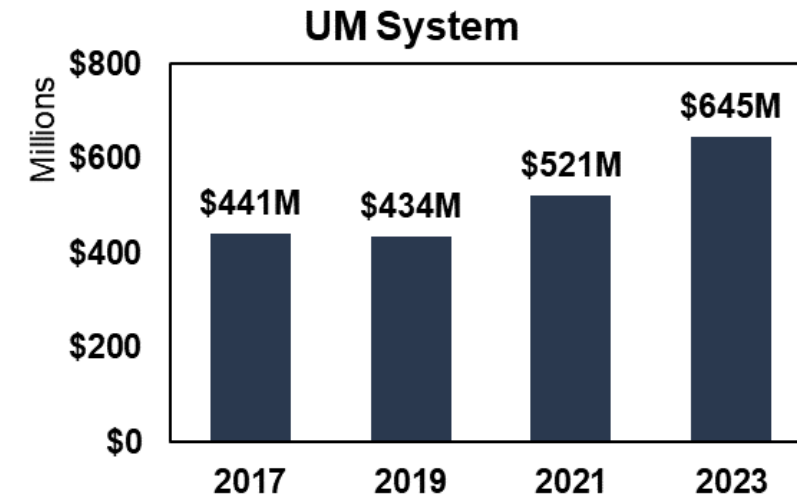
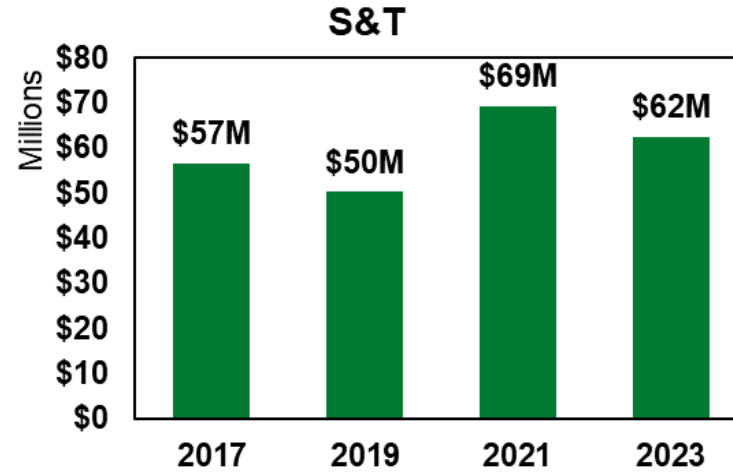
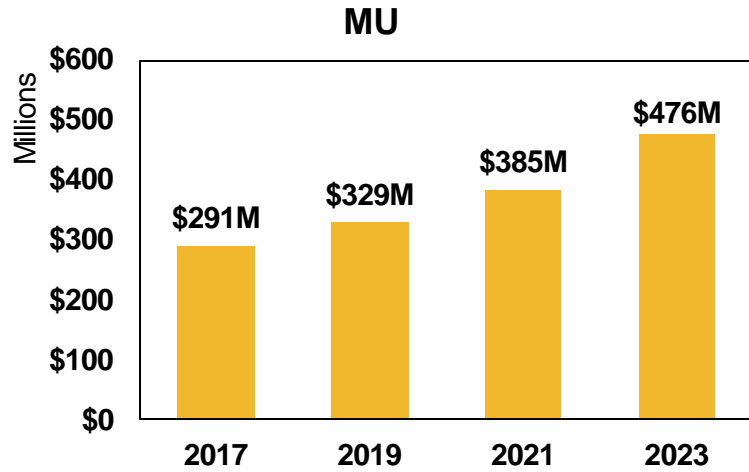
6-yr FTC African-American/Black Graduation Rates

	2018	2019	2020	2021	2022
MU	53.4%	58.3%	62.3%	64.9%	64.8%
UMKC	34.1%	33.3%	37.4%	47.1%	40.0%
S&T	48.6%	35.3%	54.8%	29.5%	50.0%
UMSL	31.9%	30.9%	41.2%	45.1%	33.3%

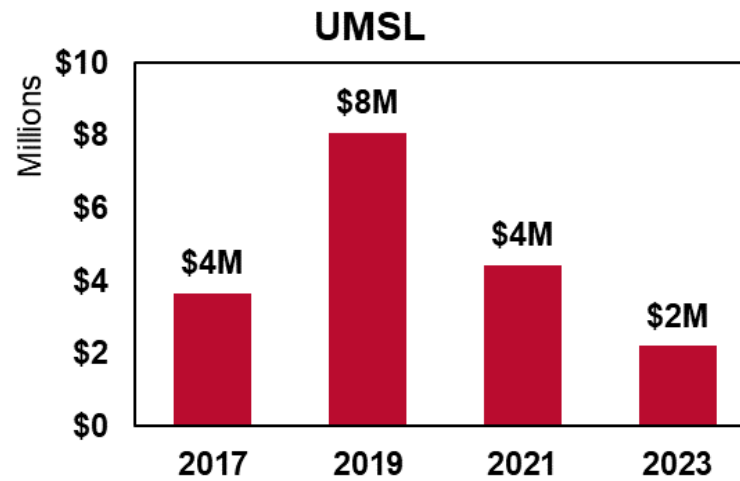
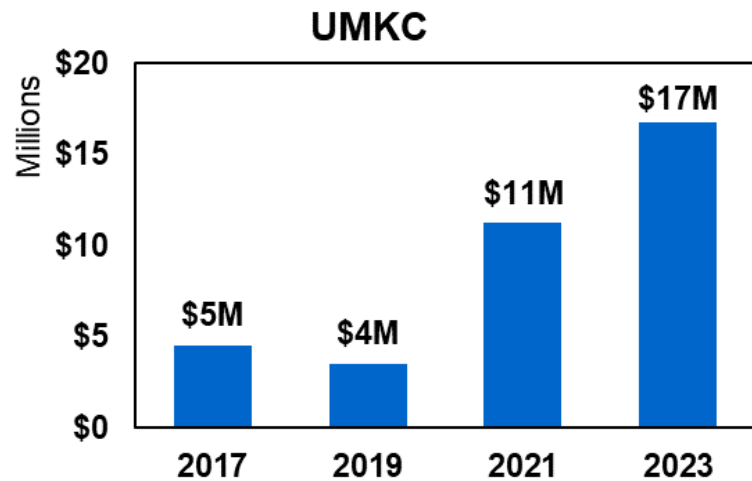
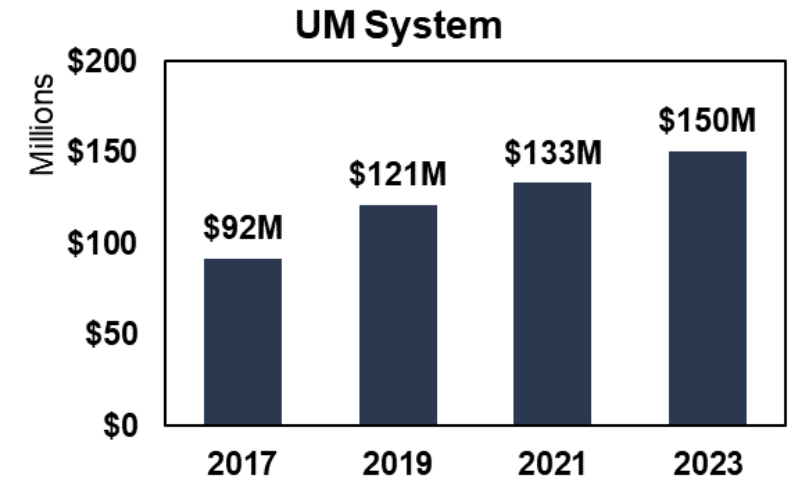
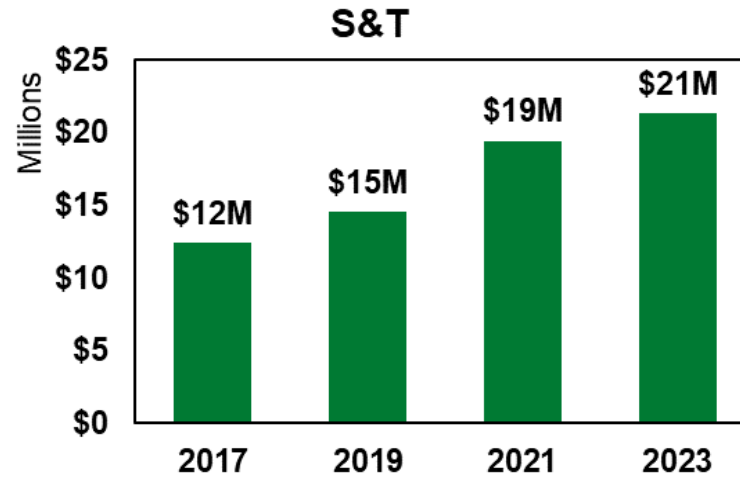
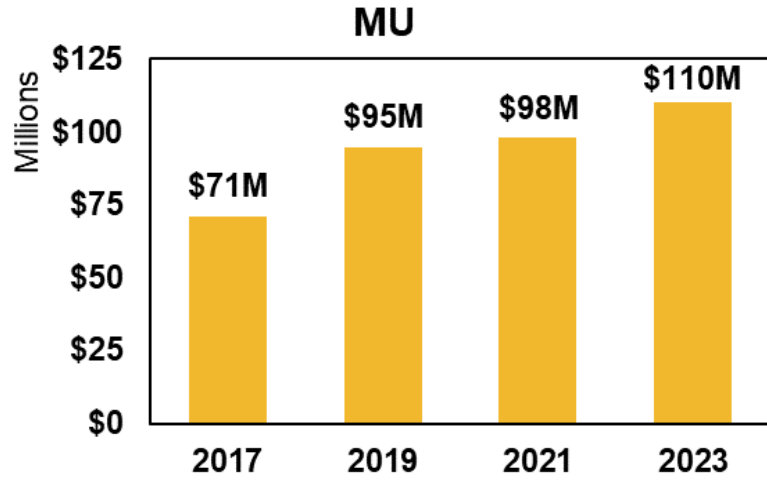
6-yr FTC Hispanic/Latinx Graduation Rates

	2018	2019	2020	2021	2022
MU	65.1%	66.5%	64.3%	66.9%	66.3%
UMKC	46.1%	46.9%	48.8%	53.8%	49.5%
S&T	50.0%	67.9%	60.0%	44.4%	62.3%
UMSL	38.5%	43.8%	26.7%	30.0%	50.0%

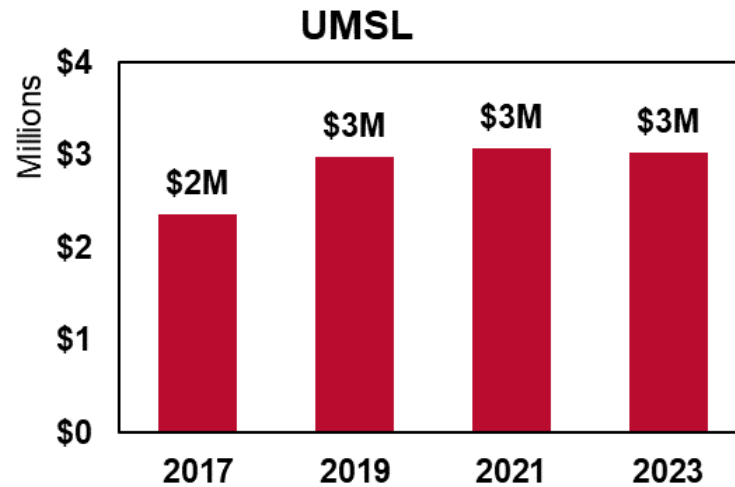
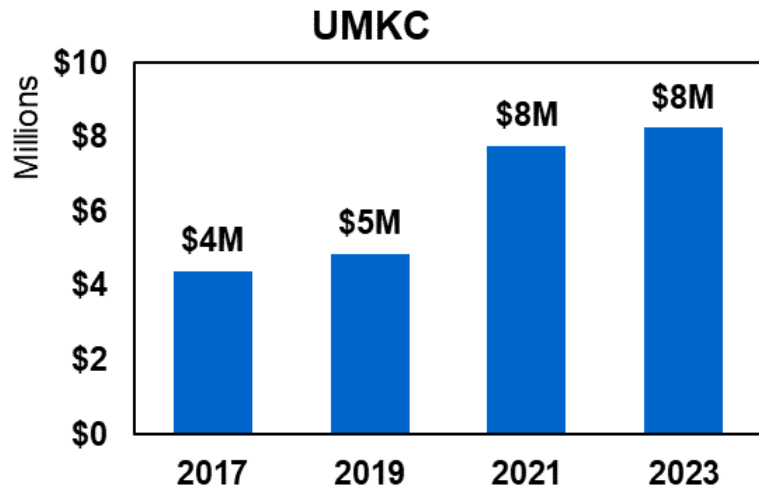
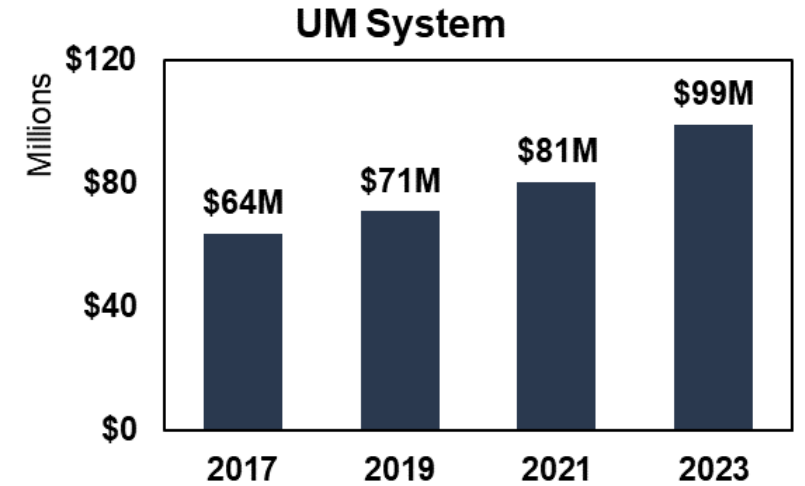
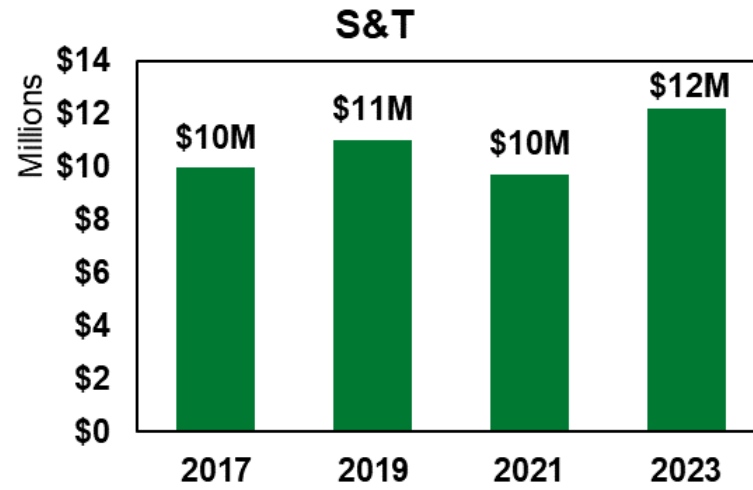
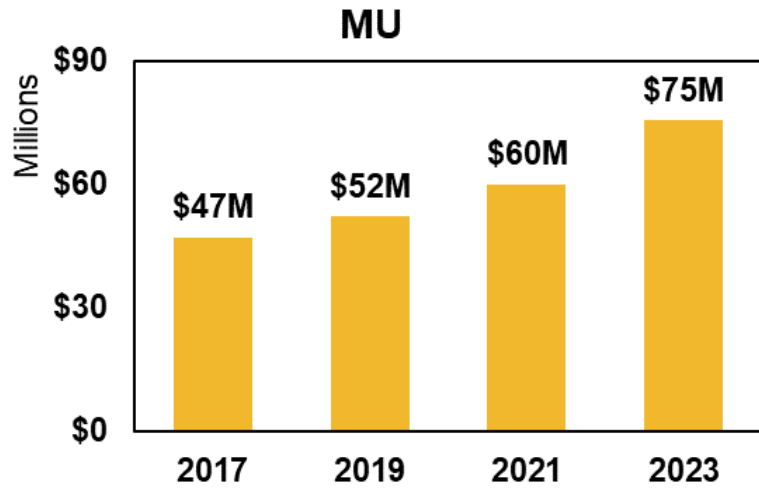
Total R&D Proposals (7/1-10/31)



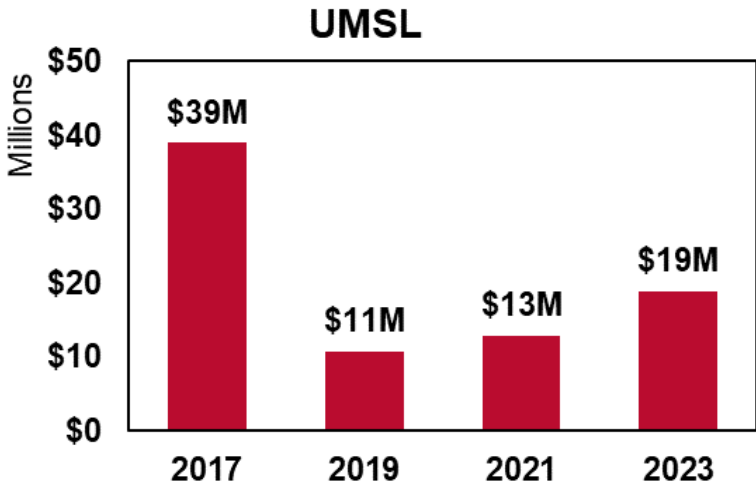
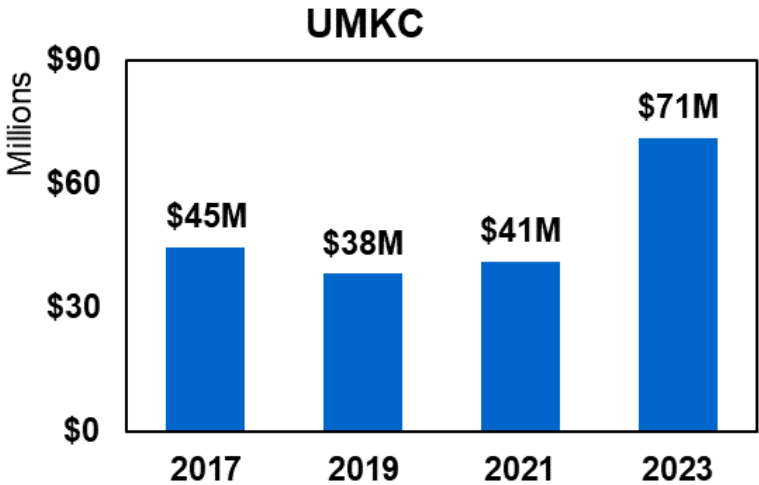
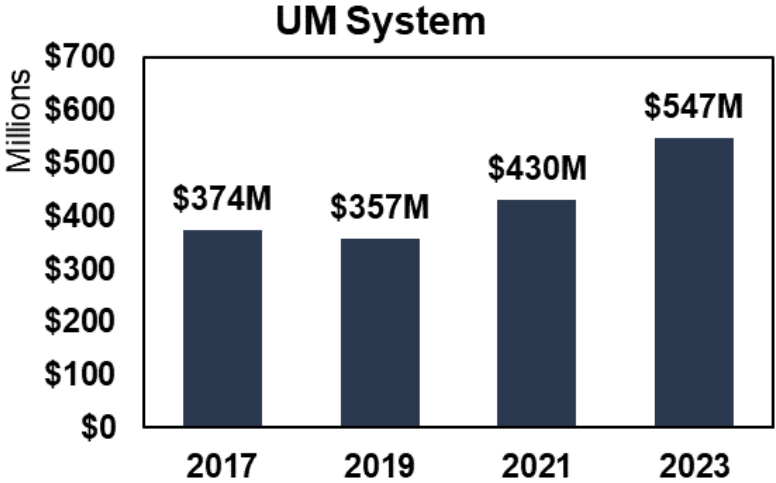
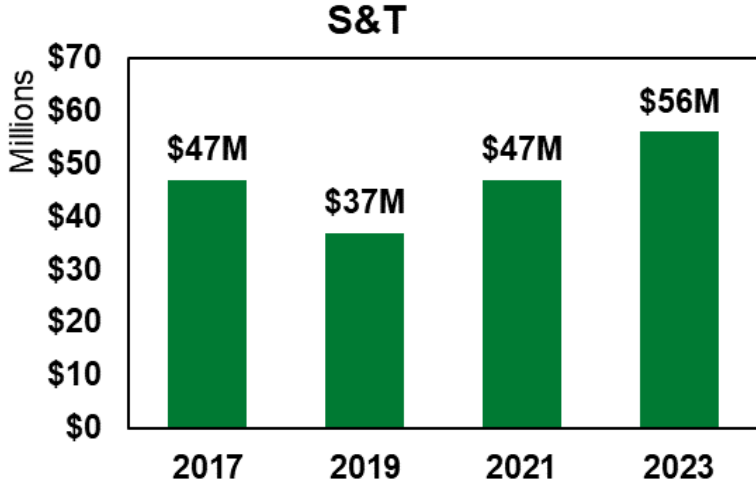
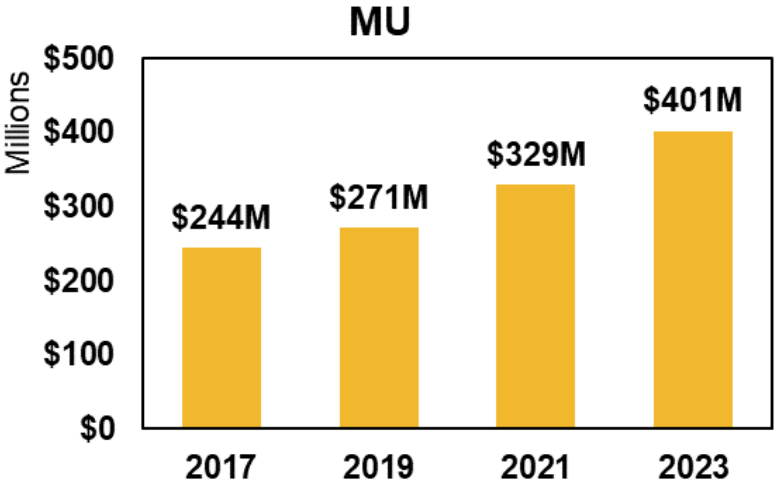
Total R&D Awards (7/1-10/31)



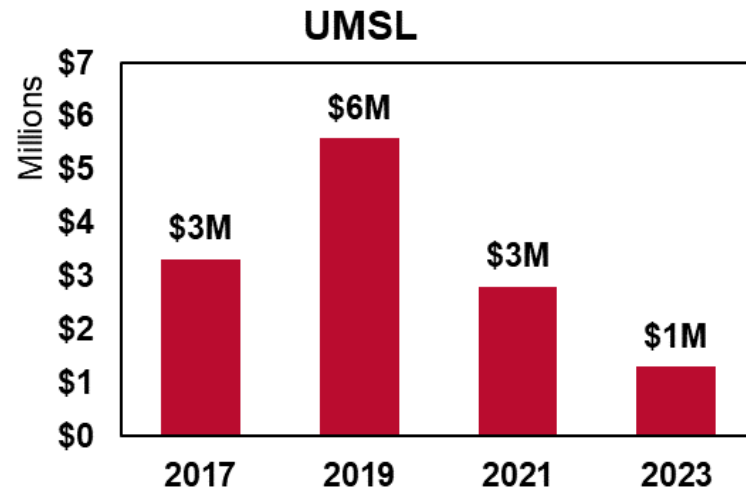
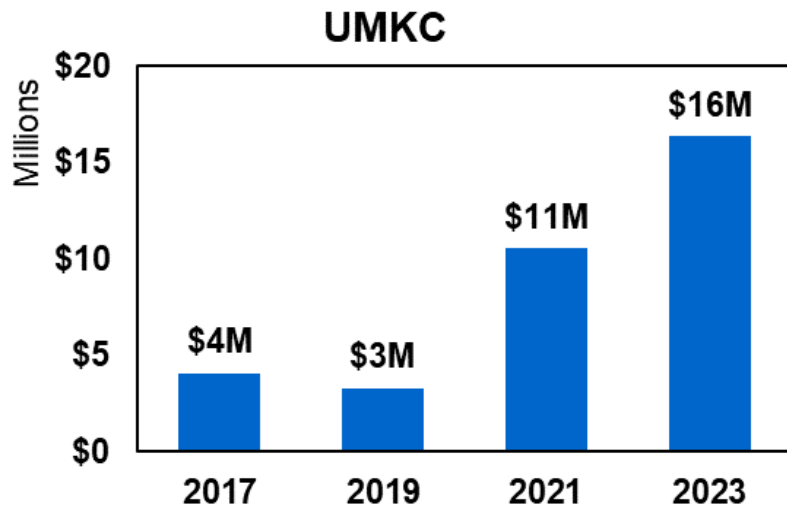
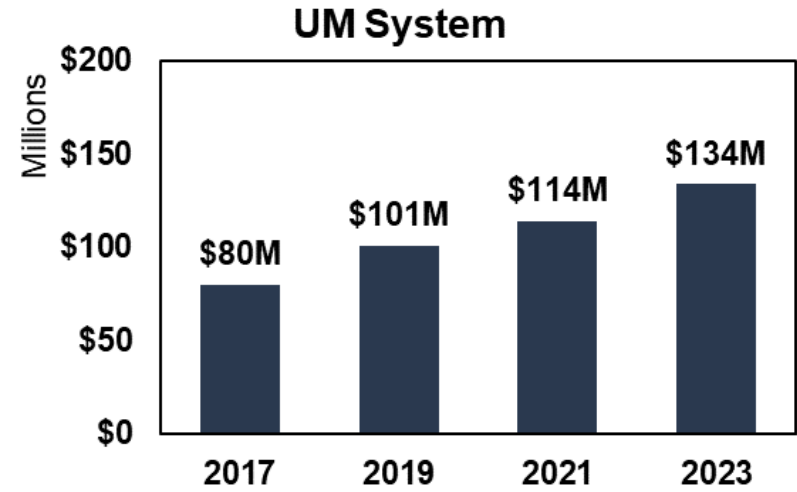
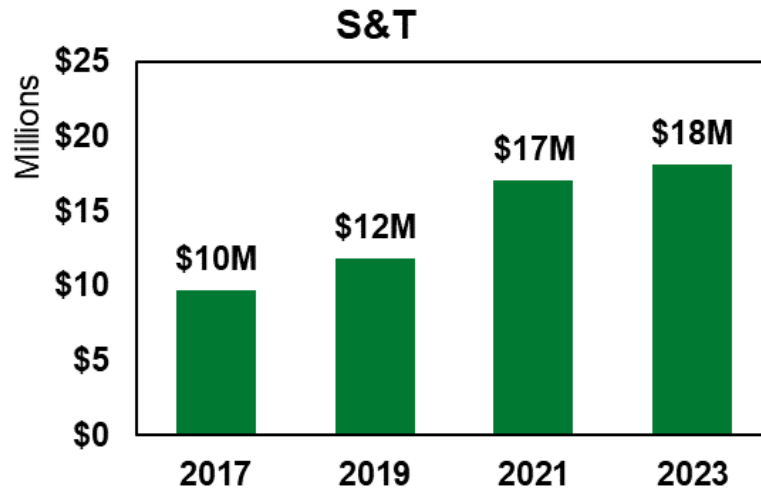
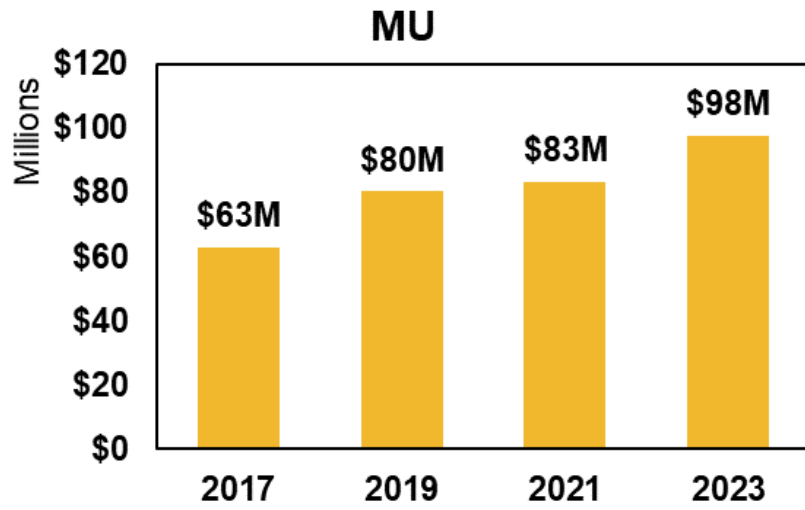
Total R&D Sponsored Expenditures (7/1-10/31)



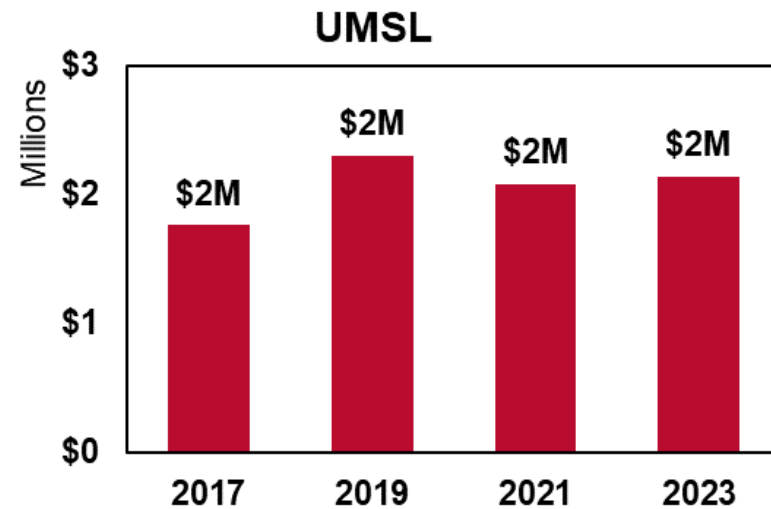
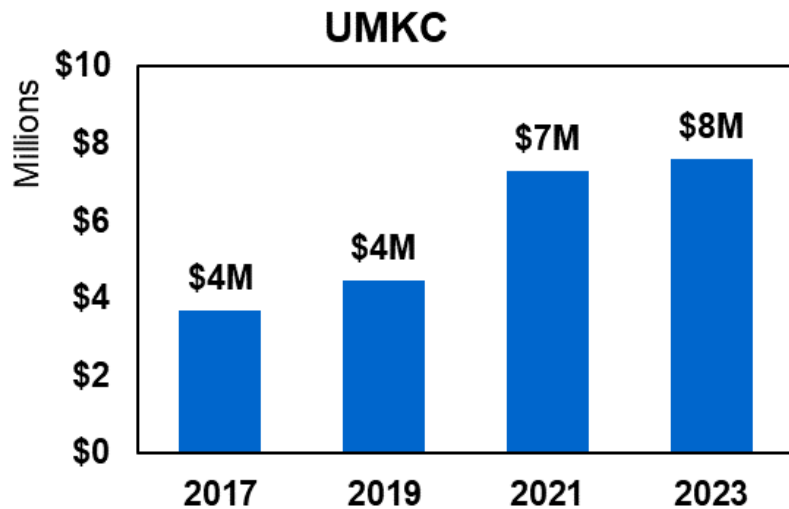
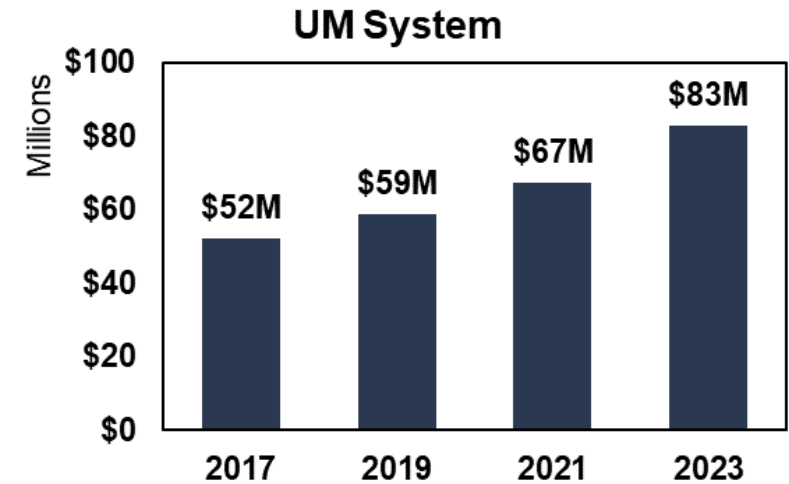
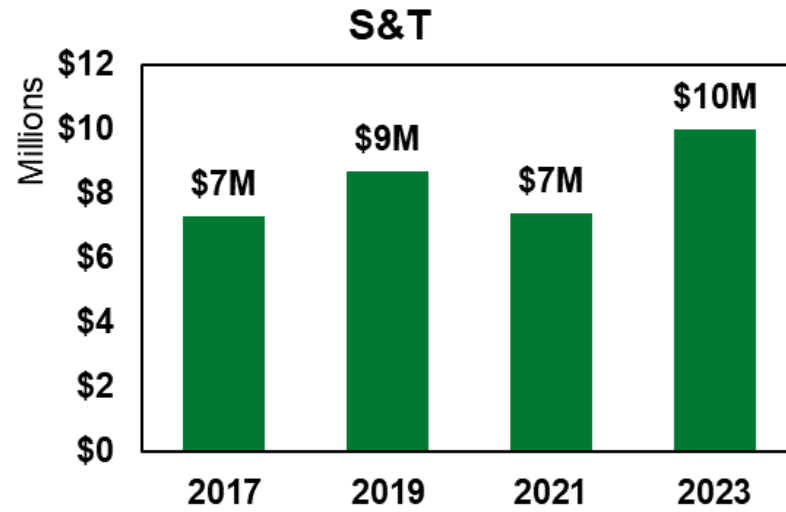
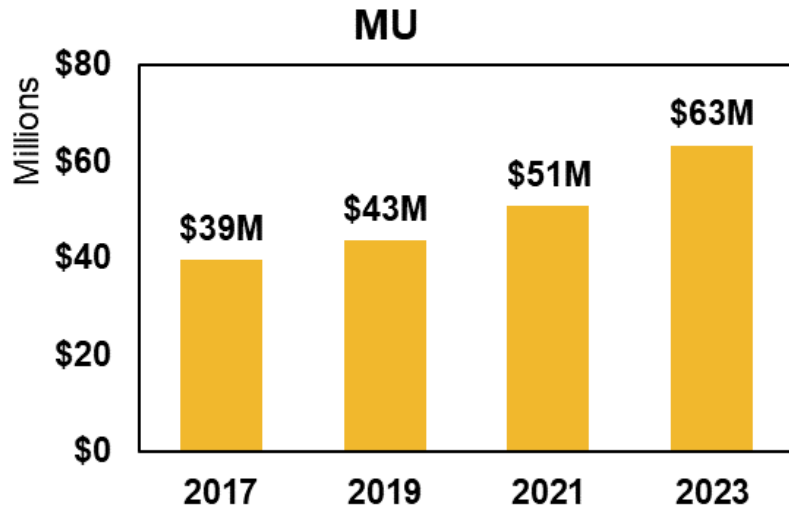
Federal R&D Proposals (7/1-10/31)



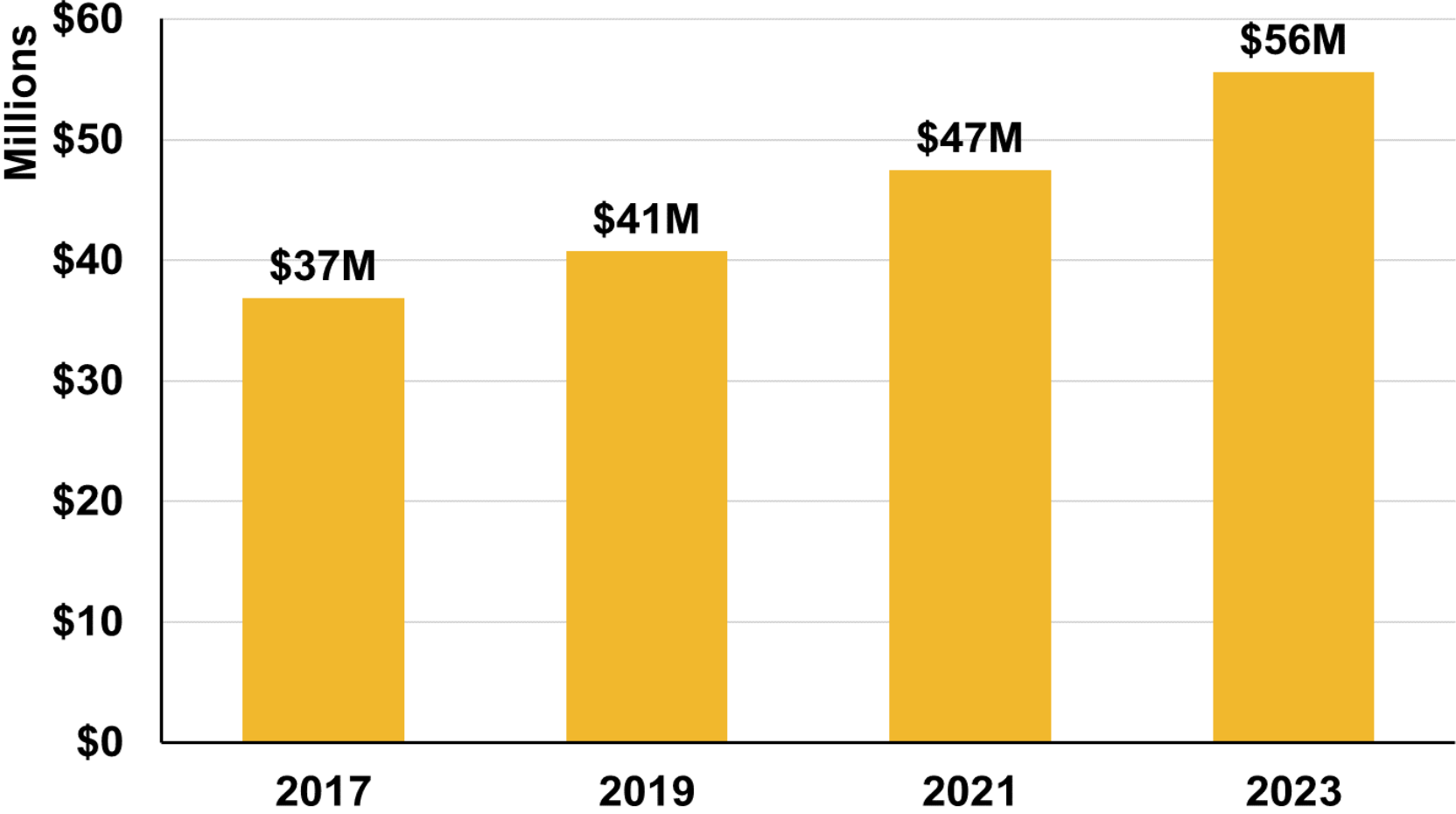
Federal R&D Awards (7/1-10/31)



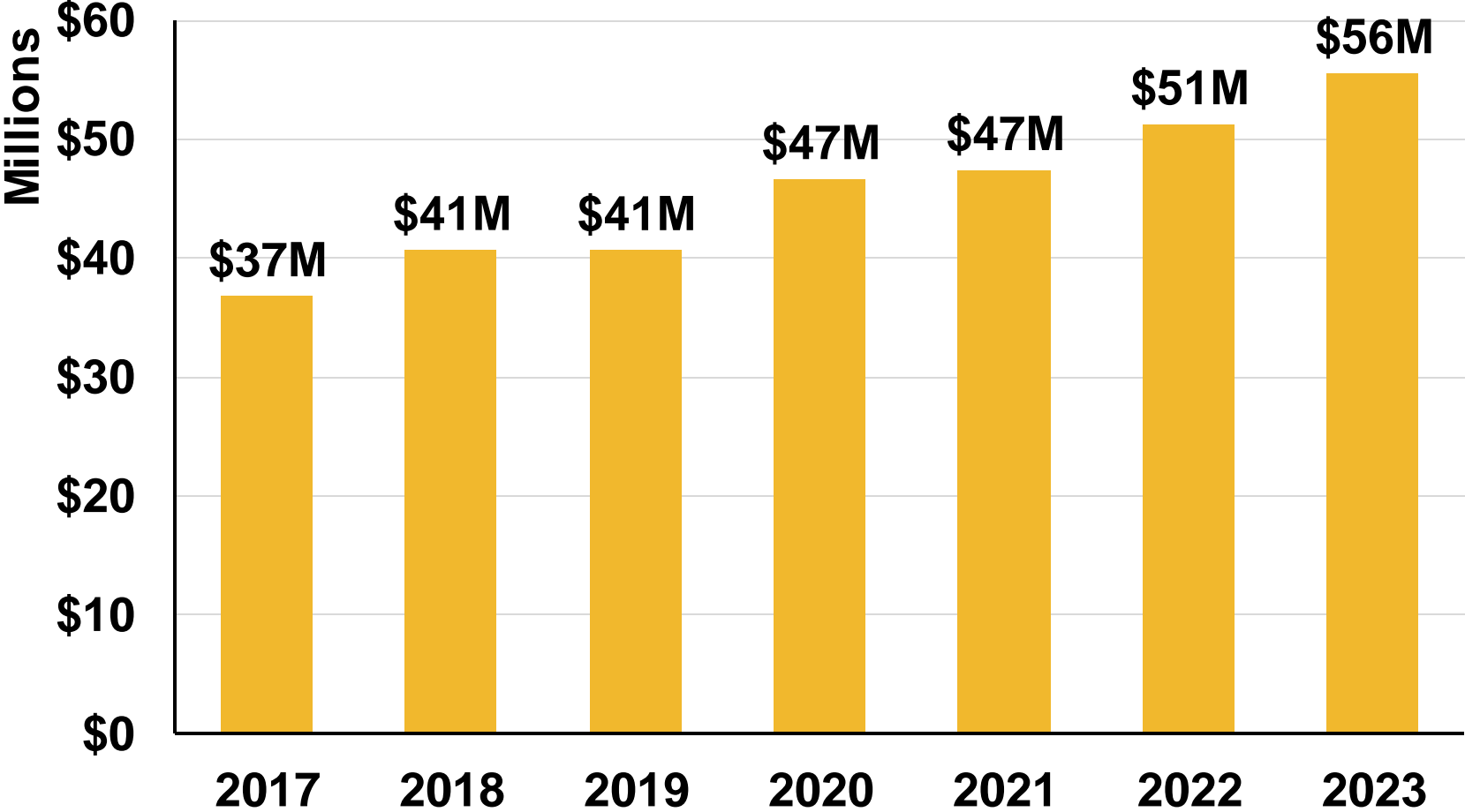
Fed Sponsored R&D Expenditures (7/1-10/31)



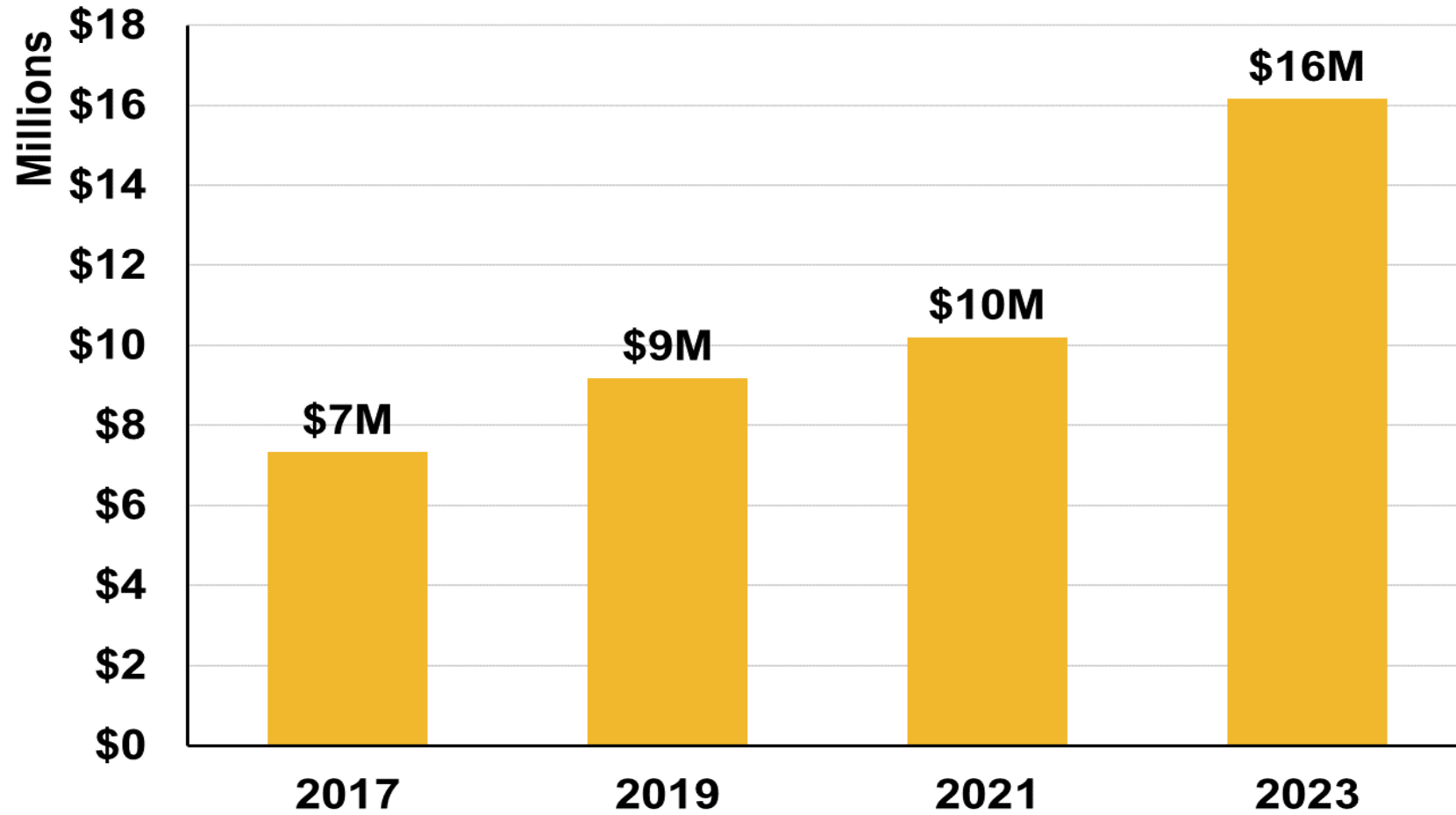
MU AAU Phase I Expenditures (7/1-10/31)



MU AAU Phase I Expenditures (7/1-10/31)



MU AAU Phase II Expenditures (7/1-10/31)



Faculty Success



Greg Bier, Ph.D.
*Executive Director of
Entrepreneurship Programs*

Appointed to National
Advisory Committee on
Veterans Business Affairs



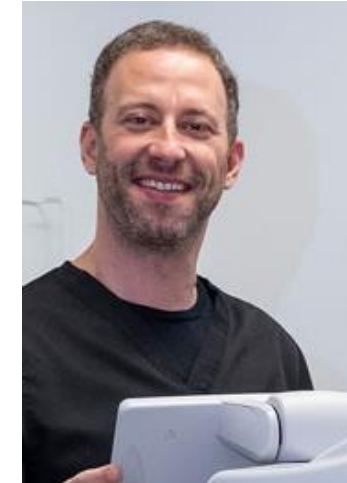
Lauri Krom, MS
Holly Hagle, Ph.D.
*School of Nursing and Health
Studies*

Received National Association of
State Alcohol and Drug Abuse
Directors 2022 Anderson/Harwood
Award



Kyle Wernke, Ph.D.
Orchestra director

Original composition, "BURST,"
won the **2022 American Prize
in Orchestral Composition**



Dr. Tareq Nabhan
Optometry Assistant Clinical Professor

Named to national advisory committee -
Medicare Evidence Development & Coverage
Advisory Committee

UMKC Major Grant



UMKC Rural Behavioral Health Workforce Education, Training and Initiatives

PI: Michael Wacker, *School of Medicine*

\$2.5 million

Sponsor: Health Resources and Services Administration

This proposal fulfills the Congressional approved directive that the funds be used to "develop and expand experiential training opportunities to improve access to high-quality behavioral health services to underserved areas, such as rural and low-income communities in northwest Missouri and northeast Kansas. The program will expand behavioral health medical training opportunities through UMKC's School of Medicine – St. Joseph campus.

UMSL Major Grant

UMSL

Overdose Education and Naloxone/Fentanyl Test Strip Distribution and Training

PI: Rachel Winograd, *MIMH*

\$5.1 Million

Sponsor: Missouri Dept. of Mental Health

First round of funding will be applied to harm reduction supply distribution (naloxone, fentanyl test strips, wound care materials), training, education, and evaluation to reduce fatal overdose events across the state.



MU Major Grant



The role of cholesterol biosynthesis in metastatic and recurrent endometrial cancer

PI: Jae-Wook Jeong, Dr. R. Phillip and Diane Acuff

Endowed Professor, *School of Medicine*

Director, NextGen Precision Health Center for Reproductive Sciences

\$2.5 million

Sponsor: National Institutes of Health National Cancer Institute

Although early-stage and low-grade endometrial cancer generally has a favorable prognosis, metastatic and recurrent endometrial cancer is currently incurable. This research will aim to identify new targets for treatment that could dramatically improve therapeutic options.

S&T Major Grant



Collaborative Research: FW-HTF-R: Embedding Preferences in Adaptable Artificial Intelligence Decision Support for Transplant Healthcare to Reduce Kidney Discard

PI: Dr. Casey Canfield, *Engineering* **Co-PI:** Ciham Dagli, *Engineering*; Venkata Nadendla, *Computer Science*; Daniel Shank, *Psychological Science*

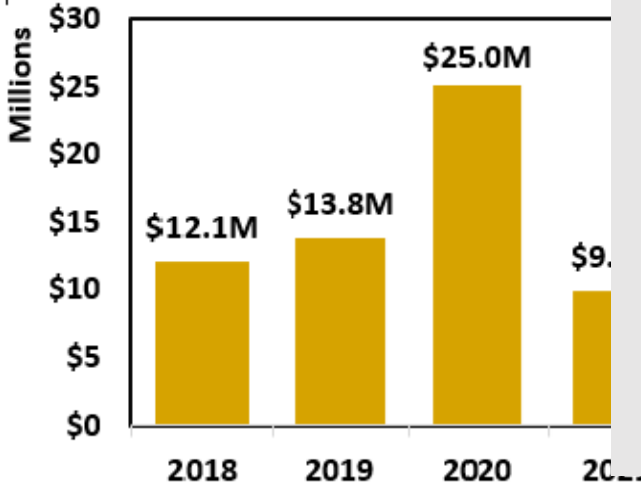
\$1.8 million

Sponsor: NSF Division of Computer & Network Systems

In this research, the team will develop deep learning ensemble models to support transplant center decision-making to accept/deny less desirable kidney offers and OPO efforts to identify hard-to-place kidneys earlier to justify using the accelerated offer process.

Philanthropy, YTD July-October

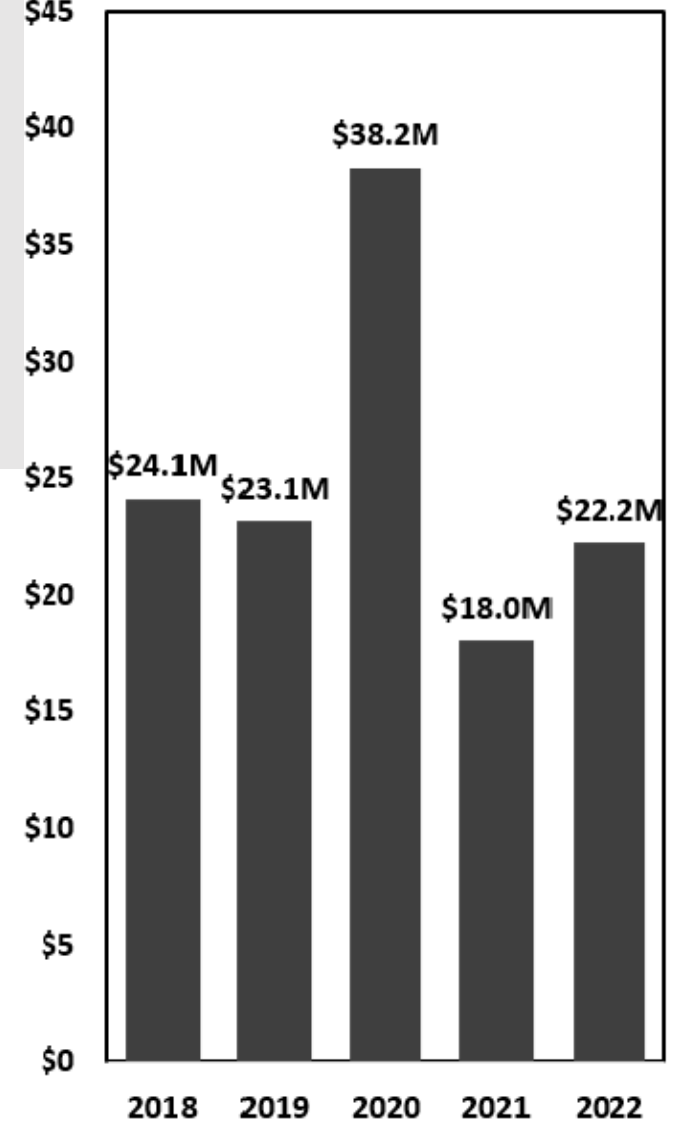
MU



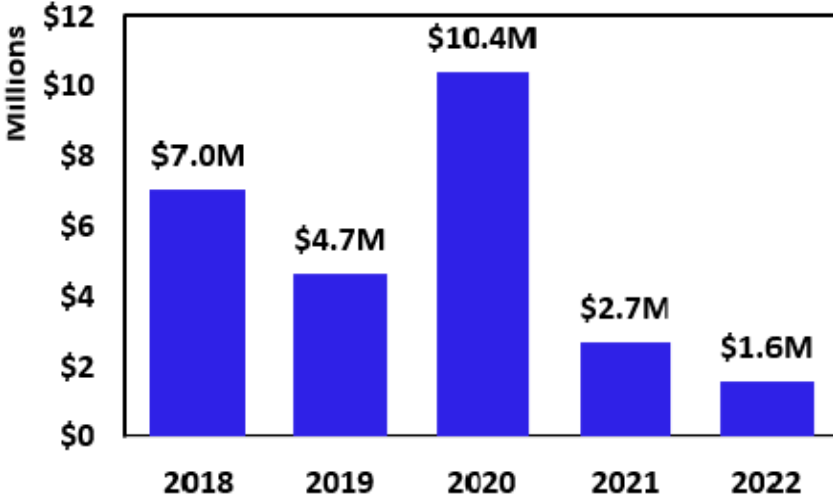
S&T

***Will provide 7/1-10/31 data for 2019, 2020, 2021, 2022 by Friday, Nov. 11**

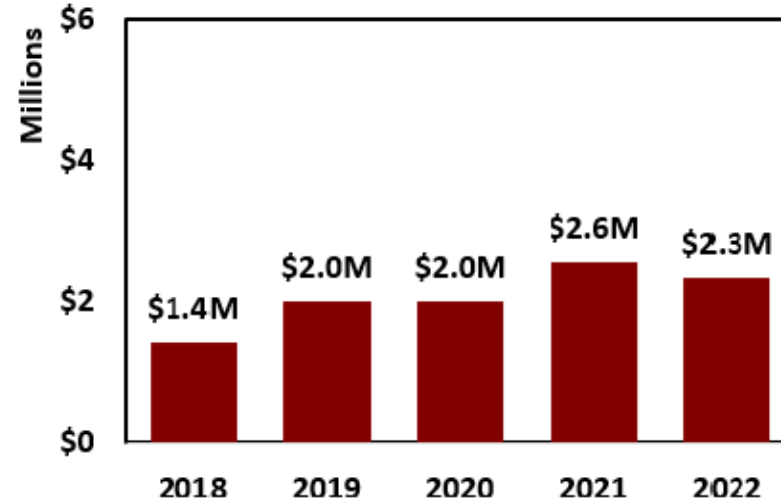
UM System



UMKC



UMSL



UM Leadership Update



Erika Aaron,
*Assistant Vice Chancellor
for Inclusive Engagement
and Constituent Relations*



Erin Allen,
*Associate Vice Chancellor
for Donor Engagement*



Ben Canlas,
*UM System Vice President for
Information Technology and
MU Chief Information Officer*



Matt Frederiksen-England,
*Chief Compliance Officer,
MU Healthcare*



Chris Riley-Tillman,
*Dean, College of Education
and Human Development*



Dustin Thomas,
*Chief Financial Officer,
MU Healthcare*



Timothy Faley,
*Associate Vice Chancellor of
Innovation, Entrepreneurship and
Commercialization*



Nicole Roberson,
*Vice Chancellor and Chief
Diversity Officer*



David Spivey,
*Vice Provost of
Enrollment Management*



Anthony Caruso,
Senior Advisor to the President



Amanda Davis,
*Chief Advancement Officer and
Foundation President*



Michael Elliott,
Dean, College of Business



Nathan Miller,
*Senior Director of Program,
Course Design and Media Services*

Transitions



Beth Chancellor

Vice President for Information Technology, UM System
Chief Information Officer, MU

Thank you for 35 years of service to the University of Missouri.



University of Missouri System

COLUMBIA | KANSAS CITY | ROLLA | ST. LOUIS



Board of Curators Meeting

University of Missouri–St. Louis
Chancellor Kristin Sobolik
November 2022



1839



1933



1870

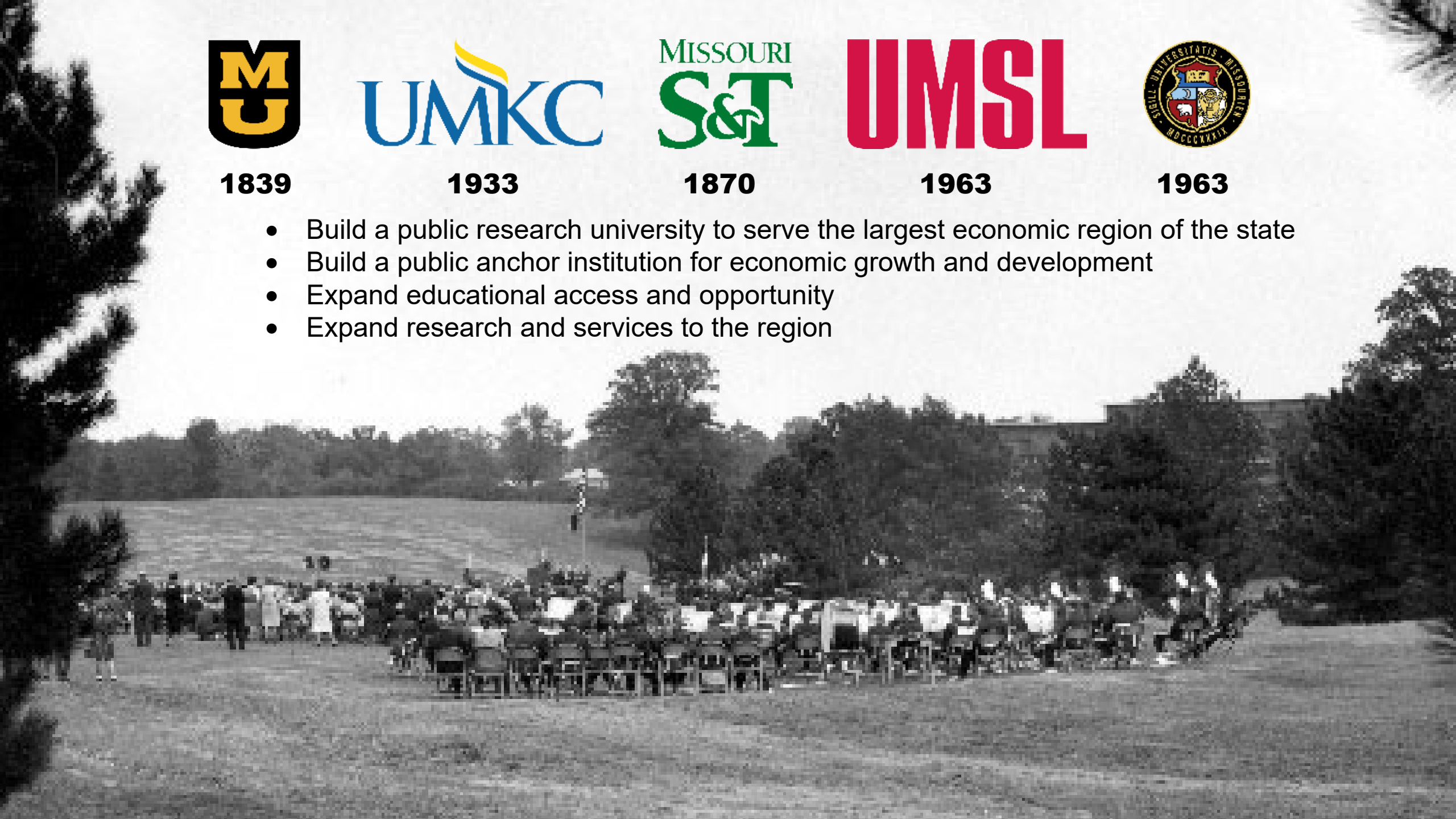


1963



1963

- Build a public research university to serve the largest economic region of the state
- Build a public anchor institution for economic growth and development
- Expand educational access and opportunity
- Expand research and services to the region





Athens State University
Augsburg University
Baylor University
Brown University
Buffalo State College
California State Polytechnic University, Pomona
California State University, Dominguez Hills
California State University, Los Angeles
California State University, Northridge
California State University, Sacramento
California State University, San Bernardino
California State University, San Marcos
Case Western Reserve University
Central Connecticut State University
College of Staten Island, CUNY
Colorado State University Spur
Community College of Philadelphia
Coppin State University
D'Youville College
Dallas College
DePaul University
Drexel University
Duquesne University
Florida Atlantic University
Florida International University
Florida International University
Gannon University
Georgetown University
Indiana University Northwest
Indiana University South Bend
Indiana University-Purdue University Indianapolis
Johns Hopkins University
Leeds Beckett University
Loyola University Chicago
Marquette University
Medical College of Wisconsin
Metropolitan Community College, Nebraska
Metropolitan State University
Metropolitan State University of Denver

Michigan State University
Morgan State University
Mount Saint Mary College
National Louis University
New York University
Northeastern Illinois University
Oakland University
Pace University
Portland State University
Purdue University Fort Wayne
Purdue University Northwest
Rochester Institute of Technology
Rollins College
Rutgers University – Camden
Rutgers University – Newark
Simon Fraser University
Southern Illinois University, Edwardsville
Stockton University
Syracuse University
Temple University
The George Washington University
The Ohio State University
The University of Akron
The University of Memphis
The University of North Carolina at Charlotte
The University of North Carolina at Greensboro
The University of Tennessee at Chattanooga
The University of Texas at El Paso
The University of Texas Rio Grande Valley
The University of Utah
Towson University
Tulane University
University of Arkansas at Little Rock
University of Baltimore
University of Central Florida
University of Central Oklahoma
University of Colorado – Denver
University of Connecticut, Hartford

University of Dayton
University of Denver
University of Houston
University of La Verne
University of Louisville
University of Maryland, Baltimore
University of Massachusetts Boston
University of Massachusetts Lowell
University of Michigan Dearborn
University of Michigan Flint
University of Minnesota
University of Missouri Extension and Engagement
University of Missouri-Kansas City
University of Missouri-St. Louis
University of Nebraska at Omaha
University of Nevada, Las Vegas
University of North Texas at Dallas
University of Pennsylvania
University of Pittsburgh
University of Pretoria
University of San Diego
University of South Carolina Upstate
University of Southern Indiana
University of the District of Columbia
Virginia Commonwealth University
Virginia Wesleyan University
Wagner College
Washington State University Tri-Cities
Weber State University
West Chester University
Worcester State University
York University

100+

INSTITUTIONAL MEMBERS

33%

MINORITY SERVING
INSTITUTIONS

50+

METROPOLITAN AREAS
COVERED

2.2M+

STUDENTS ENROLLED

UNIVERSITY OF
MISSOURI-ST. LOUIS



ON THE **DICE
DICE
RISE**

UMSL RISES TO
NO. 107

among all public universities
in the nation.

*U.S. News & World Report 2023
"Best Colleges" Ranking*

umsl.edu

UMSL We transform
LIVES

UNIVERSITY OF MISSOURI-ST. LOUIS

Advancing Inclusive Prosperity

U.S. News & World Report ranks
UMSL No. 75 in the nation among the
“Top Performers on Social Mobility”

The 2023 ranking highlights how well universities advance social mobility by enrolling and graduating large proportions of students who receive federal Pell Grants.

UNIVERSITY OF
MISSOURI-ST. LOUIS



umsl.edu

INSIGHT
Into Diversity

Higher Education
**Excellence
in Diversity**
Award

2022

Top Colleges for Diversity



umsl.edu

University of Missouri–St. Louis
earns **2022 Higher Education
Excellence Award** from
INSIGHT Into Diversity magazine

The HEED Award is a national honor recognizing universities that demonstrate an outstanding commitment to diversity and inclusion. UMSL is one of 103 universities across the nation – and the only university in Missouri– to be recognized with the distinction this year.

**UNIVERSITY OF
MISSOURI–ST. LOUIS**

UMSL We transform
LIVES

UNIVERSITY OF MISSOURI–ST. LOUIS

MORE
MORE
MORE
MORE
MORE
MORE
MORE
MORE
MORE
**MORE
IMPACT**



UMSL alumni were selected **Missouri Teachers of the Year – three years in a row!**

Congratulations to our graduates making such a positive, noteworthy impact in their communities and profession!

2023 MISSOURI
TEACHER OF THE YEAR

Christina Andrade Melly
MA English 2018

2022 MISSOURI
TEACHER OF THE YEAR

James Young
BMEd 2006

2021 MISSOURI
TEACHER OF THE YEAR

Darrion Cockrell
BSEd 2013, BIS 2013

UNIVERSITY OF
MISSOURI-ST. LOUIS

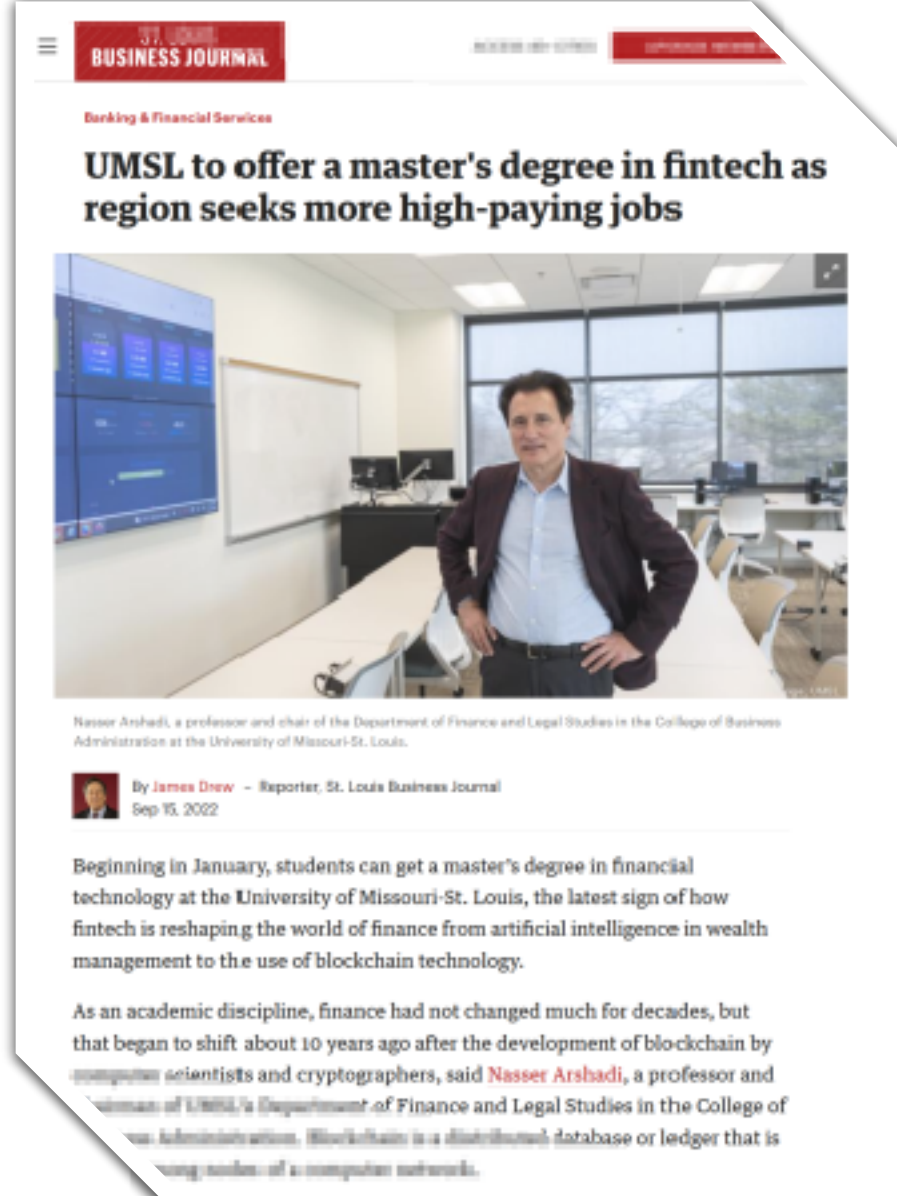
umsl.edu

FALL 2022 ENROLLMENT UPDATE



Launching educationally relevant, in-demand degrees

- MS Financial Technology – 2022
- BA Psychology, Online, Joint with MU – 2022
- BA Applied Psychology of Child Advocacy Studies – 2021
- BS Data Science and Analysis – 2021
- MS Applied Behavior Analysis – 2021
- MS Supply Chain Analytics – 2020
- BS Sport Management – 2020
- BA Organizational Leadership – 2020
- BS Computing Technology – 2019
- BA/BS Entrepreneurship – 2019
- BS/MS Cybersecurity – 2019
- BS Actuarial Science – 2018




The image shows a screenshot of a news article from the St. Louis Business Journal. The article is titled "UMSL to offer a master's degree in fintech as region seeks more high-paying jobs" and is categorized under "Banking & Financial Services". The article features a photograph of Nasser Arshadi, a professor and chair of the Department of Finance and Legal Studies at the University of Missouri-St. Louis, standing in a modern office setting with large windows and a whiteboard. The article text discusses the launch of a master's degree in financial technology at UMSL, highlighting the impact of fintech on the financial industry and the role of blockchain technology.

St. Louis BUSINESS JOURNAL

Banking & Financial Services

UMSL to offer a master's degree in fintech as region seeks more high-paying jobs



Nasser Arshadi, a professor and chair of the Department of Finance and Legal Studies in the College of Business Administration at the University of Missouri-St. Louis.

By James Drew - Reporter, St. Louis Business Journal
Sep 15, 2022

Beginning in January, students can get a master's degree in financial technology at the University of Missouri-St. Louis, the latest sign of how fintech is reshaping the world of finance from artificial intelligence in wealth management to the use of blockchain technology.

As an academic discipline, finance had not changed much for decades, but that began to shift about 10 years ago after the development of blockchain by computer scientists and cryptographers, said Nasser Arshadi, a professor and chairman of UMSL's Department of Finance and Legal Studies in the College of Business Administration. Blockchain is a distributed database or ledger that is shared across a network of computers.

Workforce Integration

- Developing relevant curricular pathways with regional and national corporate partners and expanded connections
- Amazon, Verizon/Generation USA, Edward Jones, Boeing, BJC HealthCare, Compass Health, St. Louis County & City Police, and more to come



MORE
MORE
MORE
MORE
MORE
MORE
MORE
MORE

UNIVERSITY OF
MISSOURI-ST. LOUIS

One of
America's
Best Colleges
Forbes Magazine



UMSL ALUMNI
SUCCESS — AND
ACHIEVE THEIR

At UMSL, your experiences will be
our alumni — 94% of recent UMSL
enrolled in graduate school within

AMAN CHISHI
BSPPA in Public Policy Administration
2022
Transferred to UMSL after starting college
at UMKC, graduated summa cum laude
and has been accepted to the University
of Missouri School of Medicine



KAM MOSS
BA in Psychology, 2022
Chosen to participate in the selective
Japan Exchange and Teaching Program.
During his yearlong assignment,
Moss will assist a Japanese teacher in
foreign-language classes and serve
as cultural ambassador.



PAIGE MDULTRE
BA in English, 2022
Graduated magna cum laude while working
full-time as a stylist. During her time in the
English program, she served as an editor
for *Betterville* and *Umag* and earned three
writing certificates.

MORE
SUCCESS



The
Largest Alumni
Network
in St. Louis



#1
in Missouri
for Affordability
Business Insider



19:1
Student-to-Faculty
Ratio



One of the
Most Culturally &
Ethnically Diverse
campuses in Missouri



CHOOSE FROM
NINE SCHOOLS
AND COLLEGES

- Arts and Sciences
- Business Administration
- Education
- Engineering
- Graduate
- Honors
- Nursing
- Optometry
- Social Work

Top 2%
of Business Schools
Internationally

thanks to a prestigious dual AACSB
accreditation in business and accounting

Top 25
International
Business Programs

national ranking for 18 consecutive years
US News & World Report

MORE
IS WHAT MOVES US

UNIVERSITY OF
MISSOURI-ST. LOUIS



MORE
COMMUNITY

100+ Student Organizations
Counseling, Career, Disability, Financial, Health, Leadership, Learning, LGBTQ+, Peer Support, Wellness, and more

1,300+ annual campus events
From concerts to sporting events, we have something for everyone.

UMSL Accelerate
We're here to help you reach your goals. From internships to study abroad, we'll help you get there.

ENJOY A CLOSE-KNIT
CAMPUS COMMUNITY THAT
WELCOMES ALL STUDENTS.

At UMSL, we're not just a school of students, we're a community. Our students are here to learn, to grow, to explore, and to discover. We're here to support you every step of the way. From internships to study abroad, we'll help you get there.



DISCOVER A PLACE WHERE
LEARNING HAS NO BOUNDARIES

As a student at UMSL, you'll experience hands-on learning in our surrounding community, and anywhere else you want. You'll be immersed in learning and training environments, able to unlock research opportunities led by world-class professors. Connect with real-world internships at the region's top business, non-profits and governmental organizations, earn for-credit projects, or engage in study abroad experiences around the world.

- Play Anthem Video:
<https://www.youtube.com/watch?v=FSTwAVVukq0>

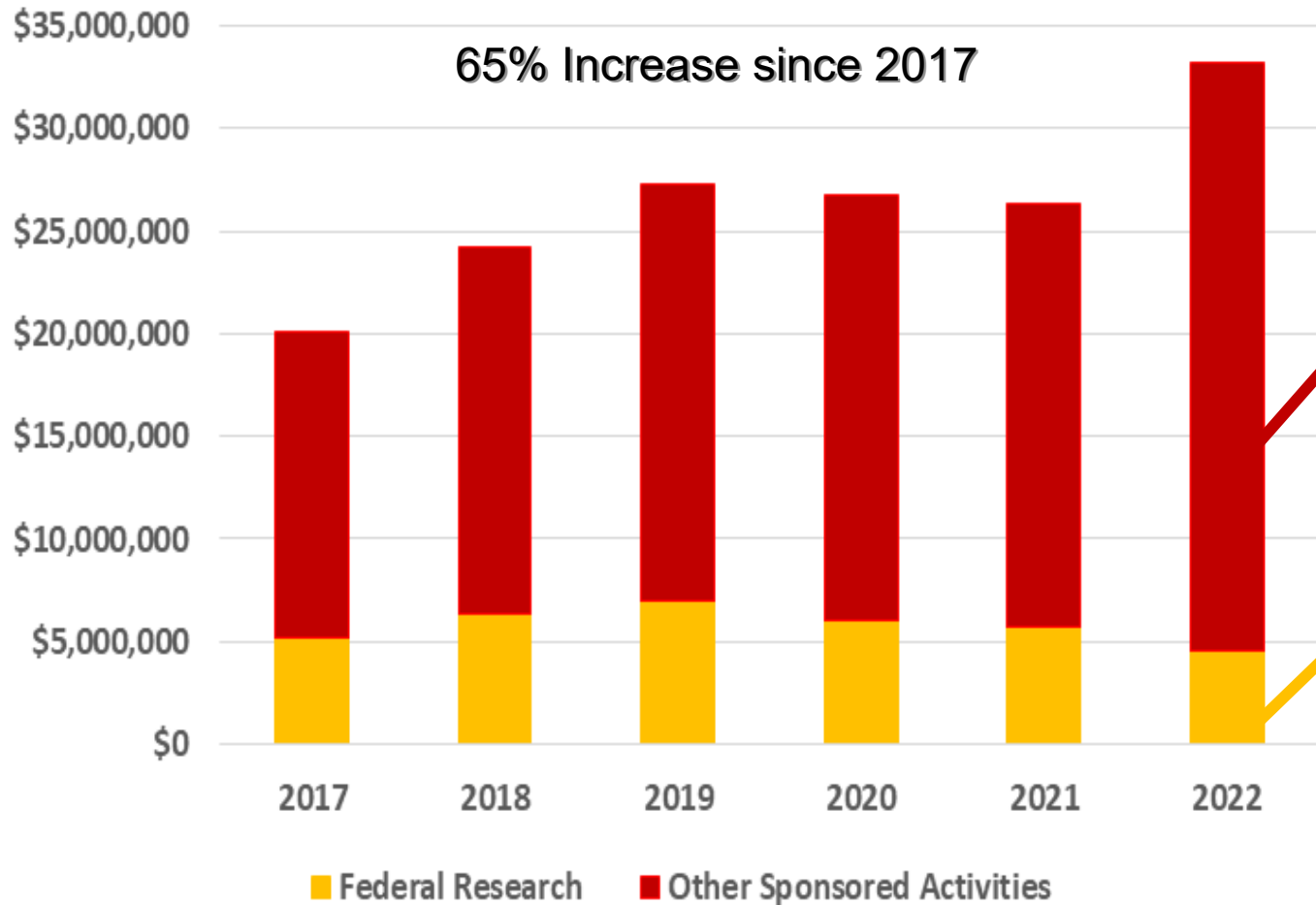
Recognizing incredible philanthropic support

- Private philanthropy increased by 45% to \$29M
- 27,027 individual donors
- \$123M endowment includes 548 endowed scholarships
- Added \$2M+ for 27 named scholarships
- Triton Emergency Fund
- The Boeing Company, 2022 Desmond and Mary Ann Lee Medal for Philanthropy



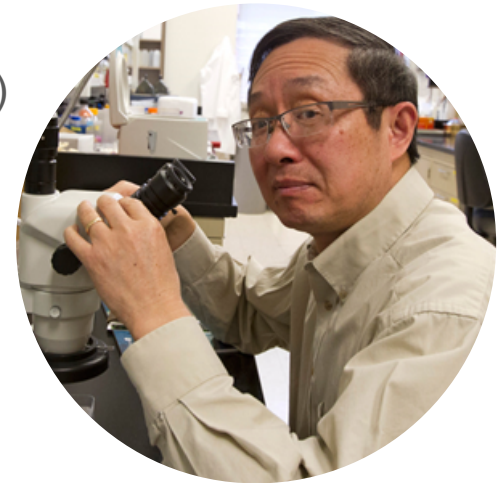
Growing research and grant expenditures

65% Increase since 2017



Jerry Dunn/Children's Advocacy Services awarded \$5M from the National Child Traumatic Stress Network to implement trauma-informed treatment models.

Professor Xuemin (Sam) Wang was awarded a \$1.2M NIH grant to study the molecular connections between the circadian clock and lipid metabolism.



STL 2030 Jobs Plan guides the vision and strategies fueling growth across our region

The Greater St. Louis, Inc. 2030 Jobs Plan highlights key sectors for regional and state growth:

- Geospatial
- Advanced Manufacturing
- Biotechnology
- Transportation and Logistics

GREATER ST. LOUIS INC.

JOIN US NEWSROOM

BUSINESS INDUSTRY STRENGTHS LIVING IN STL OUR WORK ABOUT US

STL 2030 JOBS PLAN

CREATING OPPORTUNITIES & EXPANDING INCLUSIVE ECONOMIC GROWTH

STL 2030 Jobs Plan
umsl.edu/go/jobsplan

Creating opportunities for all through economic growth

Strengthening our position as the global geospatial hub

Promoting the advantages of locating and investing in the bi-state metro

The STL 2030 Jobs Plan guides the vision and strategies fueling growth across our region.

[READ THE PLAN >](#)

Geospatial: Partnership in the St. Louis Geospatial Ecosystem, driving career pipeline

- 1 of 4 universities in the U.S. to have an Educational Partnership Agreement with the NGA to create a geospatial career pipeline
- Leading partner with NGA to develop K-16 education program
- Educational partner with the Taylor Geospatial Institute
- Establishing on-campus facilities supported by MoExcel funding
- Retired NGA Director Robert Sharp joins UMSL as research fellow with Geospatial Collaborative



The University of Missouri–St. Louis welcomes **Vice Admiral Bob Sharp, USN (Ret.)** as a Research Fellow in the UMSL Geospatial Collaborative.

Sharp served as the Director of the National Geospatial-Intelligence Agency, one of our nation's premier intelligence agencies, from February 2019 until June 2022. In his new role at UMSL, he will work to build the St. Louis region as the global hub for geospatial technology, research and talent.

UMSL | Geospatial
Collaborative
University of Missouri–St. Louis

umsl.edu

Advanced Manufacturing: St. Louis Regional Advanced Manufacturing Innovation Center (AMICSTL)

- Regional effort secured \$25M Build Back Better Challenge Grant
- St. Louis is one of 21 proposals across the US to be funded
- UMSL is co-leading with SLU on research and development
- Aligns UMSL with region's innovation triangle, including CORTEX Innovation Center



“This grant illustrates the tremendous things that can happen when we bring organizations together on behalf of our community and region.”
– Rodney Crim, CEO and President of St. Louis Economic Development Partnership

Biotechnology: Active Pharmaceutical Ingredient Innovation Center

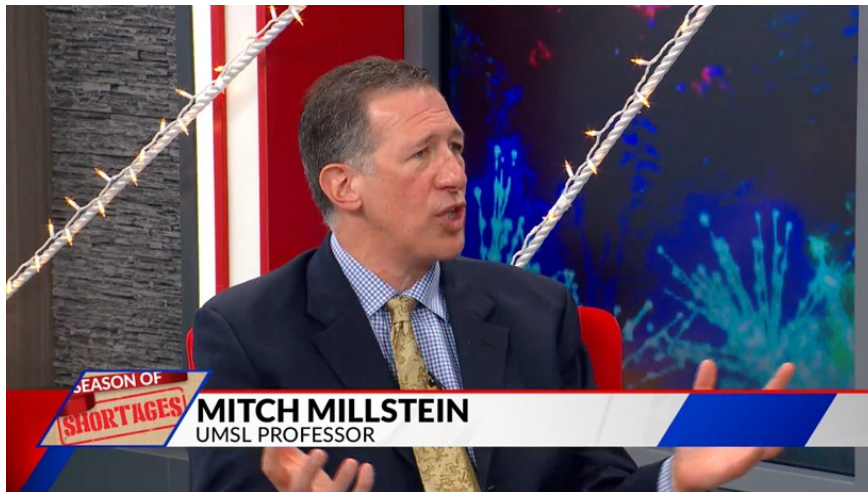
- Addressing API supply chain, critical to public health and national security
- Lead partner in convening universities, advancing workforce development and inclusive prosperity
- UMSL hosted an API Forum in October for industry, academic and workforce development stakeholders



“This investment in the advanced manufacturing of active pharmaceutical ingredients will help strengthen our domestic supply chains and create quality jobs right here in Missouri.”– Gov. Mike Parson

Supply Chain: Expanding as a Center of Excellence

- UMSL is quickly becoming a Center of Excellence in supply chain management and analytics, addressing many areas of research to address regional, state and national needs.



Mitch Millstein appears as an in-studio guest on a half-hour special titled “Season of Shortages,” a joint production of KTVI and KMOX Radio.



No. 1 master's in supply chain, Intelligent.com



Haitao Li works with Express Scripts to better predict and mitigate supply risk in the pharmaceutical industry. He also collaborates with Ameren to improve their supply chain network.

St. Louis Anchor Action Network: Leading inclusive prosperity



STL 2030 Jobs Plan
Pillar 1: Buy, Hire, and Invest Locally

22

ZIP-CODE GEOGRAPHY

10%

INCREASE IN PURCHASING AND
EMPLOYMENT BY 2023

\$48.8M

FY23 DIRECT INVESTMENT IN
FOCUS GEOGRAPHY

\$124.5M

FY23 OVERALL ECONOMIC
IMPACT IN FOCUS GEOGRAPHY

Transform UMSL

\$100M project with \$40M in funding from the American Rescue Plan Act:

- Reimage and renew academic core on the North Campus
- Develop a health sciences and Honors College core on the South Campus
- Make way for the North St. Louis County Business and Workforce Development along Natural Bridge Road on the South Campus

THIRD PARTY DEVELOPMENT

EAST / WEST CONNECTION

ATHLETICS / ART AND PERFORMANCE

ACADEMIC CORE AND HOUSING

NSLC BUSINESS AND WORKFORCE DISTRICT

HEALTH SCIENCES / HONORS CONCENTRATION



- Play Transform UMSL Video:
<https://www.youtube.com/watch?v=em8FYmK-4wM>

Thank you.



REVIEW CONSENT AGENDA

There are no materials for this information item.

Consent A

Recommended Action - Minutes, September 7, 2022 Board of Curators Meeting
Minutes

It was moved by Curator _____ and seconded by Curator _____, that the minutes of the September 7, 2022 Board of Curators meeting be approved as presented.

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

Curator Brncic

Curator Chatman

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion _____.

November 17, 2022

Consent B

Recommended Action - Minutes, September 7, 2022 Board of Curators
Committee Meetings

It was moved by Curator _____ and seconded by Curator
_____, that the minutes of the September 7, 2022 Board of Curators committee
meetings, be approved as presented.

Roll call vote:

YES

NO

Curator Brncic

Curator Chatman

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion _____.

November 17, 2022

OPEN – CONSENT – B-1

Consent C

Recommended Action - Minutes, October 6-7, 2022 Board of Curators Retreat
Minutes

It was moved by Curator _____ and seconded by Curator _____, that the minutes of the October 6-7, 2022 Board of Curators retreat be approved as presented.

Roll call vote: YES NO

Curator Brncic

Curator Chatman

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion _____.

November 17, 2022

Consent D

Recommended Action - Minutes, October 28, 2022 Board of Curators Special Meeting Minutes

It was moved by Curator _____ and seconded by Curator _____, that the minutes of the October 28, 2022 Board of Curators special meeting be approved as presented.

Roll call vote:	YES	NO
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Curator Brncic

Curator Chatman

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion _____.

November 17, 2022

GOVERNANCE, COMPENSATION AND HUMAN RESOURCES COMMITTEE

Michael A. Williams (Chair)

Julia G. Brncic

Keith A. Holloway

Robin R. Wenneker

I. Governance, Compensation and Human Resources Committee

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

II. Governance

1. Scope

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

2. Executive Liaison

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

3. Responsibilities

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

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

III. Compensation and Human Resources

1. **Scope**

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

2. **Executive Liaison**

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

3. **Responsibilities**

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

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

New Collected Rule and Regulation 10.025

Board of Curators Statement of Values

Executive Summary

The Board of Curators of the University of Missouri believes that it is important to establish guiding principles for the Board's internal and external interactions, as well as the Board's oversight responsibilities and strategic vision. These values are established to guide the Board in its governance of the University of Missouri pursuant to the Constitution and the Revised Statutes of the State of Missouri. The Board believes it is important to include these values in a new Collected Rule and Regulation so they may serve as continuing guiding principles.

Collected Rules and Regulations 10.025

Statement of Values

Approved Board Minutes: _____, 2022.

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

November 17, 2022

No. 2

Recommended Action – Resolution for Executive Session of the Board of Curators Governance, Compensation and Human Resources Committee Meeting, November 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 November 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 _____.

November 17, 2022

FINANCE COMMITTEE

Greg E. Hoberock (Chair)

Todd P. Graves

Jeff L. Layman

Michael A. Williams

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

I. Scope

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

II. Executive Liaison

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

III. Responsibilities

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

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

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

Fiscal Year 2022 Financial Status Report UM

At the November 17th Board of Curators Meeting, Executive Vice President Ryan Rapp will present the annual financial status report, reflecting on the University's performance for FY2022. The report will include an update on the University's overall financial position along with a breakdown of performance across business units.

EXECUTIVE SUMMARY

FY2022 saw a return to a more normal operating environment for the academic institutions and a recovery in revenues to pre-pandemic norms. Operating performance at each university remained at or above target as expenses grew in line with revenues. Investment performance in FY2022 was negative for the first time since FY2009, but investment performance exceeded those of peer institutions. A year of losses was not unexpected with the significant overperformance in FY2021.

The balance sheet remains critical to the University's financial health and continues to underpin the University's credit. The University's reserve and wealth levels remain close to peer medians and above the targets approved by the Board. Future spending plans will be considered in the context of their impact to the long-term health of the balance sheet. Even with the balance sheet strength in FY2022, the University does not have unlimited financial capacity to invest.

Longer-term challenges in demographics and the demand for higher education remain, and each institution's ability to grow revenue in the future will be the limiting factor on their ability to invest and generate resources. The healthcare industry continues to struggle with inflation, as costs continue to outpace available revenues. As with the rest of the industry, MU Healthcare's recovery to more sustainable operating performance will be key in determining the ability to invest in future capital.

Throughout this fall, each university and MU Healthcare will complete a long-range financial plan to quantify investments necessary for their strategic plan and identify related plans of finance. This will be presented to the Board at the February meeting together with the financial performance targets for each university and MU Healthcare.

November 17, 2022

RATING AGENCY INDUSTRY UPDATE

Both Moody's and Standard and Poor's (S&P) maintain a stable outlook for higher education. Solid operating and investment performance from FY2021 strengthened balance sheets and led both rating agencies to revise their industry outlooks from negative to stable on financial performance trends.

Higher Education Industry Update

Public university operating performance improved in FY2021 as cost-containment strategies and federal funding mitigated pandemic impacts. Higher inflation and labor shortages will continue to pressure margins on a forward basis. Key trends highlighted by Moody's include:

- 1) Operating revenues will return to more normal levels in FY2022 largely due to recoveries in auxiliary operations such as housing, parking and athletics.
- 2) Inflation and labor shortages will put upward pressure on expenditures, eating into margins.
- 3) Record investment returns from 2021 boosted wealth and liquidity.
- 4) Enrollment challenges will persist and place continued pressure on aid budgets, with cyber threats and risks continuing in a more technology intensive environment.

Smaller classes because of COVID in the fall of 2020 and moderate recoveries in class sizes will continue to have a negative impact on revenues for many public and private institutions in 2023 and beyond. The community college sector is disproportionately impacted, with enrollments falling 5.6% in the fall of 2021 following a 9.4% decline a year earlier. The nearly 22% decline in class size will test tuition dependent institutions and begin flowing into four-year institutions dependent on community college transfers. Over the longer term, declines of around 10% on the number of high-school students beginning in 2026 through 2037 will shrink the customer pool and increase competition between universities. Declines could be greater given the impact of COVID and shifting consumer preferences have not been incorporated into projections. University pricing power will remain constrained as students continue to seek more affordable options because of the value proposition of higher education and a reluctance to take on debt.

On average, Moody's projects state support will increase by 5% in FY2022 with further growth expected beyond FY2022, unless economic growth stalls. Community colleges are especially exposed to cuts from state budgets, given significant enrollment declines.

Moody's expects inflation to be a significant factor in FY2022, with expense growth expected to outpace revenue growth and narrow cash flow margins. To the extent that inflation remains higher for longer, margins are likely to thin further in FY2023 if universities are unable to undertake cost management initiatives. The inflation is hitting the industry following significant cuts in FY2021, many of which were one-time in nature, to offset the COVID-related revenue losses. Colleges will be hard pressed to pass along higher

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expenses to students given the difficulty of raising tuition above inflation on a cost-conscious market. Higher education remains particularly susceptible to labor shortages and rising labor costs, as more than 50% of expenses in the industry relate to compensation.

After maintaining a negative outlook for four years, S&P moved their higher education industry outlook to neutral in January 2022 based upon the industry's successful expense management, federal support through the pandemic, and strong investment returns through 2021. Colleges successfully adapted budgets to the pandemic and investment returns strengthened balance sheets through FY2021. The strengthened balance sheets in the industry position institutions to respond to challenges from inflation or a future recession. Overall, S&P moved the outlook to stable based upon five factors:

- Extraordinary expense controls lent themselves to sustainable operating improvements. To offset enrollment and auxiliary related revenue declines, institutions undertook significant expense cutting measures including furloughs and layoffs. Some of these initiatives were non-recurring, but S&P expects management to continue focus on cost opportunities.
- Meaningful federal stimulus funding bolstered liquidity.
- State stability translated into operating appropriations for public institutions. The \$204 billion provided to states as a part of the American Rescue Plan helped shore up state budgets, which in turn allowed for stable to growing operating appropriations for public institutions. Given the strength of state balance sheets, S&P expects FY2022 and beyond will provide stable to growing operating support.
- Record investment gains buoy balance sheets. Rating methodologies smooth investment returns. However, FY2021 returns were so large, they exceeded many of the smoothing methodologies, moving averages significantly. These returns have generated significant balance sheet flexibility for institutions.
- International enrollment is improving from dismal lows in fall 2020.

However, S&P notes the outlook for the industry is on the national scale and does not account for differences seen across regions. Public universities must respond to both the status of their state's finances and to the demographic pressures from declining birth rates and changes in migration patterns in their specific state. Enrollment and fiscal stress are not uniform across the country, with the southeast and southwest generally outperforming the northeast and midwest. Smaller regional schools with weaker demand profiles will continue to struggle and face weakened credit profiles over the longer term. S&P also expects weakness in the privatized student housing on weakening demand.

Hospital Operating Performance declines buffered by strong balance sheets

Moody's notes that while FY2021 operating performance for hospitals returned to pre-pandemic levels, performance is experiencing an erosion for FY2022. Much of the improvement in hospital balance sheets is due to temporary measures enacted allowing for cash advances on Medicare payments, which will expire over calendar year 2022. These

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improvements on liquidity also improved measures of leverage with the industry, as many held off on capital investments and debt issuance during the pandemic. Capital spending remained low in FY2021, with most hospitals not spending enough to keep up with depreciation.

Overall, Moody's maintains a negative outlook for the healthcare industry for 2022 and beyond. Moody's bases the negative outlook on the following factors:

- Operating cash flow will decline by 2-9% driven by expense growth. The labor shortage will be slow to mitigate as nurses take years to train and enter the workforce.
- Revenue gains will be limited by patient volumes and a worsening payer mix. Negotiations with payers are unlikely to keep pace with inflation. Labor shortages may contribute to lost volumes as well.
- Liquidity will decline as temporary support measures from the pandemic expire and investment losses flow into cash reserves.
- Regulatory activity will continue to add risk, as more mergers and acquisitions have been denied due to increased antitrust activity.

S&P maintains a negative outlook for the healthcare industry. Wage inflation continues to pressure the industry without a corresponding increase in recurring revenue streams to fund the increases. The strength in liquidity noted during FY2021 is beginning to dissipate on investment losses coupled with increasing operational deficits. Hospitals with weaker financial profiles and less balance sheet cushion are at risk for either a rating downgrade or a negative outlook revision. S&P noted for the first quarter of 2022 earnings were down for almost all rated hospitals and health care systems due to labor costs and other inflationary impacts. The key question that remains is when will these labor supply and demand issues begin to ease? Many of the agency contracts issued during the pandemic remain in place and these higher costs are likely to remain through calendar year 2022.

CONSOLIDATED PERFORMANCE ABOVE TARGET FOR FY2022

The University achieved a 7.3% operating margin in FY2022 on a target of 5.0% and a budget of 5.4%. The University’s operating performance in FY2022 was driven by holding expenditures in line with related revenue growth after reductions enacted during the pandemic. The University maintained positive operating performance through the pandemic after the initial shocks from the unexpected revenue loss:

Table 1: Operating Margin Adjusted for one-time impacts in FY2021 and FY 2022

	FY2021 Operating Margin (%)	FY2021 Operating Margin (\$)	FY2022 Operating Margin (%)	FY2022 Operating Margin (\$)
Actual	11.5%	\$434 million	7.3%	\$288 million
One-time Cost Containment Measures	(2.7%)	(\$98 million)		
Federal Stimulus Funding	(2.8%)	(\$117 million)	(1.2%)	(\$50 million)
Adjusted	6.0%	\$219 million	6.1%	\$238 million
Target	5.0%		5.0%	

Table 1 above demonstrates the impact of the temporary increases in revenue from non-recurring federal fiscal stimulus and the enactment of temporary cost management initiatives. Moving into FY2023, federal stimulus funding for the pandemic expired and the University will return to an operating environment without the acute stress and stimulus of the pandemic.

Revenue grew by 4% driven by growth in grants and healthcare.

The relative diversity of operations and revenues provides a key strength for the University, as strength in one portion of the enterprise offsets weakness in another. Operating revenues grew in FY2022, experiencing 4.3% growth from FY2021 (6.2% growth excluding the impact of non-recurring federal stimulus). The University also experienced a return of auxiliary revenues, as students and alumni returned to more normal consumption patterns. The University expects growth in revenues in FY2023 based upon research growth coupled with inflationary increases in core operating appropriations.

Figure 1: Total Revenues by Source

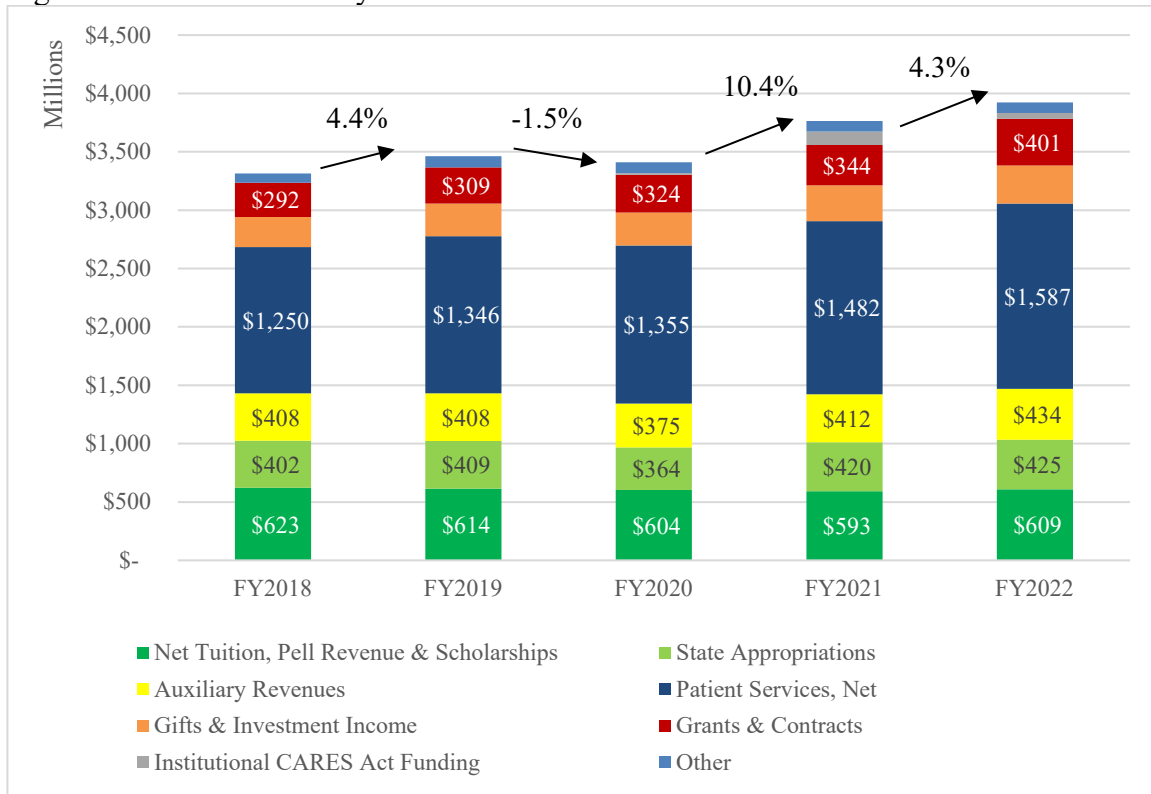


Figure 1 demonstrates revenues by source over the past five years. FY2018 and FY2019 represented challenging years for the academic enterprise as the effects of enrollment declines took hold, state support remained flat to down, and research grants and contracts remained flat. Then the pandemic hit in FY2020, which presented an immediate drop in revenues that required corresponding significant cost actions. Since FY2020, the universities began to grow in addition to the healthcare enterprise. The main area of revenue growth with the academic units has been grants and contracts, as the University has improved research revenues, growing by a combined \$109 million since FY2018. The primary growth driver for the institution has been the healthcare enterprise, which grew revenue by \$337 million since FY2018.

Federal stimulus received to offset the effects of the pandemic added \$117 million and \$50 million in revenue in FY2022 and FY2021, respectively. The University began growing other key revenue streams as auxiliary enterprises, state support, and net tuition and fees have all recovered to pre-pandemic levels. Achieving revenue growth above inflation was a challenge before the pandemic and will likely continue into the future.

UNIVERSITIES CONTINUE ABOVE TARGET PERFORMANCE

The analysis that follows will segment the revenue and expense management at the consolidated enterprise amongst the universities (academic units) and the healthcare unit (hospital), as the business operations and industry trends within each have diverged over the past two years. While academic unit performance over the past two years has exceeded targets, healthcare operations have faced challenges from the pandemic and related inflationary and market cost pressures.

The past two fiscal years have generated year-over-year growth in revenues for the combined four universities for the first time since FY2014 to FY2016. The universities have implemented expense control initiatives to successfully manage recurring costs within recurring revenue streams through the pandemic. The federal stimulus funding received from the pandemic has replaced reserves spent during the pandemic onset, and generated cash balances available for capital investment.

Figure 2: Five-year trend in revenue and expenses for academic units

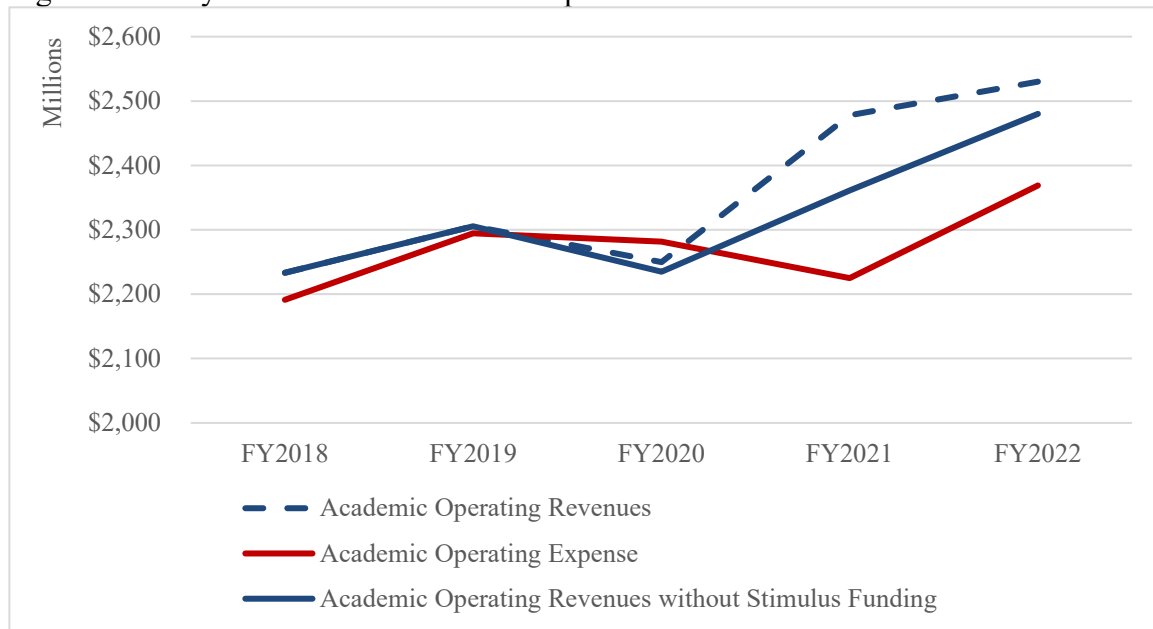


Figure 2 demonstrates relative cost growth remained within available revenues for academic units over the past five years. Academic revenues remained flat from FY2018 to FY2020 with growth in research and philanthropy offsetting tuition declines. In FY2021 and FY2022, the academic units began to grow revenues largely driven by growth in research

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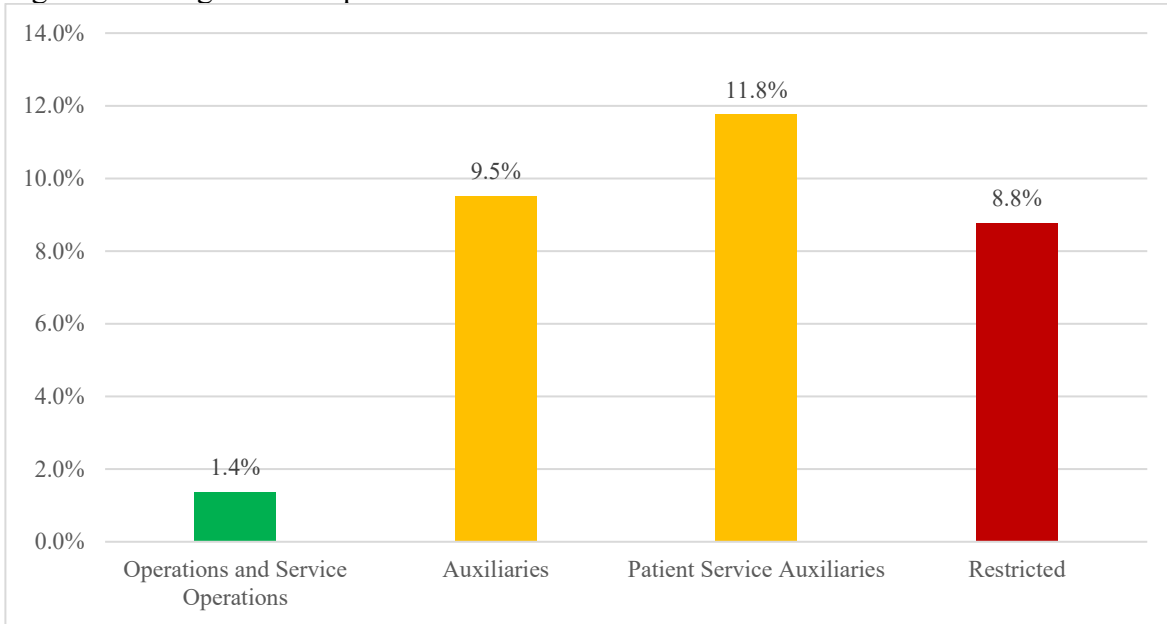
and the stabilization of previous tuition and state support declines. Moving forward into FY2023, the University expects these trends to continue with moderate growth in state support and tuition per student supporting further growth in research revenues.

Expenses return to pre-pandemic levels while the workforce continues to shift

The universities continued to manage expenses within available revenue streams in the face of 8.5% inflation. The change in supplies, services and other expense largely reflected the increase in inflation and shifting operations back towards full in-person learning.

The academic units experienced double digit increases in non-capital equipment, supplies, costs of goods sold, and travel and meeting expenses. These increases are largely driven by a full-year of in-person activities and a return to normal operations. Increases in costs of goods sold reflect increased utilization of auxiliaries by students. Increases in equipment and supplies expense reflect growth in research and the opening of the precision health facility. The increase in travel and meeting expense reflects the easing of travel restrictions, but this expense line item remains \$25 million below pre-pandemic levels as the universities continue to utilize virtual meetings to defray travel in some cases. These increases were offset by a 40% drop in computing expenses which reflects a return to more normal spending in the technology space, after increasing spend significantly through the pandemic.

Figure 3: Changes in Compensation FY2021 to FY2022 for Academic Units



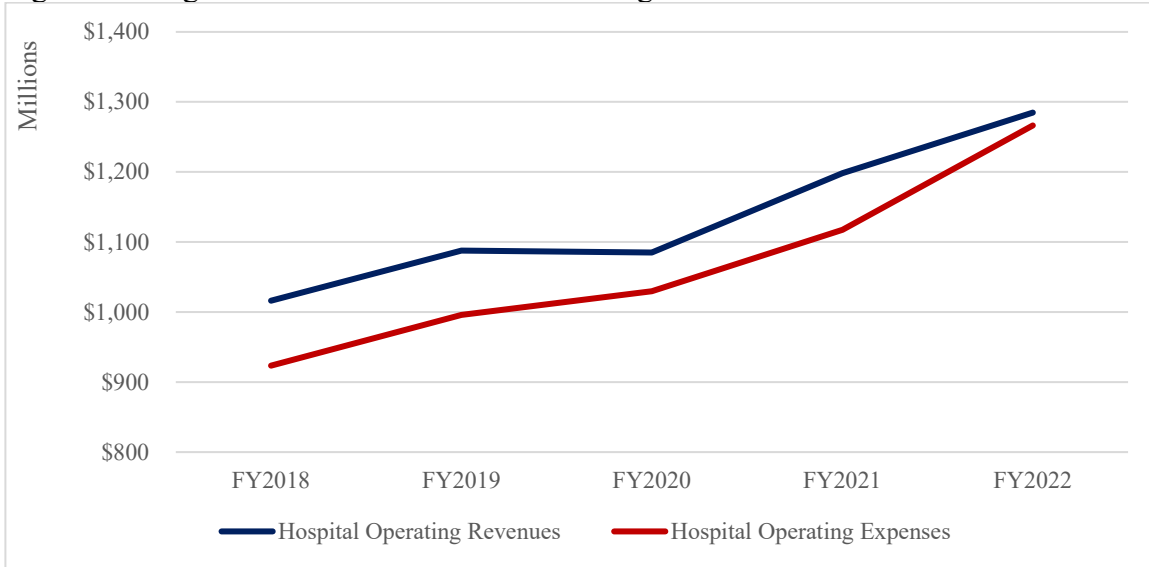
FY2022 compensation grew after flattening in FY2021. The majority of compensation growth occurred on restricted funds and auxiliaries, largely reflecting the University’s growth in research expenditures over the prior year. These positions directly support the research revenues. Most of these positions remain at risk based upon receipt of continued funding.

In addition to the growth in research, unrestricted salaries grew as well but primarily in auxiliary funds. Compensation funded by the University’s state support and net tuition revenue grew the smallest amount. For the academic institutions, headcounts remained relatively flat over FY2021. A combination of market/merit increases and expiration of the temporary pay decreases from FY2021 drove the increase. The increases in compensation also reflect changes in employment mix, with jobs in business operations, engineering, and instructional support growing. The University continues to shed significant numbers of office and administrative support positions, with nearly a 10% decline in these headcounts in FY2022.

HOSPITAL PERFORMANCE NARROWS ON MARKET PRESSURES

In FY2022, MU Healthcare’s operating margin fell to 1.4% after achieving 6.8% in FY2021. FY2022 revenue growth continued with historical trends, whereas the 13% growth in expenditures was largely responsible for the narrowing of operating margin.

Figure 4: Margins Fall at Healthcare on Increasing Costs



The primary driver of the expense pressures was labor and drug costs. These labor cost pressures drove total compensation (salaries and benefits) \$42 million above budget. A \$47 million increase in drug costs over prior year due to changes in discounting and reimbursement practices further eroded operating margins. Falling operating margins coupled with continued capital investments have eroded liquidity levels in both absolute terms and when compared to debt balances for the hospital. The Hospital’s five-year financial plan will be presented to the Board in February and address their plans to improve financial performance.

BALANCE SHEET REMAINS STRONG

While the income statement demonstrates performance over a period of time, the balance sheet provides a snapshot of the institution's financial condition at any moment in time. In higher education, the balance sheet is a key indicator of the financial condition and strong balance sheet positioning is a key component of credit quality. As a university's business cycle is multiple years long, significant assets are necessary to provide an appropriate operational buffer for universities

Liquidity erodes on market losses in FY2022 following exceptional gains in FY2021

The key asset for any university is its liquid assets in the form of cash and investments, specifically those held outside of restricted endowments, referred to as spendable cash and investments. The University's spendable cash and investments decreased by 3% or \$135 million from FY2021. This decrease is attributed to negative investment performance as of June 30th.

Table 2: Annual Investment Returns for the General and Endowment Pool

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2022 Benchmark
General Pool	2.2%	3.3%	0.2%	7.9%	-2.7%	-4.1%
Endowment Pool	9.4%	5.7%	1.2%	29.7%	-0.7%	-2.4%

Table 2 presents the annual returns for the University's investment pools. The General Pool represents the institution's spendable cash and investments, and the Endowment Pool represents funds which are permanently restricted. The investment performance from FY2021 was the best performance in the last decade. The outsize performance of FY2021 was followed by a loss for FY2022. The performance in FY2022 represents solid performance when compared to benchmarks, as the University is positioned to "lose less" in market downturns than peers.

Figure 5: Trend in Cash and Investments

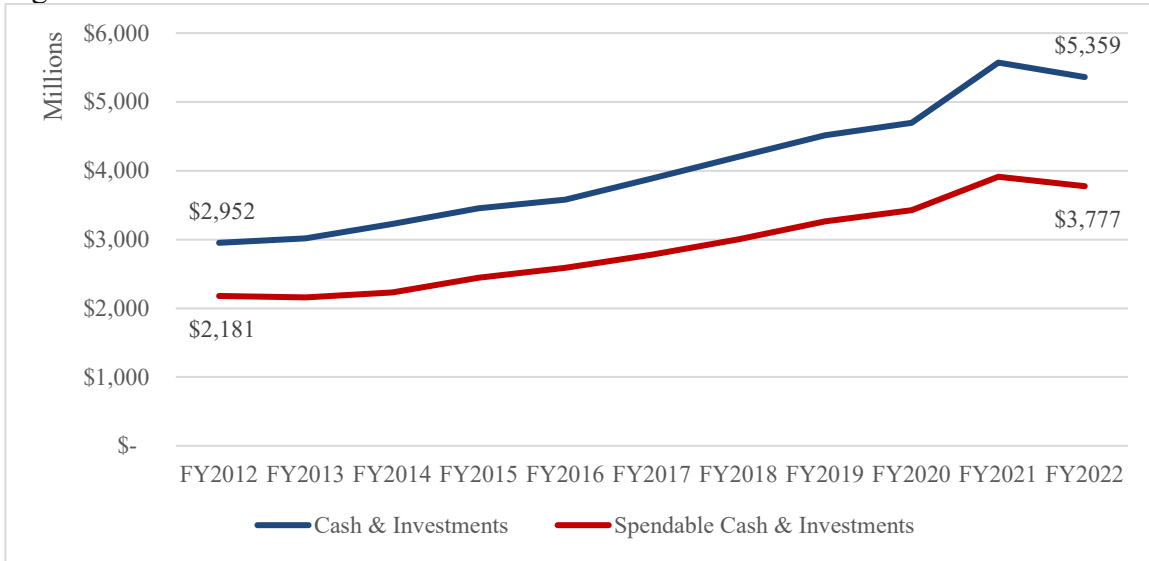


Figure 5 demonstrates the trend in both cash and investments and spendable cash and investments. Permanently endowed gifts represent the difference between total cash and investments and spendable cash and investments. The increase in FY2021 was largely a result of the \$764 million in investment returns. The decrease in FY2022 was driven by the investment losses of \$148 million between the endowment and general pools. These are the first losses since FY2009 for the University. For FY2021, the University had \$764 million in gains on investments which more than doubled any dollar amount of return over the past decade. Investment returns were a minimum of \$22 million and a maximum of \$283 million, with average returns of \$170 million over the preceding decade. In the past two years, the University has had the highest and lowest investment returns, leading to the volatility in these balances over the past two years. This type of volatility is why the University uses various smoothing mechanisms for spending investment income in operating budgets.

Capital assets and debt grow in FY2022

The other key asset on the balance sheet is capital assets and the related debt that funds those assets. Capital assets represent the long-term infrastructure of the institution and are recorded at historical cost and depreciated over their expected useful lives.

Figure 6: Capital Assets and Debt 10-year History

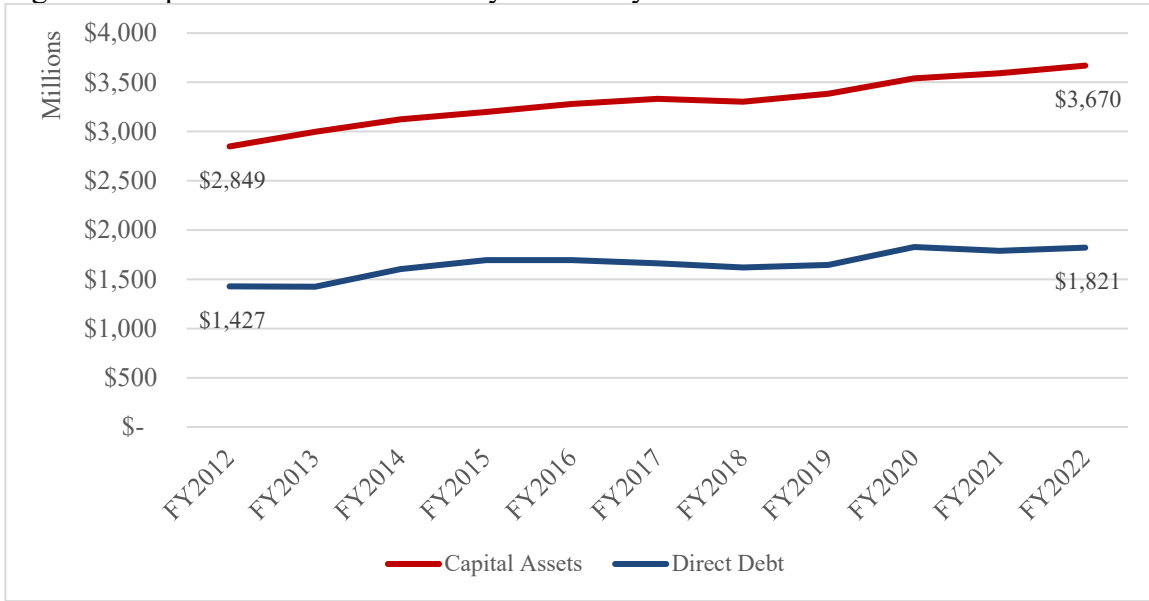


Figure 6 demonstrates capital assets continue to grow steadily. In FY2020, both debt and capital assets grew slightly with the addition of the Precision Health Institute. The University anticipates capital spend will continue to increase as the four universities receive capital appropriations from the state and federal government and undertake capital plans to deploy these resources. Future capital investments will match state and federal money with philanthropy and operating reserves generated during the pandemic. Capital investment beyond the identified governmental support and philanthropy will need to be funded by operating performance.

The largest liabilities for the University are benefit liabilities and externally issued debt. After a debt issue in FY2020 to permanently finance the Precision Health Institute and meet the University’s working capital needs and refund existing debt for savings, the University has not had any new issuances. Figure 6 demonstrates the University’s debt growth over the past decade, with a period of growth from FY2011 to FY2015, followed by a flat period from FY2015 to FY2022 excluding the issue from FY2020. The University continues to monitor debt needs as a \$100 million bullet maturity approaches in FY2024. Future debt issuances will depend on the capital investments made within each University’s plan and the related availability of state and federal funding. The central bank continues to provide the University with flexibility to manage through changing capital requirements and the current rising interest rate environment.

In FY2022, the University implemented Governmental Accounting Standards Board Statement No. 87, Leases. The new accounting standard required the University to recognize both a capital asset and debt for any physical assets leased from a third party. These leases were previously disclosed in the notes to the financial statements rather than recognized on the face of the financial statements. Moody’s and S&P already considered these leases in

credit ratings, and the recognition of these amounts on the face of the financial statements is not expected to impact the University’s credit rating. The new lease accounting standard increased capital assets by \$47.9 million and added to total debt by \$48.1 million.

Benefit liabilities remain large and volatile

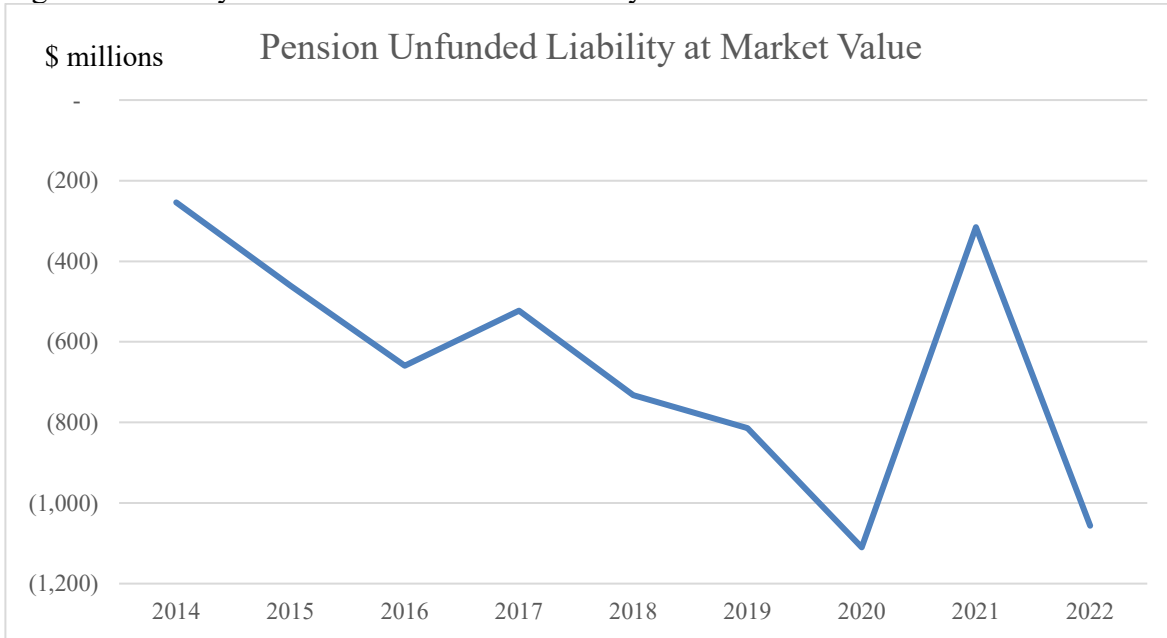
Prior to FY2021, Benefit-related liabilities were the largest liabilities on the University’s balance sheet. The two benefit liabilities are the University’s Pension Plan and the University’s Post-Employment Benefits Plan (OPEB). Liabilities on the University’s balance sheet are presented net of related assets in the plan, with the Pension maintaining a significant asset base to make future plan payments. Table 3 below presents the total benefit liability along with the fiduciary assets.

Table 3: Benefit-related Liabilities and Assets, \$’s in millions

	Total Liability	Market Value Fiduciary Net Position	Net Liability (on balance sheet)
OPEB			
FY2020	\$407	\$39	\$368
FY2021	\$253	\$39	\$214
FY2022	\$200	\$40	\$160
Pension			
FY2020	\$4,764	\$3,654	\$1,110
FY2021	\$4,872	\$4,557	\$315
FY2022	\$5,342	\$4,286	\$1,056

The decrease in net OPEB liability is a more permanent reduction due to continued changes implemented in retiree benefits. In FY2021, the University put the retiree medical plan out to bid and combined medical and pharmacy management into a single vendor. The bids reduced medical premiums from \$120 per month to \$42 per month. The decrease in liability was also the result of better aligning plan experience to the premium structure, shifting costs of optional increased coverage on to retirees who desire that coverage without subsidy. These changes reduced plan assumptions immediately, resulting in a reduction in liability. In FY2022, the University realized further savings by continuing to shift pre-65 retirees to the private market. Marketplace rates and subsidies provide higher quality insurance at a cheaper price than the University can offer internally for the pre-65 retire population. These retirees continue to shift onto the private marketplace and away from the University’s plan.

Figure 7: History of GASB Net Pension Liability



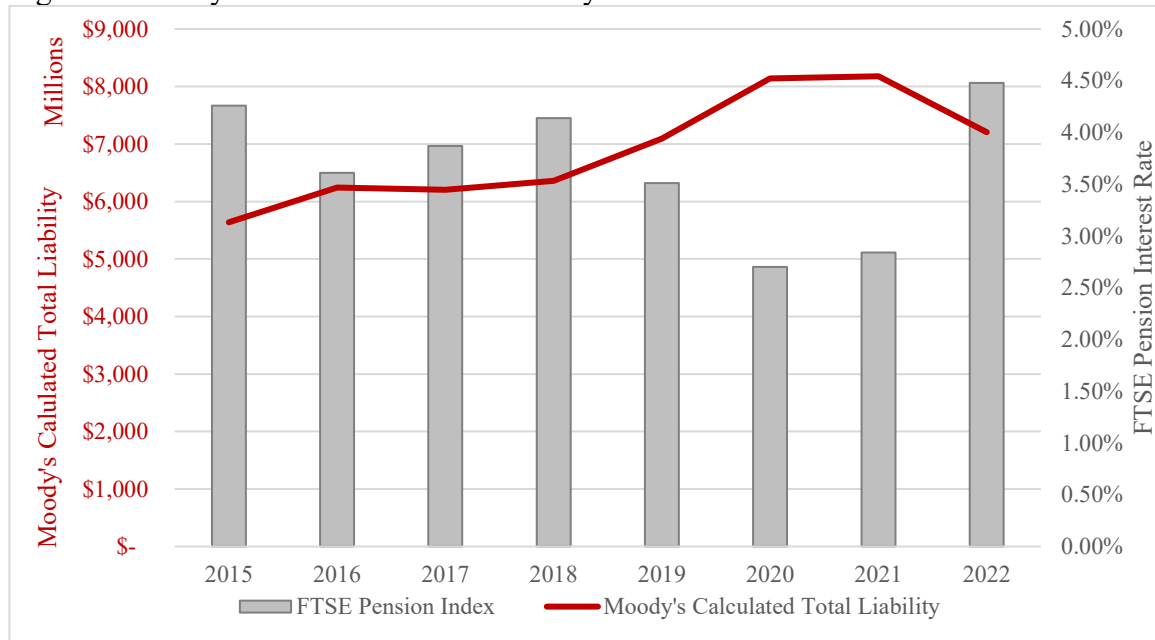
After the significant decrease in FY2021, the University’s Net Pension Liability (assets in the pension trust minus the total liability) is back above \$1 billion. One contributing factor to the increase in net liability is a decrease in the fiduciary net position of the University’s Pension Trust. For FY2022, investment income was a negative \$96 million compared to over \$1 billion in earnings in FY2021. When considering the University’s required earnings on the pension at the 7% discount rate were \$374 million, 2022 experienced a \$470 million shortfall between actual and expected investment performance, which reduced the trust assets. For the financial statements, these variances move the net liability each year, but are smoothed into expense over five years.

The liability increases were driven by updates to the actuarial assumptions for the pension which the University completes ever five years. Key drivers of the increased liability include a decrease expected investment returns and a decrease in mortality. The University’s retiree population continues to exceed longevity expectations, and plan participants have yet to experience any excess mortality from the pandemic through FY2022. Mortality presents as large of, if not a larger risk over the longer term in relation to the University’s plan liability now that the plan is closed.

The new Collected Rule 530.020 Financial Management Policy enacted in April 2020 outlines the University’s response to the increased liabilities. The plan remains funded within the corridors established within the policy and contributions will continue into the plan at current rates. These contributions will be set for FY2024 based upon the October 1, 2022 pension plan year-end.

Moody’s evaluates the University’s pension liability using an independent model that values the pension closer to private accounting standards versus the governmental accounting standards. The rate utilized by Moody’s to value the liability is the FTSE Pension Liability Index. The University’s target for the discount rate on the pension is the FTSE Pension Liability index plus 2%, as the index is composed of a bond portfolio and the University should be able to out-earn a bond portfolio over time. As of June 30, 2022, the FTSE Pension Liability index was 4.48%, the highest it has been since March of 2011. As of September 2022, the index had moved up to 5.17%. This rate will continue to rise with the federal funds rate.

Figure 8: Moody’s Standard Pension Liability Calculation



The University’s total pension liability as measured by Moody’s will drop in FY2022 over FY2021. This is primarily due to a combination of the FTSE pension liability index rate moving from 2.84% as of June 30, 2021 to 4.48% as of June 30, 2022. As a result, the University’s net pension liability (total pension liability less pension trust assets) as calculated by Moody’s will drop from \$3.6 billion in FY2021 to \$2.9 billion in FY2022.

The University’s benefit liabilities remain large on a relative basis when compared to peers in the same rating band. Continuing to follow the principles outlined in the new collected rule and exploring liability reduction strategies such as vested termination buyouts are key next steps for management of the liability. Progress against the policy will be reported to the Board as a part of the annual benefits update in conjunction with the annual actuarial valuation.

Plan closure will provide relief in the longer run, but managing investment risk as a closed plan will remain the key driver over the coming decades. Rising interest rates will provide

more opportunities to earn increased investment income and match those incomes to cash flows for a closed plan. To get to that point, the plan and the University’s investments need to live through the repricing of assets currently underway as interest rates increase.

Net position (equity) falls due to investment losses in endowment.

Governmental accounting standards require the University to show net position by restriction type. This provides additional information to financial statement users on the ability of the institution to direct the net resources available after debts are paid.

Figure 9: Net Position by Type

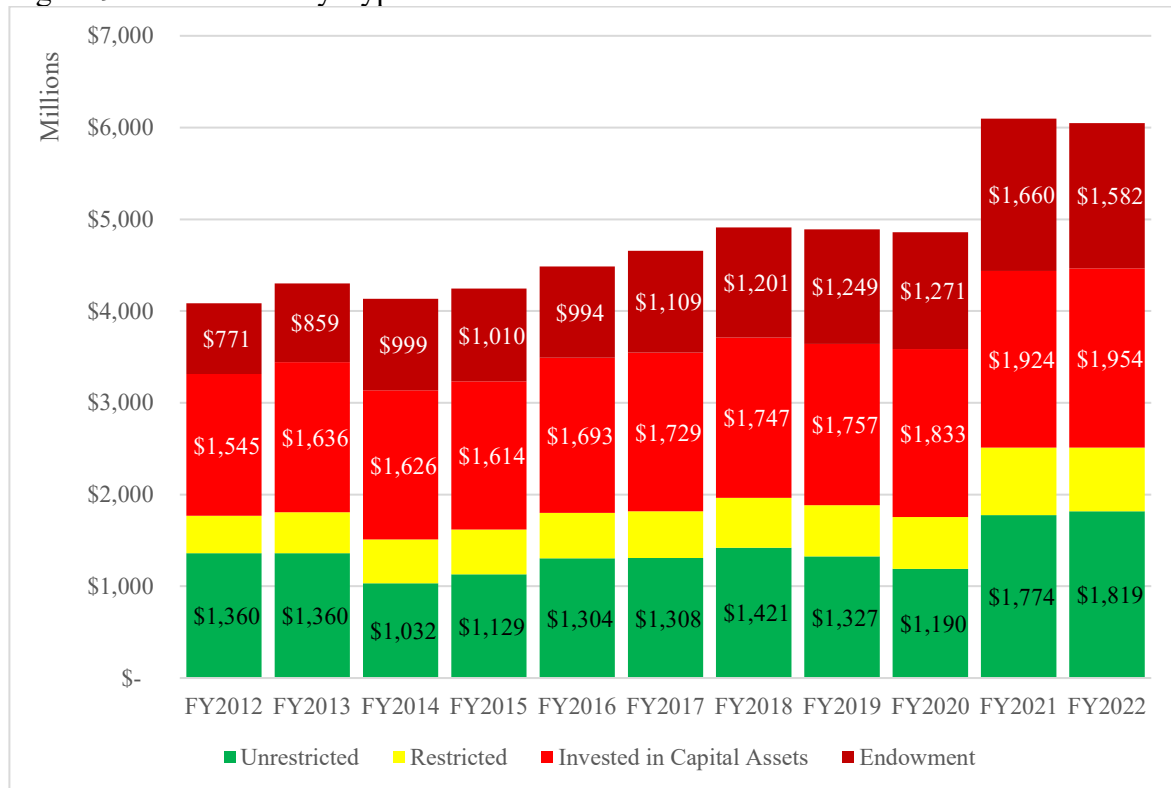


Figure 9 outlines the University’s net position (equity) by restriction type. The categories demonstrate a significant portion of the University’s net position is inaccessible for operating purposes, such as \$1.58 billion in the endowment and \$1.95 billion invested in capital assets such as building, land and equipment. The following factors attributed to the increase in the University’s Net Position.

- Unrestricted – increased by \$45 million on positive operating margins at the universities. Unrestricted net position represents the portion of “equity” not subject to any spending restrictions and is a key measure of financial strength.
- Restricted Expendable– fell by \$47 million largely related to spending of capital gifts. This category of net position represents equity that is restricted for type of use, but not permanently restricted in an endowment or invested in a capital asset. The decrease

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largely relates to the spending of capital gifts, with the largest being the indoor practice facility construction for MU Athletics.

- Invested in Capital Assets – increased by \$30 million. This measure of equity represents the amount of equity tied up in capital assets, net of related debt obligations.
- Endowment – decreased by \$78 million on investment losses. This measure of net position is the current value of endowment corpus accounts, the portion of the endowment which is permanently restricted and cannot be spent.

FINANCIAL PERFORMANCE BY UNIT

The financial performance metrics in this section represent the key metrics the System utilizes to monitor financial performance amongst the different universities and health system. These metrics are used by Moody’s to determine the University’s credit rating and are presented to the Board as a part of the long-range financial plan and operating budget.

The University and Rating Agencies evaluate financial performance with an eye towards the longer-term. The University’s financial performance targets do not represent the floor but rather where an institution should be over a longer time horizon. Due to University’s long business cycle, operating margin should be evaluated over several years looking at trends rather than just looking at a single year.

Operating Margins remain above target for academic institutions

Operating Margin demonstrates management’s ability to adjust expenditures within revenues received in an annual period. Operating margin generally shows management’s ability to control financial performance within the annual planning cycle. A positive operating margin provides the University with resources to support operations and invest in future mission-based activities and capital.

Table 4: FY2022 Operating Margin by Unit

	MU	UMKC	S&T	UMSL	MU Healthcare	Consolidated
Actual	5.1%	8.3%	10.7%	5.3%	1.4%	7.3%
Federal Stimulus Funding	-1.3%	-2.3%	-3.0%	-4.8%		-1.2%
Adjusted	3.8%	6.0%	7.7%	0.5%	1.4%	6.1%
Target	3.5%	0.0%	3.0%	3.0%	7.0%	5.0%

FY2022 represents the last year of direct pandemic-related stimulus. Table 4 presents the actual operating margin for FY2022 and the adjusted operating margin excluding the non-recurring federal stimulus funding versus the target for each operating unit. Overperformance amongst the academic units on operating performance covers for underperformance in healthcare operations on the consolidated level.

Figure 10: Five-year Average Operating Margin by Business Unit

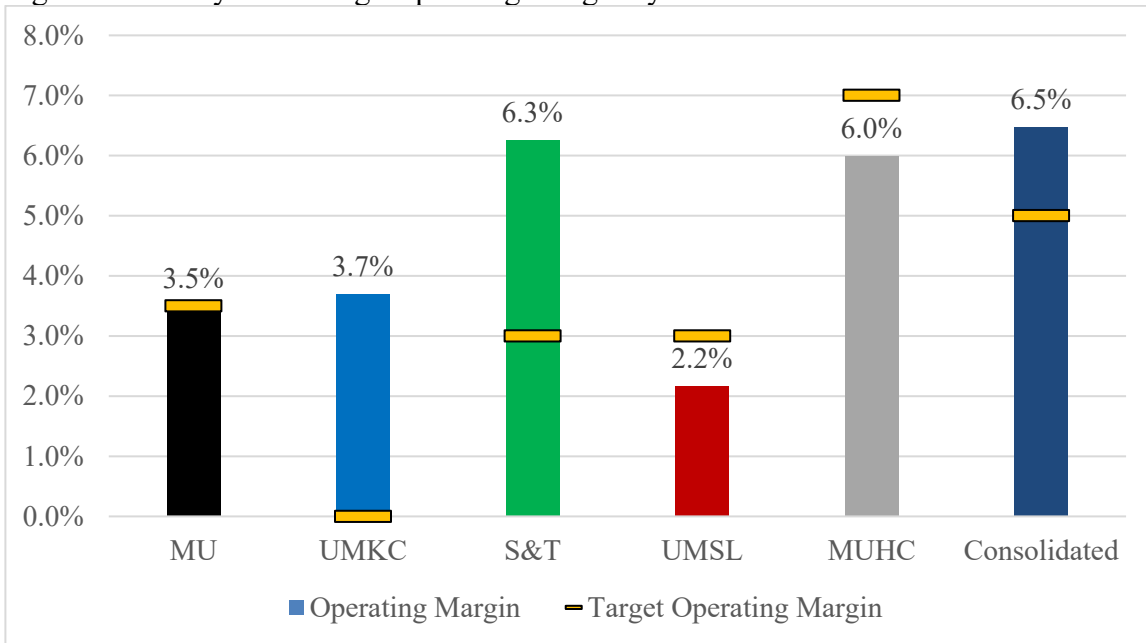


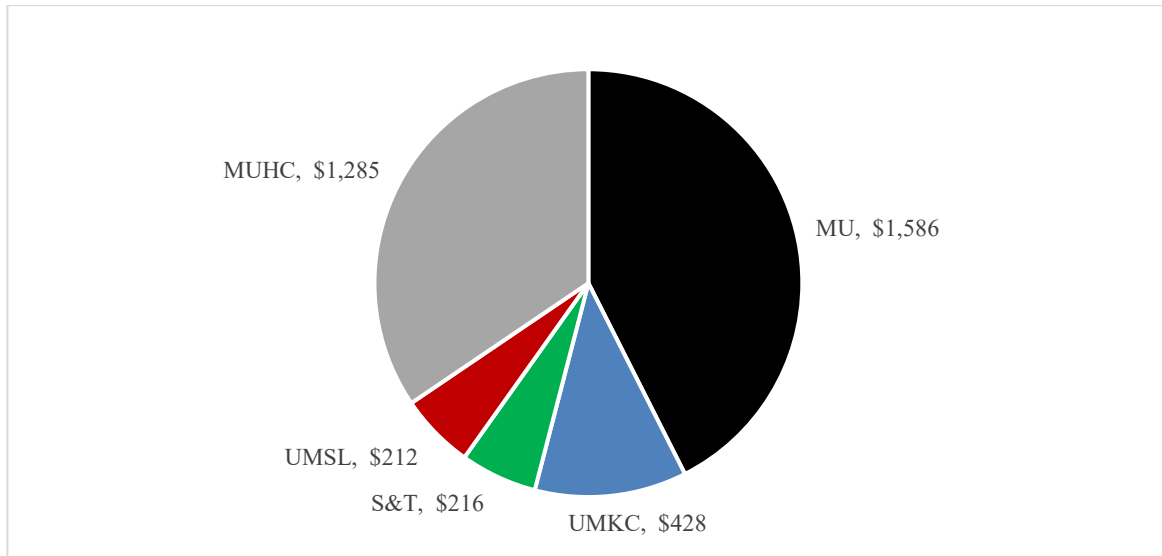
Figure 10 shows each unit’s operating margin five-year average performance as compared to their target. A five-year average is used to demonstrate performance over roughly one business cycle for the University, as students take multiple years to complete their degrees. Taken together, MU and MU Healthcare represent approximately three quarters of the total revenues for the University of Missouri System and drive the consolidated performance for the University System.

Highlights on operating margin from each business unit include:

- **MU** operating margin for FY2022 excluding the one-time federal stimulus funding is 3.5% which is at MU’s target of 3.5%. MU grew grants and contracts and auxiliary enterprises above historical revenue growth rates. MU continues to manage recurring expenditures within available revenues.
- **MU Healthcare** operating margin fell to 1.4% on expenditure increases over prior year and budget. The five-year average of operating performance of 6% has fallen below the target of 7%. MU Healthcare’s financial plan will address the timeline of expected financial performance improvement.
- **UMKC** operating margin for FY2022 is 6.0% excluding the one-time federal stimulus funding. This margin was attained by continued growth in grants and contracts revenue and maintaining recurring expenditure cuts enacted during the pandemic. UMKC relaxed temporary spending reductions for FY2022, with operating margins continuing to remain above target.

- **Missouri S&T** operating margin when adjusted for federal stimulus funding of 7.7% remained above S&T’s target of 3.0%. Grants and contracts revenue growth accounted for the majority of revenue increases and expenditures remain within available revenues.
- **UMSL** experienced a narrowing of operating margin, with an operating margin of 0.5% when accounting for the one-time impact of federal stimulus revenues. Increases in grants and contracts revenues offset declines in net tuition revenues and Pell grants. UMSL continues to face declining enrollments and teaching revenues, placing pressure on its expenditure base.

Figure 11: FY2022 Revenue by Business Unit, excluding Federal Stimulus Funding, \$’s in millions



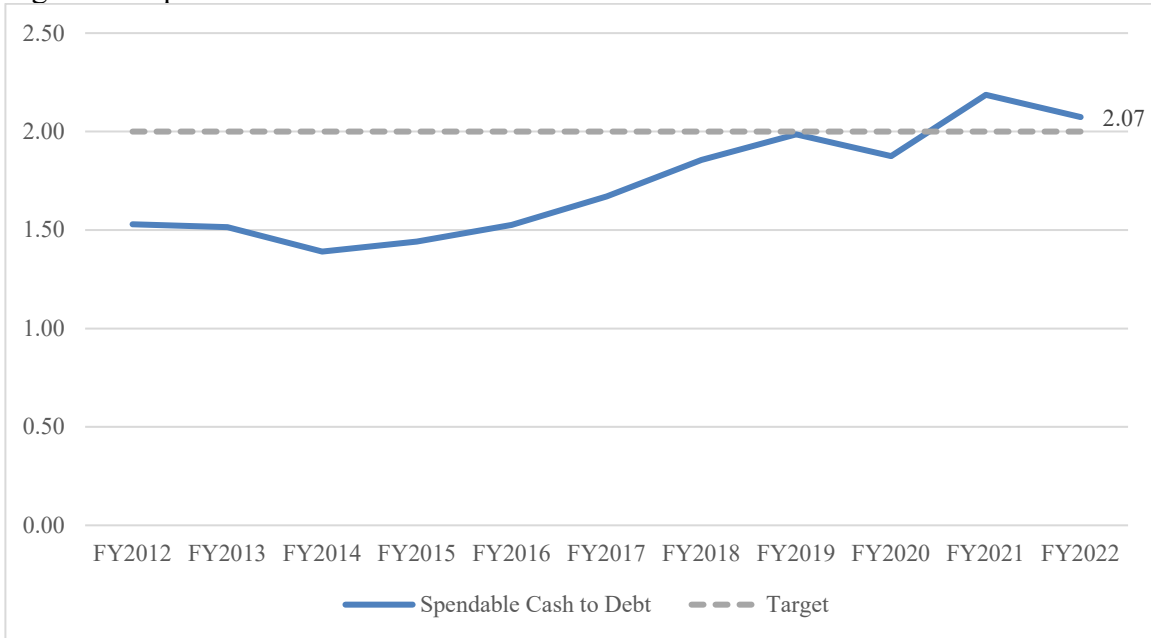
NOTE: Operating revenue growth has been adjusted for smoothing of investment income for the consolidated level, similar to the operating margin, and excludes institutional federal stimulus funding.

MU and MU Healthcare account for approximately three quarters of the enterprise’s operating revenue, as shown in Figure 11 above. MU and MU Healthcare generate over \$2.8 billion in revenues while the other three operating units combined generate less than \$900 million. This scale demonstrates MU and MU Healthcare are the primary drivers of the University’s consolidated financial performance, with small movements in their relative performance impacting the institution on a greater scale.

Spendable Cash and Investments to Debt remains above target

Spendable Cash and Investments to Debt shows the relative size of liquid assets compared to the outstanding debt of the organization. This metric moves over a longer time horizon, eroding when debt is issued and rebuilding as debt is repaid and cash grows with positive operating performance. Spendable cash and investments to debt represents one measure of debt capacity.

Figure 12: Spendable Cash and Investments to Debt Trend



Spendable cash to debt decreased over prior year due to a decline in cash balance from investment losses. Spendable cash to debt of 2.07 is above the target and remains above the average of 1.5 from 2012-2016 when the University issued new debt to fund the building of capital assets. The current target reflects the floor of the range for Aa1-rated institutions, with spendable cash and investments to debt likely being a limiting factor in the University’s current rating band. The financial planning process will quantify each unit’s strategic plan and compare to each unit’s financial capacity.

Figure 13: Spendable Cash to Debt by Business Unit – Beige bar represents five-year average

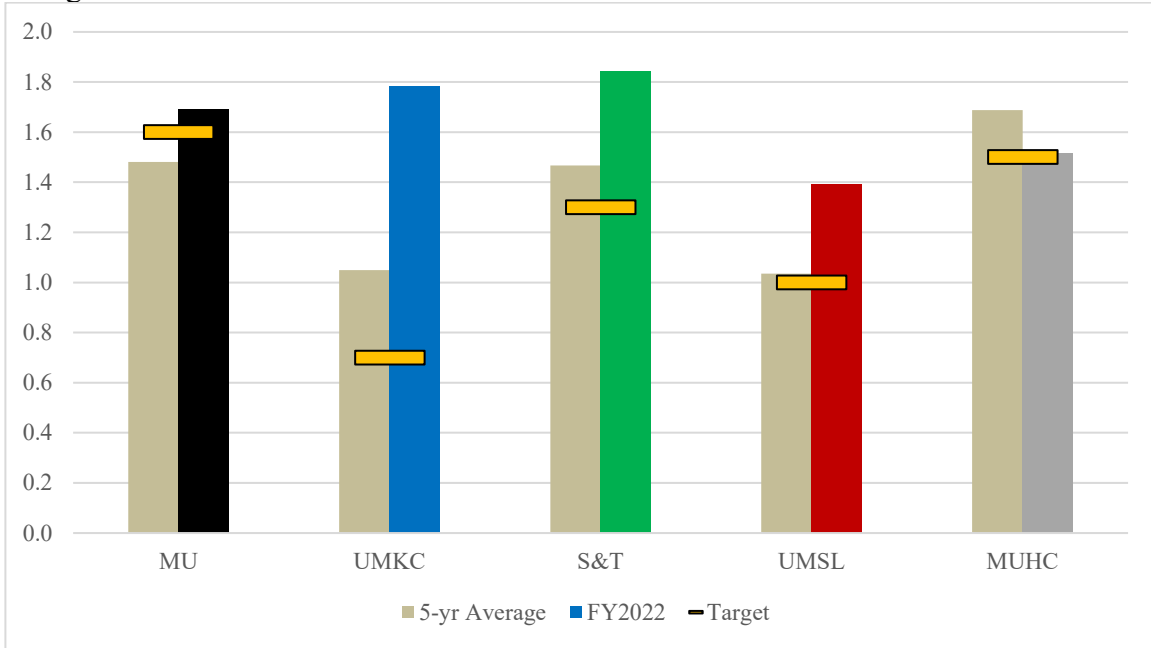
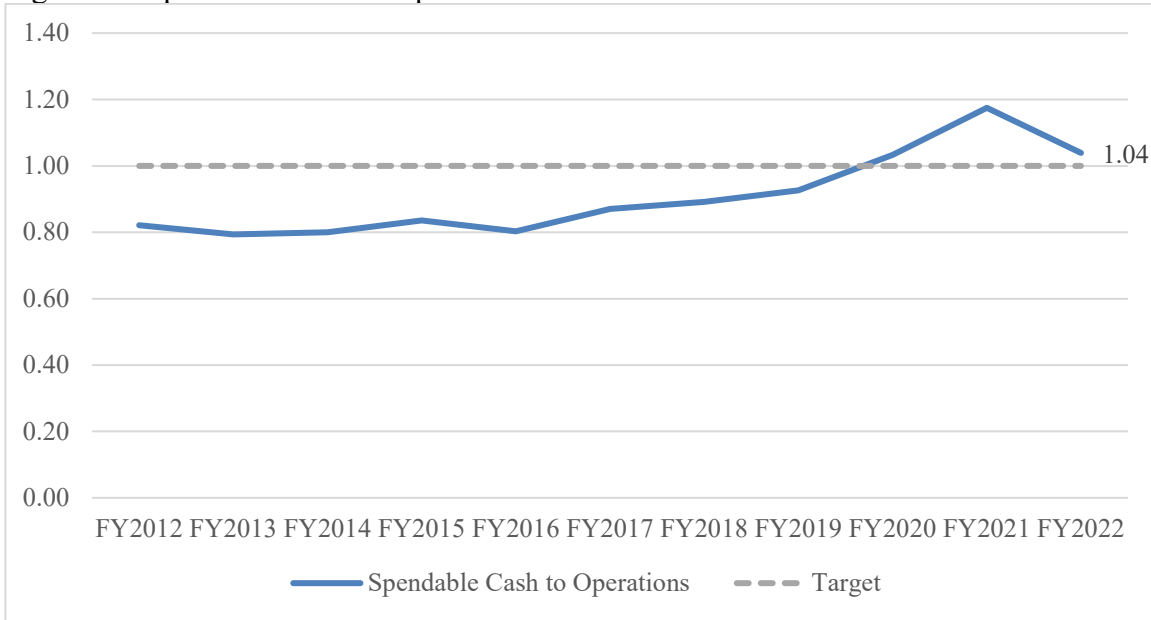


Figure 13 demonstrates spendable cash to debt varies by business unit. During FY2022 every business unit improved this ratio except for MU Healthcare as cash balances remained stable while debt was repaid on the standard amortization schedule. MU Healthcare’s ratio decreased as expected from the use of debt to fund the building of the new Children’s Hospital. MU Healthcare’s spendable cash to debt will continue to decline as construction continues over the next two years. Capital plans and debt utilization will be a key focus through this year’s financial planning process. The limiting factor for debt amongst most of the business units is the ability to find projects that generate growth and a return in excess of the future debt service payments.

Spendable Cash to Operations improves remains above target

Spendable Cash to Operations shows the relative size of cash balances to the operating expenses of the organization. This metric shows the organization’s capacity to adapt to unexpected changes in revenue streams or unexpected increases in cost. The cash to operations measure fell in FY2022 as the with a decrease cash balances and an increase in the expenditure base of 9%.

Figure 14: Spendable Cash to Operations Trend



Spendable cash (reserves outside the endowment) provides the University with time to implement adapt to changes within its business cycle. The level of reserves is a key factor in the University’s credit rating. Table 5 demonstrates the relative performance of the business units on the spendable cash to operations metric. Whereas MU Healthcare is comparable to MU on cash to debt, MU Healthcare falls lower when the cash balance is compared to the size of the operation. MU Healthcare’s target is lower to reflect the nature of healthcare industry compared to higher education.

Table 5: Three-year Spendable Cash to Operations by Business Unit

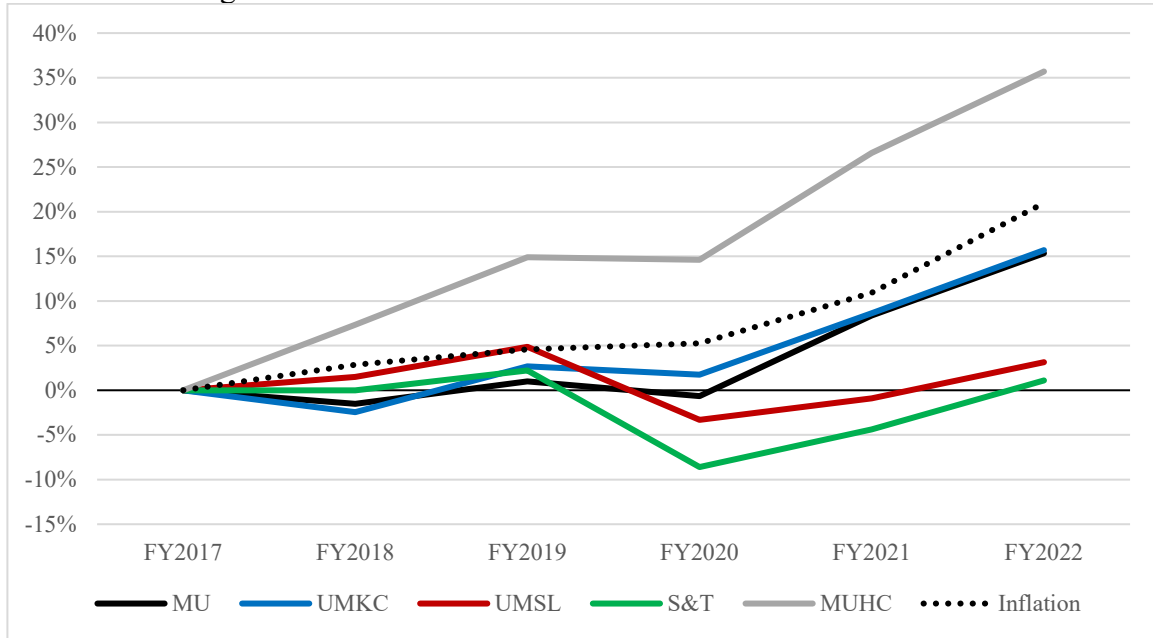
	MU	UMKC	S&T	UMSL	MUHC
FY2020	0.75	0.41	0.75	0.50	0.51
FY2021	0.85	0.78	1.05	0.69	0.49
FY2022	0.84	0.79	1.11	0.74	0.44
Target	0.80	0.45	0.80	0.50	0.55

This metric remained stable across all units except for MU Healthcare, which experienced a decline in cash with a lower than budgeted operating margin. The reserve balance for each University has returned above pre-pandemic levels. For investments to continue to sustain the University’s growth, they need to earn a return and replenish the cash balance spent over time.

LOOKING FORWARD: LONG-TERM CHALLENGES REMAIN

As the University moves beyond the pandemic, longer-term trends driving public higher education economics will come back into focus. Nationally, public higher education continues to compete for limited resources from state budgets. In the Midwest, institutions face challenging demographic patterns for traditional college students. As a result of both trends, the industry will face a struggle to grow revenues in line with inflation. The institutions in the University of Missouri have faced this challenge for the past five years.

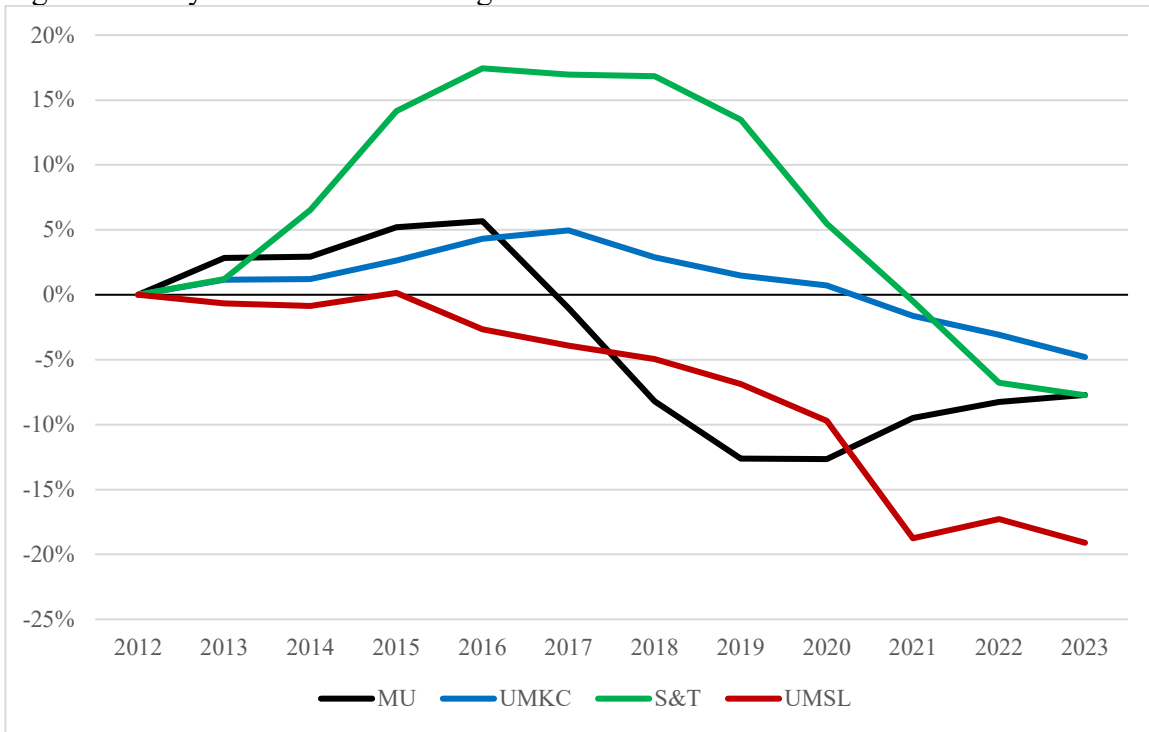
Figure 15: Cumulative Revenue Growth by Business Unit, excluding Institutional Federal Stimulus Funding



NOTE: Operating revenue growth has been adjusted for smoothing of investment income for the consolidated level, similar to the operating margin, and excludes institutional federal stimulus funding s.

Figure 15 above demonstrates total operating revenue growth over the preceding five years by operating unit as compared to inflation. MU Healthcare is the only unit which has experienced revenue growth in excess of inflation. Revenue growth is a key long-term indicator for financial health, as without revenue growth, institutions remain in a cycle of cost cutting. Without revenue growth, investment and capital renewal remain difficult for institutions, as they cannot generate the income to pay for the areas they need. In a flat growth environment, cost management becomes the key to maintaining financial performance.

Figure 16: 10-year Cumulative Change in Fall Enrollment



Since FY2016, enrollments have declined across the enterprise, with declines across all universities. This trend has been similar across public higher education in Missouri. Since FY2019, MU started to see an upward trend as it moves past the enrollment declines from November 2015. In total, the University’s enrollment across all four institutions is 9% lower than where it was in FY2012. Declining enrollments impact multiple revenue streams across the University, as payments from students do not just include tuition but impact residence halls, dining, bookstores, and other student service auxiliaries. As student populations across campuses have declined, so have the related revenues paid by students. Maintaining enrollments and student related revenues in a shrinking market remains a large challenge for the University. Without additional students at the same or increased revenue per student, continued cost reductions will be necessary to maintain financial performance.

Looking forward, tuition strategies will be key to maintaining revenues for the academic units. Differential tuition will support more market tuition for specific degrees. Tuition and fees continue to grow, but scholarships have been growing at a faster rate reducing the total amount of net tuition revenue received from students. Each university will need to examine scholarship strategies together with tuition to build a class profile distinct from others in the state that also provides the necessary program revenues. Programs and areas of support from state appropriations will need to be aligned with the state’s priorities and limited resources. Each University will provide an update to the Board at their hosted meeting on their progress on the tuition strategies.

NEXT STEP: LONG-RANGE FINANCIAL PLANS

The University is currently completing the long-range financial planning process for each business unit. The key element of this process is to tie strategic plans and initiatives into financial and capital resources. This process includes peer benchmarking to ensure University leaders understand the relationship between university finances and their eminence. The university's leadership team will utilize the financial planning process to quantify necessary investments to both improve academic excellence and revenue growth and balance those investments against available resources. A key focus of this year's plans is the funding of match components for capital plans and how that relates to current operating performance and starting financial resources. This long-term financial plan will serve as the basis for the FY2023 budget process.

As a part of the planning process, the University will evaluate whether adjustments to financial performance targets for any unit need to reflect environmental changes or strategic needs. Enterprise level targets will be approved by the Board with appropriate competitive market context as the University works to reset long-range financial plans, as codified in Collected Rule 140.025. The financial plan presented to the Board in February will align with the capital plan and will incorporate the units' key strategies with related funding. In addition, the Board will be provided with a funding update on the Pension Plan as a part of the Annual Benefits Update provided in the spring.

Performance - Key Financial Metrics

	Target	Consolidated	MU	S&T	UMKC	UMSL	MU Healthcare
Operating Margin - Total Operating Revenues less Total Operating Expenses divided by Total Operating Revenues Demonstrates management's ability to manage expenditures within revenues.	5.00%	↓ 7.3% ●	↓ 5.1% ●	↓ 10.7% ●	↓ 8.3% ●	↓ 5.3% ●	↓ 1.4% ●
Operating Revenue Growth - Change in Total Operating Revenues from prior year divided by Total Operating Revenues from prior year Demonstrates growth of operation. Core of long-term financial health.	3.10%	↓ 4.3% ●	↓ 3.9% ●	↓ 1.4% ●	↓ 2.9% ●	↓ 0.1% ●	↓ 7.2% ●
Cash to Debt - Total Spendable Cash divided by Total Debt Outstanding Shows the relative size of debt burden against available liquid sources to fund debt.	2.00	↓ 2.07 ●	↑ 1.69 ●	↑ 1.84 ●	↑ 1.78 ●	↑ 1.39 ●	↓ 1.52 ●
Cash to Operations - Total Spendable Cash divided by Operating Expenses ¹ Shows the amount of cash available to weather unexpected disruptions in revenue or expense.	1.00	↓ 1.04 ●	↓ 0.84 ●	↑ 1.11 ●	↑ 0.79 ●	↑ 0.74 ●	↓ 169 ●

Arrows indicate trend over prior year performance, higher is better on all ratios. Dots indicate if projected metric is over/at target (green) or under target (red). All ratios from Moody's Higher Education Scorecard.

Note 1: The healthcare industry utilizes days cash on hand to quantify the amount of cash available to weather unexpected disruptions in revenue or expense.

Summary of Current Ratings

Rating Agency	Rating	UM Outlook	Industry Outlook
Moody's	Aa1	Stable	Stable
Standard & Poor's	AA+	Stable	Stable

University of Missouri System - UNAUDITED**Statement of Net Position****For the Year Ended June 30, 2022 and June 30, 2021** (in thousands)

Line No.		FY 2021	FY 2022
Assets			
Current Assets			
1	Cash and Cash Equivalents	\$ 770,240	\$ 807,076
2	Short-Term Investments	32,442	20,382
3	Investment of Cash Collateral	9,230	4,477
4	Accounts Receivable, Net	374,522	402,635
5	Pledges Receivable, Net	34,796	29,999
6	Investment Settlements Receivable	218,197	56,506
7	Notes Receivable, Net	7,598	6,719
8	Lease Receivable, Net	-	2,018
9	Due (To) From Component Unit	(8,915)	(8,046)
10	Inventories	43,946	47,086
11	Prepaid Expenses and Other Current Assets	28,104	31,850
12	Total Current Assets	1,510,160	1,400,702
Noncurrent Assets			
13	Pledges Receivable, Net	51,074	39,686
14	Notes Receivable, Net	38,580	35,314
15	Lease Receivable, Net	-	13,310
16	Other Assets	1,880	68
17	Long-Term Investments	4,769,213	4,531,604
18	Capital Assets, Net	3,593,675	3,670,094
19	Total Noncurrent Assets	8,454,422	8,290,076
20	Deferred Outflow of Resources	219,012	404,080
21	Total Assets and Deferred Outflow of Resources	\$ 10,183,594	\$ 10,094,858
Liabilities			
Current Liabilities			
22	Accounts Payable	186,063	183,761
23	Accrued Liabilities	177,054	190,883
24	Deferred Revenue Current	104,399	108,681
25	Investment Settlements Payable	378,200	86,060
26	Collateral Held for Securities Lending	9,230	4,477
27	Commercial Paper and Current Portion of Long-Term Debt	12,421	37,596
28	Long-Term Debt Subject to Remarketing Agreements	74,820	70,735
29	Total Current Liabilities	942,187	682,193

November 17, 2022

University of Missouri System - UNAUDITED
Statement of Net Position
For the Year Ended June 30, 2022 and June 30, 2021 (in thousands)

Line No.		FY 2021	FY 2022
	Liabilities, Continued		
	Noncurrent Liabilities		
30	Long-Term Debt	1,701,847	1,713,079
31	Deferred Revenue	13,967	13,719
32	Asset Retirement Obligation	62,432	62,433
33	Derivative Instrument Liability	34,852	16,248
34	Other Postemployment Benefits Liability	213,817	159,780
35	Net Pension Liability	314,943	1,055,765
36	Other Noncurrent Liabilities	90,500	94,780
37	Total Noncurrent Liabilities	2,432,358	3,115,804
38	Deferred Inflow of Resources	712,287	249,526
	Total Liabilities and Deferred		
39	Inflow of Resources	\$ 4,086,832	\$ 4,047,523
	Net Position		
40	Net Investment in Capital Assets	1,924,128	1,954,464
	Restricted		
	Nonexpendable -		
41	Endowment	1,659,825	1,582,260
	Expendable -		
42	Scholarship, Research, Instruction and Other	552,920	546,002
43	Loans	76,084	73,990
44	Capital Projects	109,461	71,702
45	Unrestricted	1,774,344	1,818,917
46	Total Net Position	6,096,762	6,047,335
	Total Liabilities, Deferred Inflow of		
47	Resources and Net Position	\$ 10,183,594	\$ 10,094,858

These financial statements exclude CRMC, which is presented as a blended component unit on the University's audited financial statements but maintains a separate credit.

University of Missouri System - UNAUDITED

Simplified View Statement of Revenues, Expenses, and Changes in Net Position - non-GAAP

For the Year Ending June 30, 2022 Compared to Year Ended June 30, 2021 (in thousands)

Line No.		Actuals FY 2021	Original Budget FY 2022	Actual FY 2022
Operating Revenues				
1	Tuition and Fees	\$ 883,315	\$ 901,264	\$ 931,616
2	Less Scholarship Allowances	374,649	384,847	408,251
3	Net Tuition and Fees	508,666	516,417	523,365
4	Federal Pell Grants	55,539	56,100	53,033
5	Government Scholarship Funding	28,321	26,670	32,903
6	CARES Act Funding	116,872	50,012	50,012
7	Grants and Contracts	343,587	354,573	400,813
8	Auxiliary Enterprises	411,510	394,496	434,062
9	Patient Medical Services Net	1,482,415	1,511,908	1,587,381
10	Other Operating Revenues	61,237	57,251	62,539
11	State Appropriations	419,690	431,213	424,949
12	Federal Appropriations	27,964	28,454	28,290
13	Private Gifts	83,933	73,337	80,261
14	Spendable Investment Income (Moody's)	223,586	225,603	246,379
15	Total Operating Revenues	3,763,320	3,726,034	3,923,987
Operating Expenses				
16	Salaries and Wages	1,565,023	1,639,017	1,697,791
17	Benefits	471,475	512,664	472,764
18	Supplies, Services and Other Operating Expenses	1,009,810	1,079,916	1,153,558
19	Depreciation	214,252	221,136	240,173
20	Interest Expense	68,972	72,390	71,394
21	Total Operating Expenses	3,329,532	3,525,123	3,635,680
22	Net Operating Income	433,788	200,911	288,307
23	Net Operating Margin	11.5%	5.4%	7.3%
Nonoperating Revenues (Expenses)				
24	Investment Income (Losses), Net of Fees	764,308	195,268	(147,702)
25	Spendable Investment Income (Moody's)	(223,586)	(225,603)	(246,379)
26	Other Nonoperating Revenues (Expenses)	25,974	534	(1,133)
27	State Capital Appropriations		21,000	682
28	Capital Gifts and Grants	67,825	55,489	30,528
29	Private Gifts for Endowment Purposes	61,029	31,766	41,676
30	Pension and OPEB Impact on Income Statement	115,006	(100,000)	(16,329)
31	Mandatory Transfers	-	-	-
32	Non-Mandatory Transfers	-	-	-
33	Net Nonoperating Revenues (Expenses)	810,556	(21,546)	(338,657)
34	Increase in Net Position	1,244,344	179,365	(50,350)
35	Net Position, Beginning of Year	4,852,418	6,096,762	6,096,762
36	Cumulative Effect of Change in Accounting Principle		-	923
37	Net Position, Beginning of Year, Adjusted	4,852,418	6,096,762	6,097,685
38	Net Position, End of Period	\$ 6,096,762	\$ 6,276,127	\$ 6,047,335

November 17, 2022

University of Missouri System - Columbia - UNAUDITED

**Simplified View Statement of Revenues, Expenses, and Changes in Net Position - non-GAAP
For the Year Ending June 30, 2022 Compared to Year Ended June 30, 2021 (in thousands)**

Line No.		Actuals FY 2021	Original Budget FY 2022	Actuals FY 2022
Operating Revenues				
1	Tuition and Fees	\$ 449,414	\$ 458,111	\$ 492,275
2	Less Scholarship Allowances	200,455	206,306	226,108
3	Net Tuition and Fees	248,959	251,805	266,167
4	Federal Pell Grants	23,794	24,000	24,200
5	Government Scholarship Funding	15,963	14,000	18,764
6	CARES Act Funding	57,044	21,600	21,600
7	Grants and Contracts	230,748	237,887	257,053
8	Auxiliary Enterprises	296,614	272,541	313,310
9	Patient Medical Services Net	269,641	278,123	288,366
10	Other Operating Revenues	32,254	30,763	32,875
11	State Appropriations	219,719	228,028	225,457
12	Federal Appropriations	18,075	18,542	18,127
13	Private Gifts	37,238	35,069	39,396
14	Spendable Investment Income (Moody's)	96,637	108,241	101,810
15	Total Operating Revenues	1,546,686	1,520,599	1,607,125
Operating Expenses				
16	Salaries and Wages	801,930	833,801	851,109
17	Benefits	232,867	256,687	241,473
18	Supplies, Services and Other Operating Expenses	252,351	277,934	295,893
19	Depreciation	93,077	92,735	102,427
20	Interest Expense	36,687	32,398	34,398
21	Total Operating Expenses	1,416,912	1,493,555	1,525,300
22	Net Operating Income	129,774	27,044	81,825
23	Net Operating Margin	8.4%	1.8%	5.1%
Nonoperating Revenues (Expenses)				
24	Investment Income (Losses), Net of Fees	313,566	106,260	39,673
25	Spendable Investment Income (Moody's)	(96,637)	(108,241)	(101,810)
26	Other Nonoperating Revenues (Expenses)	2,273	506	(607)
27	State Capital Appropriations		16,000	682
28	Capital Gifts and Grants	28,941	21,216	16,337
29	Private Gifts for Endowment Purposes	43,072	25,450	32,023
30	Mandatory Transfers	86	-	128
31	Non-Mandatory Transfers	16,402	30,117	39,864
32	Net Nonoperating Revenues (Expenses)	307,702	91,308	26,290
33	Increase in Net Position	437,477	118,352	108,115
34	Net Position, Beginning of Year	2,970,602	3,408,079	3,408,079
35	Cumulative Effect of Change in Accounting Principle		-	(147)
36	Net Position, Beginning of Year, Adjusted	2,970,602	3,408,079	3,407,932
37	Net Position, End of Period	\$ 3,408,079	\$ 3,526,431	\$ 3,516,047

November 17, 2022

University of Missouri System - Hospital - UNAUDITED

**Simplified View Statement of Revenues, Expenses, and Changes in Net Position - non-GAAP
For the Year Ending June 30, 2022 Compared to Year Ended June 30, 2021 (in thousands)**

Line No.		Actuals FY 2021	Original Budget FY 2022	Actuals FY 2022
Operating Revenues				
1	Tuition and Fees	\$ -	\$ -	\$ -
2	Less Scholarship Allowances	-	-	-
3	Net Tuition and Fees	-	-	-
4	Federal Pell Grants	-	-	-
5	Government Scholarship Funding	-	-	-
6	CARES Act Funding	-	-	-
7	Grants and Contracts	124	130	867
8	Auxiliary Enterprises	22,750	23,461	23,187
9	Patient Medical Services Net	1,174,494	1,195,684	1,259,147
10	Other Operating Revenues	(21)	(30)	166
11	State Appropriations	-	-	-
12	Federal Appropriations	-	-	-
13	Private Gifts	1,152	705	1,417
14	Spendable Investment Income (Moody's)	-	-	-
15	Total Operating Revenues	1,198,499	1,219,950	1,284,784
Operating Expenses				
16	Salaries and Wages	347,591	363,375	410,203
17	Benefits	116,641	126,775	121,566
18	Supplies, Services and Other Operating Expenses	588,862	581,906	655,791
19	Depreciation	53,668	59,781	66,844
20	Interest Expense	10,782	10,376	12,010
21	Total Operating Expenses	1,117,544	1,142,214	1,266,414
22	Net Operating Income	80,956	77,736	18,370
23	Net Operating Margin	6.8%	6.4%	1.4%
Nonoperating Revenues (Expenses)				
24	Investment Income (Losses), Net of Fees	37,399	7,735	4,683
25	Spendable Investment Income (Moody's)	-	-	-
26	Other Nonoperating Revenues (Expenses)	22,068	-	8,086
27	State Capital Appropriations	-	-	-
28	Capital Gifts and Grants	4,519	-	724
29	Private Gifts for Endowment Purposes	11	6	264
30	Mandatory Transfers	-	15	-
31	Non-Mandatory Transfers	(24,199)	(30,460)	(46,850)
32	Net Nonoperating Revenues (Expenses)	39,798	(22,704)	(33,093)
33	Increase in Net Position	120,754	55,032	(14,723)
34	Net Position, Beginning of Year	\$ 894,820	\$ 1,015,574	1,015,574
35	Cumulative Effect of Change in Accounting Principle	-	-	(501)
36	Net Position, Beginning of Year, Adjusted	894,820	1,015,574	1,015,073
37	Net Position, End of Period	\$ 1,015,574	\$ 1,070,606	\$ 1,000,350

Note: Income Statement presentation is based on the current Moody's Higher Education methodology which includes interest expense as part of operating expenses. Numbers presented to Health Affairs show interest expense as non-operating.

November 17, 2022

University of Missouri System - Kansas City - UNAUDITED

Simplified View Statement of Revenues, Expenses, and Changes in Net Position - non-GAAP

For the Year Ending June 30, 2022 Compared to Year Ended June 30, 2021 (in thousands)

Line No.		Actuals FY 2021	Original Budget FY 2022	Actuals FY 2022
Operating Revenues				
1	Tuition and Fees	\$ 195,267	\$ 201,326	\$ 208,859
2	Less Scholarship Allowances	61,676	63,157	71,848
3	Net Tuition and Fees	133,591	138,169	137,011
4	Federal Pell Grants	12,996	12,800	12,659
5	Government Scholarship Funding	3,917	4,000	4,708
6	CARES Act Funding	24,299	10,577	10,577
7	Grants and Contracts	48,278	53,582	62,684
8	Auxiliary Enterprises	33,664	40,564	37,856
9	Patient Medical Services Net	38,261	38,049	39,843
10	Other Operating Revenues	16,567	17,051	21,075
11	State Appropriations	74,060	77,992	77,992
12	Federal Appropriations	-	-	-
13	Private Gifts	27,074	11,605	18,311
14	Spendable Investment Income (Moody's)	13,720	15,609	16,143
15	Total Operating Revenues	426,428	419,998	438,859
Operating Expenses				
16	Salaries and Wages	187,093	202,180	201,566
17	Benefits	57,400	62,272	59,472
18	Supplies, Services and Other Operating Expenses	81,344	119,712	108,556
19	Depreciation	23,887	24,000	25,505
20	Interest Expense	7,616	8,000	7,549
21	Total Operating Expenses	357,339	416,164	402,648
22	Net Operating Income	69,088	3,834	36,211
23	Net Operating Margin	16.2%	0.9%	8.3%
Nonoperating Revenues (Expenses)				
24	Investment Income (Losses), Net of Fees	53,705	22,468	11,717
25	Spendable Investment Income (Moody's)	(13,720)	(15,609)	(16,143)
26	Other Nonoperating Revenues (Expenses)	2,179	-	(342)
27	State Capital Appropriations	-	-	-
28	Capital Gifts and Grants	18,191	11,000	5,816
29	Private Gifts for Endowment Purposes	441	800	2,173
30	Mandatory Transfers	25	-	30
31	Non-Mandatory Transfers	1,542	33	484
32	Net Nonoperating Revenues (Expenses)	62,364	18,692	3,735
33	Increase in Net Position	131,452	22,526	39,946
34	Net Position, Beginning of Year	501,858	633,310	633,310
35	Cumulative Effect of Change in Accounting Principle		-	(79)
36	Net Position, Beginning of Year, Adjusted	501,858	633,310	633,231
37	Net Position, End of Period	\$ 633,310	\$ 655,836	\$ 673,177

November 17, 2022

University of Missouri System - Missouri S&T - UNAUDITED

Simplified View Statement of Revenues, Expenses, and Changes in Net Position - non-GAAP

For the Year Ending June 30, 2022 Compared to Year Ended June 30, 2021 (in thousands)

Line No.		Actuals FY 2021	Original Budget FY 2022	Actuals FY 2022
Operating Revenues				
1	Tuition and Fees	\$ 119,678	\$ 120,112	\$ 119,995
2	Less Scholarship Allowances	61,046	63,529	63,974
3	Net Tuition and Fees	58,632	56,583	56,021
4	Federal Pell Grants	6,032	5,800	5,445
5	Government Scholarship Funding	4,865	5,000	5,670
6	CARES Act Funding	15,809	7,168	7,168
7	Grants and Contracts	37,656	38,675	44,203
8	Auxiliary Enterprises	21,094	21,872	23,098
9	Patient Medical Services Net	-	-	-
10	Other Operating Revenues	3,611	3,107	3,405
11	State Appropriations	50,375	53,407	53,026
12	Federal Appropriations	-	-	-
13	Private Gifts	6,815	14,712	8,208
14	Spendable Investment Income (Moody's)	15,503	17,095	17,235
15	Total Operating Revenues	220,391	223,419	223,479
Operating Expenses				
16	Salaries and Wages	95,663	103,334	95,976
17	Benefits	29,368	32,913	29,336
18	Supplies, Services and Other Operating Expenses	44,193	51,384	45,052
19	Depreciation	19,789	23,646	23,901
20	Interest Expense	5,072	5,184	5,304
21	Total Operating Expenses	194,085	216,461	199,569
22	Net Operating Income	26,306	6,958	23,910
23	Net Operating Margin	11.9%	3.1%	10.7%
Nonoperating Revenues (Expenses)				
24	Investment Income (Losses), Net of Fees	52,741	18,461	7,601
25	Spendable Investment Income (Moody's)	(15,503)	(17,095)	(17,235)
26	Other Nonoperating Revenues (Expenses)	9,069	25	(6,796)
27	State Capital Appropriations	-	5,000	-
28	Capital Gifts and Grants	10,805	23,267	5,339
29	Private Gifts for Endowment Purposes	13,255	3,250	3,314
30	Mandatory Transfers	27,616	-	18
31	Non-Mandatory Transfers	(1,816)	1,885	(2,189)
32	Net Nonoperating Revenues (Expenses)	96,166	34,793	(9,948)
33	Increase in Net Position	122,472	41,751	13,962
34	Net Position, Beginning of Year	526,586	649,058	649,058
35	Cumulative Effect of Change in Accounting Principle	-	-	(36)
36	Net Position, Beginning of Year, Adjusted	526,586	649,058	649,022
37	Net Position, End of Period	\$ 649,058	\$ 690,809	\$ 662,984

November 17, 2022

University of Missouri System - St. Louis - UNAUDITED
Simplified View Statement of Revenues, Expenses, and Changes in Net Position non-GAAP
For the Year Ending June 30, 2022 Compared to Year Ended June 30, 2021 (in thousands)

Line No.		Actuals FY 2021	Original Budget FY 2022	Actuals FY 2022
Operating Revenues				
1	Tuition and Fees	\$ 118,956	\$ 121,715	\$ 110,487
2	Less Scholarship Allowances	51,269	51,772	46,278
3	Net Tuition and Fees	67,687	69,943	64,209
4	Federal Pell Grants	12,716	13,500	10,729
5	Government Scholarship Funding	3,575	3,670	3,761
6	CARES Act Funding	18,835	10,668	10,667
7	Grants and Contracts	26,676	24,300	35,059
8	Auxiliary Enterprises	13,400	15,445	13,638
9	Patient Medical Services Net	19	51	25
10	Other Operating Revenues	2,124	1,979	1,758
11	State Appropriations	55,940	60,507	59,007
12	Federal Appropriations	-	-	-
13	Private Gifts	11,428	11,131	12,785
14	Spendable Investment Income (Moody's)	9,813	11,196	10,773
15	Total Operating Revenues	222,213	222,390	222,411
Operating Expenses				
16	Salaries and Wages	97,852	101,843	97,797
17	Benefits	32,238	34,020	31,815
18	Supplies, Services and Other Operating Expenses	46,384	58,101	57,754
19	Depreciation	17,917	18,400	17,990
20	Interest Expense	5,557	5,328	5,368
21	Total Operating Expenses	199,948	217,692	210,724
22	Net Operating Income	22,265	4,698	11,687
23	Net Operating Margin	10.0%	2.1%	5.3%
Nonoperating Revenues (Expenses)				
24	Investment Income (Losses), Net of Fees	27,080	10,010	6,379
25	Spendable Investment Income (Moody's)	(9,813)	(11,196)	(10,773)
26	Other Nonoperating Revenues (Expenses)	(70)	-	565
27	State Capital Appropriations	-	-	-
28	Capital Gifts and Grants	348	-	2,312
29	Private Gifts for Endowment Purposes	4,248	2,250	3,750
30	Mandatory Transfers	(1,888)	-	43
31	Non-Mandatory Transfers	1,286	1,270	(679)
32	Net Nonoperating Revenues (Expenses)	21,191	2,334	1,597
33	Increase in Net Position	43,455	7,032	13,284
34	Net Position, Beginning of Year	356,526	399,982	399,982
35	Cumulative Effect of Change in Accounting Principle		-	(17)
36	Net Position, Beginning of Year, Adjusted	356,526	399,982	399,965
37	Net Position, End of Period	\$ 399,982	\$ 407,014	\$ 413,249

November 17, 2022

University of Missouri System - System Administration - UNAUDITED
Simplified View Statement of Revenues, Expenses, and Changes in Net Position - non-GAAP
For the Year Ending June 30, 2022 Compared to Year Ended June 30, 2021 (in thousands)

Line No.		Actuals FY 2021	Original Budget FY 2022	Actuals FY 2022
	Operating Revenues			
1	Tuition and Fees			
2	Less Scholarship Allowances	168	50	20
3	Net Tuition and Fees	(168)	(50)	(20)
4	Federal Pell Grants			
5	Government Scholarship Funding			
6	CARES Act Funding	885	-	-
7	Grants and Contracts	106	-	947
8	Auxiliary Enterprises	23,989	20,613	22,973
9	Patient Medical Services Net	-	-	-
10	Other Operating Revenues	4,244	4,478	3,453
11	State Appropriations	10,130	1,812	-
12	Federal Appropriations	-	-	-
13	Private Gifts	223	113	143
14	Spendable Investment Income (Moody's)	22,931	6,905	10,720
15	Total Operating Revenues	62,340	33,871	38,216
	Operating Expenses			
16	Salaries and Wages	33,173	34,484	39,802
17	Benefits	11,270	11,997	13,683
18	Supplies, Services and Other Operating Expenses	8,788	(15,218)	(26,494)
19	Depreciation	3,503	2,574	3,506
20	Interest Expense	-	-	106
21	Total Operating Expenses	56,734	33,837	30,603
22	Net Operating Income	5,606	34	7,613
23	Net Operating Margin	9.0%	0.1%	19.9%
	Nonoperating Revenues (Expenses)			
24	Investment Income (Losses), Net of Fees	45,053	10,130	(5,139)
25	Spendable Investment Income (Moody's)	(22,931)	(6,905)	(10,720)
26	Other Nonoperating Revenues (Expenses)	(1)	2	(78)
27	State Capital Appropriations	-	-	-
28	Capital Gifts and Grants	-	-	-
29	Private Gifts for Endowment Purposes	-	-	50
30	Mandatory Transfers	-	-	-
31	Non-Mandatory Transfers	(1,586)	(1,198)	(7,489)
32	Net Nonoperating Revenues (Expenses)	20,535	2,029	(23,376)
33	Increase in Net Position	26,141	2,063	(15,763)
34	Net Position, Beginning of Year	211,269	237,410	237,410
35	Cumulative Effect of Change in Accounting Principle		-	1,703
36	Net Position, Beginning of Year, Adjusted	211,269	237,410	239,113
37	Net Position, End of Period	\$ 237,410	\$ 239,473	\$ 223,350

November 17, 2022

University of Missouri University-wide - UNAUDITED

**Simplified View Statement of Revenues, Expenses, and Changes in Net Position - non-
For the Year Ending June 30, 2022 Compared to Year Ended June 30, 2021 (in thousands)**

Line No.		Actuals FY 2021	Original Budget FY 2022	Actuals FY 2022
Operating Revenues				
1	Tuition and Fees	\$ -	\$ -	\$ -
2	Less Scholarship Allowances	36	33	23
3	Net Tuition and Fees	(36)	(33)	(23)
4	Federal Pell Grants	-	-	-
5	Government Scholarship Funding	-	-	-
6	Institutional CARES Act Funding	-	-	-
7	Grants and Contracts	-	-	-
8	Auxiliary Enterprises	-	-	-
9	Patient Medical Services Net	-	-	-
10	Other Operating Revenues	2,459	(97)	(193)
11	State Appropriations	9,467	9,467	9,467
12	Federal Appropriations	9,889	9,912	10,163
13	Private Gifts	3	2	1
14	Spendable Investment Income (Moody's)	64,983	66,558	89,698
15	Total Operating Revenues	86,765	85,809	109,113
Operating Expenses				
16	Salaries and Wages	1,720	-	1,338
17	Benefits	(8,309)	(12,002)	(24,581)
18	Supplies, Services and Other Operating Expenses	(11,410)	6,097	13,986
19	Depreciation	2,412	-	-
20	Interest Expense	3,258	11,104	6,659
21	Total Operating Expenses	(12,329)	5,200	(2,598)
22	Net Operating Income	99,094	80,609	111,711
23	Net Operating Margin	114.2%	93.9%	102.4%
Nonoperating Revenues (Expenses)				
24	Investment Income (Losses), Net of Fees	234,764	20,205	(212,616)
25	Spendable Investment Income (Moody's)	(64,983)	(66,558)	(89,698)
26	Other Nonoperating Revenues (Expenses)	(9,543)	-	(1,961)
27	State Capital Appropriations	-	-	-
28	Capital Gifts and Grants	5,020	-	-
29	Private Gifts for Endowment Purposes	3	1	102
30	Pension and OPEB Impact on Income Statement	115,006	(100,000)	(16,329)
31	Mandatory Transfers	(25,838)	-	(220)
32	Non-Mandatory Transfers	9,073	(1,648)	13,840
33	Net Nonoperating Revenues (Expenses)	263,502	(148,000)	(306,882)
34	Increase in Net Position	362,596	(67,390)	(195,171)
35	Net Position, Beginning of Year	(609,238)	(246,642)	(246,642)
36	Cumulative Effect of Change in Accounting Principle	-	-	-
37	Net Position, Beginning of Year, Adjusted	(609,238)	(246,642)	(246,642)
38	Net Position, End of Period	\$ (246,642)	\$ (314,032)	\$ (441,813)

November 17, 2022

Fiscal Year 2022 Financial Status Report

-- November 2022--



Key Points

- Consolidated performance in FY2022 continues to exceed targets. Investment losses offset previous gains dropping cash balances over prior year but remain above target. Operating performance remains healthy moving into FY2023.
- Each University remains in a different place with financial capacity. Longer-term challenges in demographics for higher education remain and revenue growth at or above inflation remains a key constraint.
- With increased autonomy with the creation of the Council of Chancellors in November 2020, accountability for financial decisions among campuses also increased with CRR 140.025

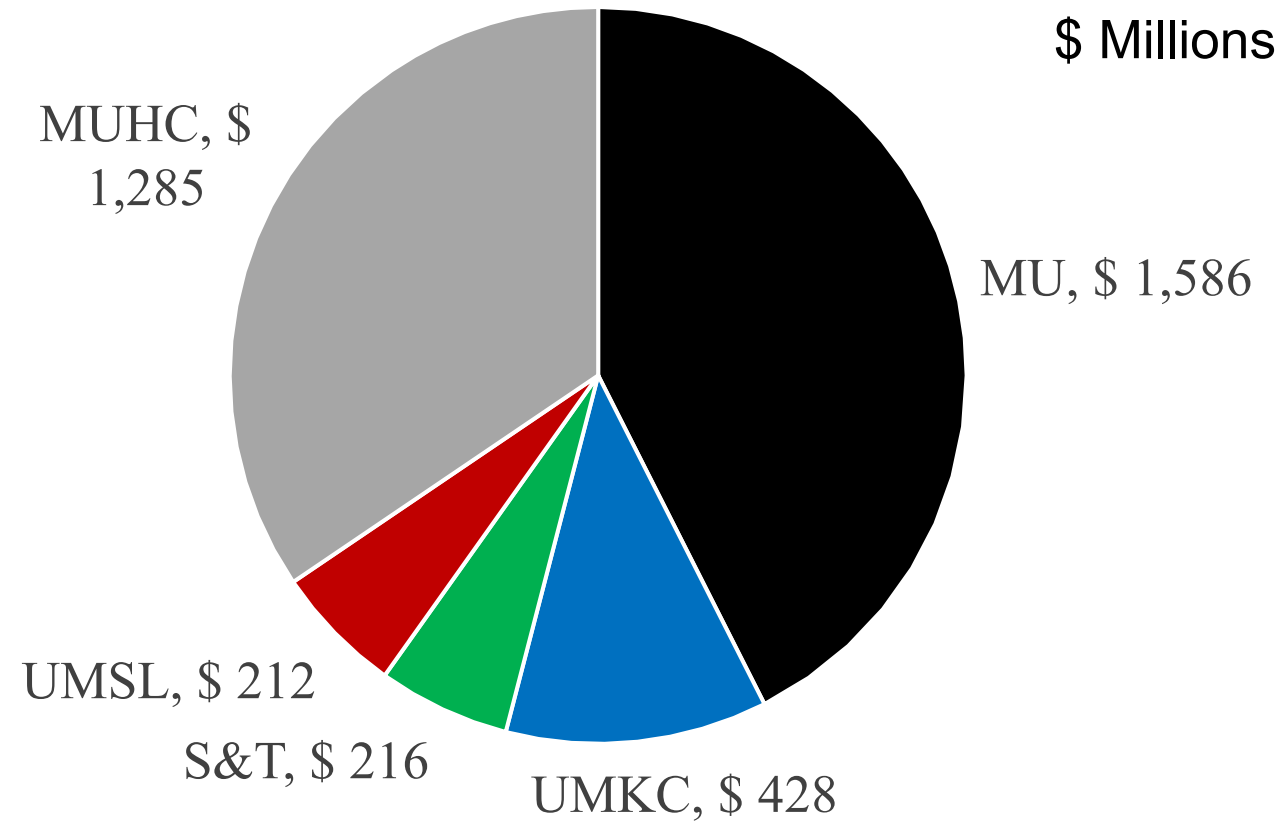
Financial Accountability Remains Key

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

FY22 Performance at Target when adjusted for stimulus impacts

	Operating Margin (%)	Operating Margin (\$)
Actual	7.3%	\$288 million
Federal Stimulus Funding	-1.2%	-\$50 million
Adjusted	6.1%	\$238 million
Target	5.0%	

MU and MU Health encompass 75% of the organization by revenues



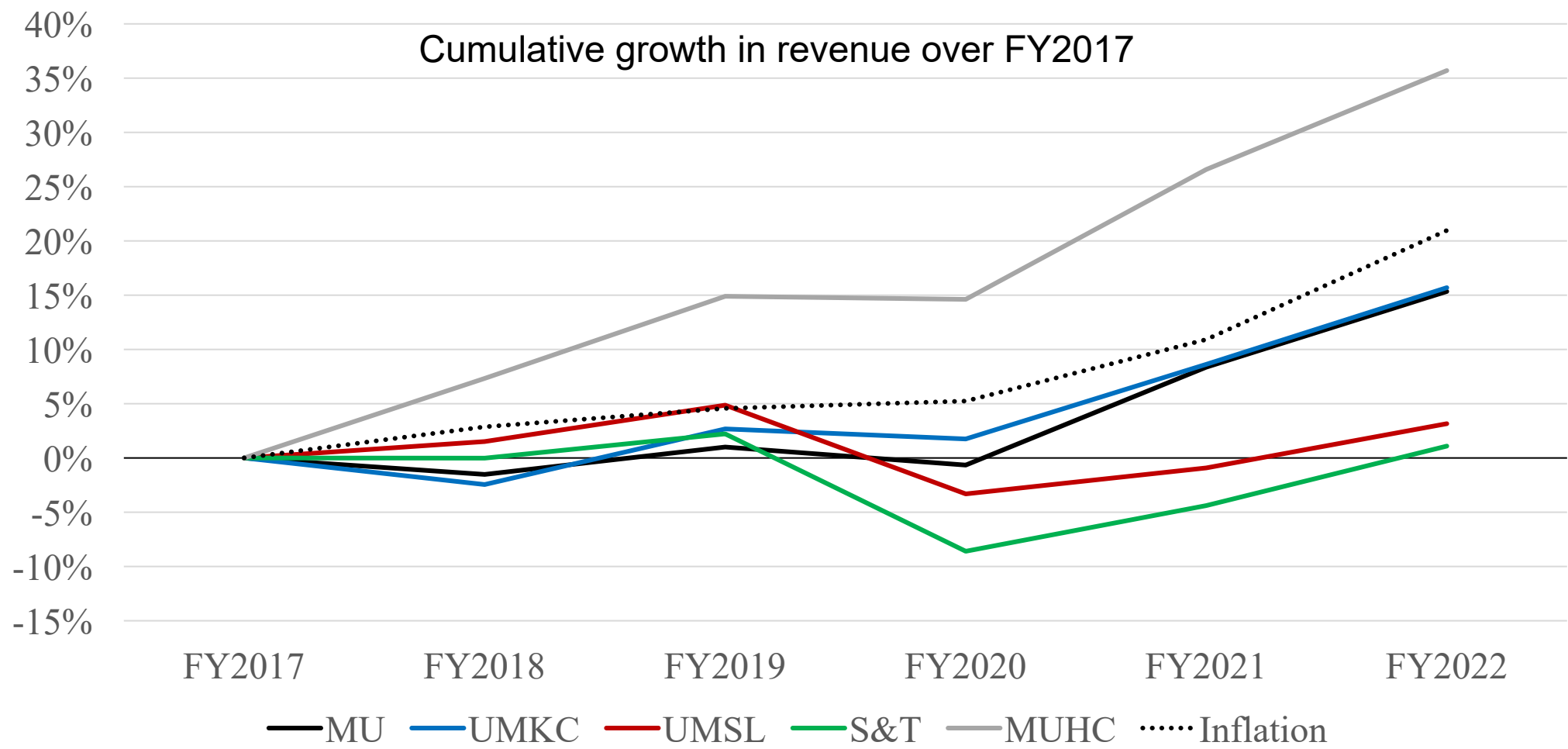
Operating Margin By Unit

	MU	UMKC	S&T	UMSL	MU Healthcare	Consolidated
Actual Margin	5.1%	8.3%	10.7%	5.3%	1.4%	7.3%
Federal Stimulus Funding	-1.3%	-2.3%	-3.0%	-4.8%		-1.2%
Adjusted Margin	3.8%	6.0%	7.7%	0.5%	1.4%	6.1%
Target	3.5%	0.0%	3.0%	3.0%	7.0%	5.0%

Capacity to invest is driven by performance

- The University is a non-profit, any remainder is reinvested in the organization
- Operating Margin performance underpins the level investment each institution is capable of making
 - Debt must be paid back, so any use should generate more in income than in interest cost to pay back
 - Capital investment from state and federal government recently has been welcome, but matching must also be underwritten
- Underperformance by any single institution will be borne by the others, as the University remains a single financial entity

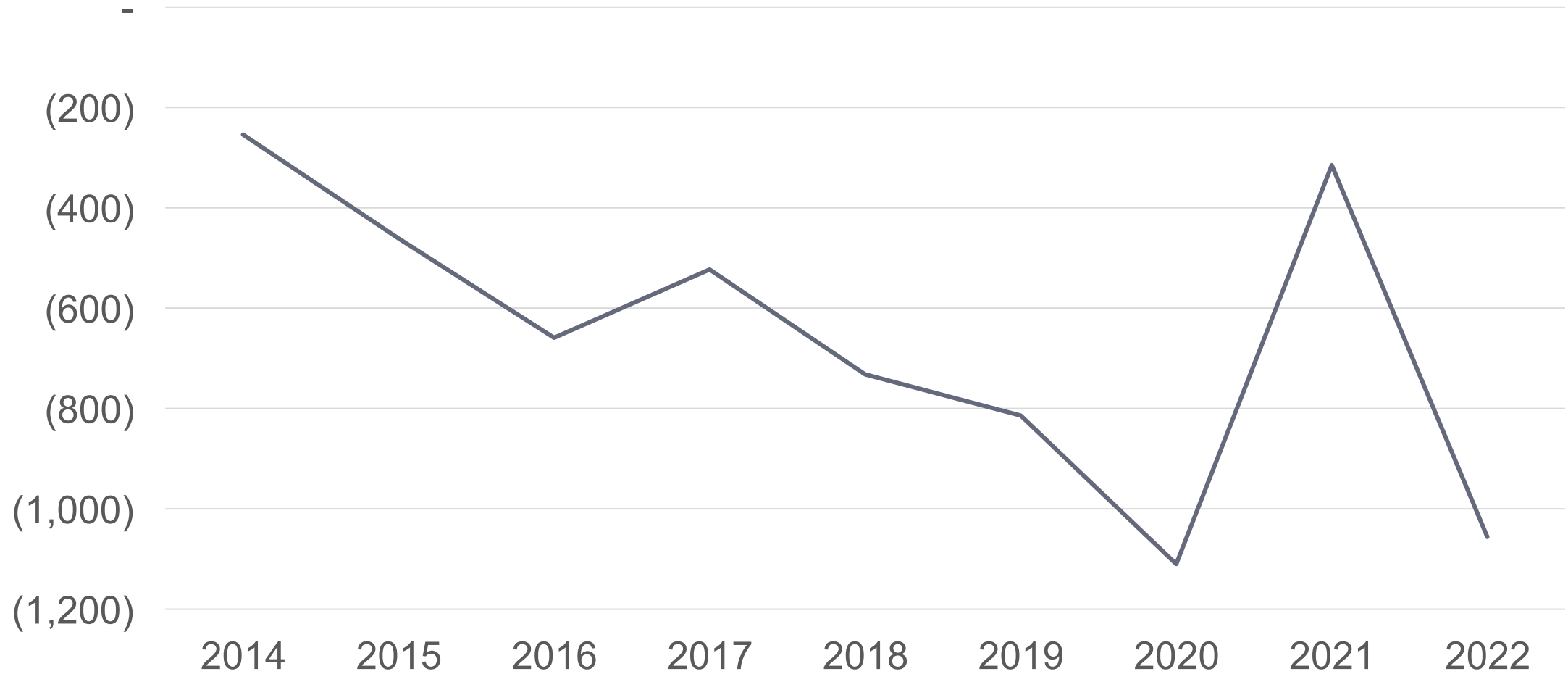
Over the past 5 years, healthcare has been the primary growth driver



Pension Liability is Large and Volatile

Unfunded Liability at Market Value

\$ millions



Next Steps

- Financial Plans in February
- Annual Benefit Report including Pension Valuation in Spring (Feb or April)
- Annual Budget Update in April
- Tuition and Fee Approval in Spring (May or June)
- Annual Budget Approval in June

Questions?

Fiscal Year 2024 Student Housing and Dining Rates
UM

At the November 17, 2022 Board of Curators meeting, Executive Vice President Ryan Rapp will present the FY2024 Housing and Dining rate recommendations for approval. The rates would become effective for the Summer Session 2023.

Many housing and dining opportunities are available to University of Missouri System students. On-campus living has been provided at each university for many years and continues to provide valuable benefits:

- Improves student academic success
- Increases the likelihood of continuance and graduation
- Builds a sense of connection to other students from living in a community
- Provides better security and safety from campus police and security measures.

Room and board charges vary across the four universities. The table below shows current and recommended rates for the predominant room and board plan on each university. The rates are driven by various factors that impact housing and dining and university operations such as costs of operation including debt service, contractual arrangements with third-party vendors, and the relative attractiveness of each option for students. The rates were set to achieve a balance between maintaining financial sustainability of the housing and dining auxiliary and affordability for students.

Summary of Predominant Room and Board Plans for an Academic Year

	FY2023 \$	FY2024 \$	Increase/ Decrease (\$)	Percent Change
MU	\$10,509	\$11,247	\$738	7.0%
UMKC ¹	11,105	11,732	627	5.6%
Missouri S&T	10,920	11,620	700	6.4%
UMSL	10,919	11,753	834	7.6%

Note 1: UMKC predominant meal plan changed in FY 2024, FY 2023 rate is updated to reflect comparable meal plan.

No. 1

Recommended Action - Fiscal Year 2024 Student Housing and Dining Rates, 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 schedule of rates for the Residence Halls and Family Student Housing at MU, UMKC, Missouri S&T, and UMSL be approved effective beginning with the 2023 Summer Session.

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

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 _____.

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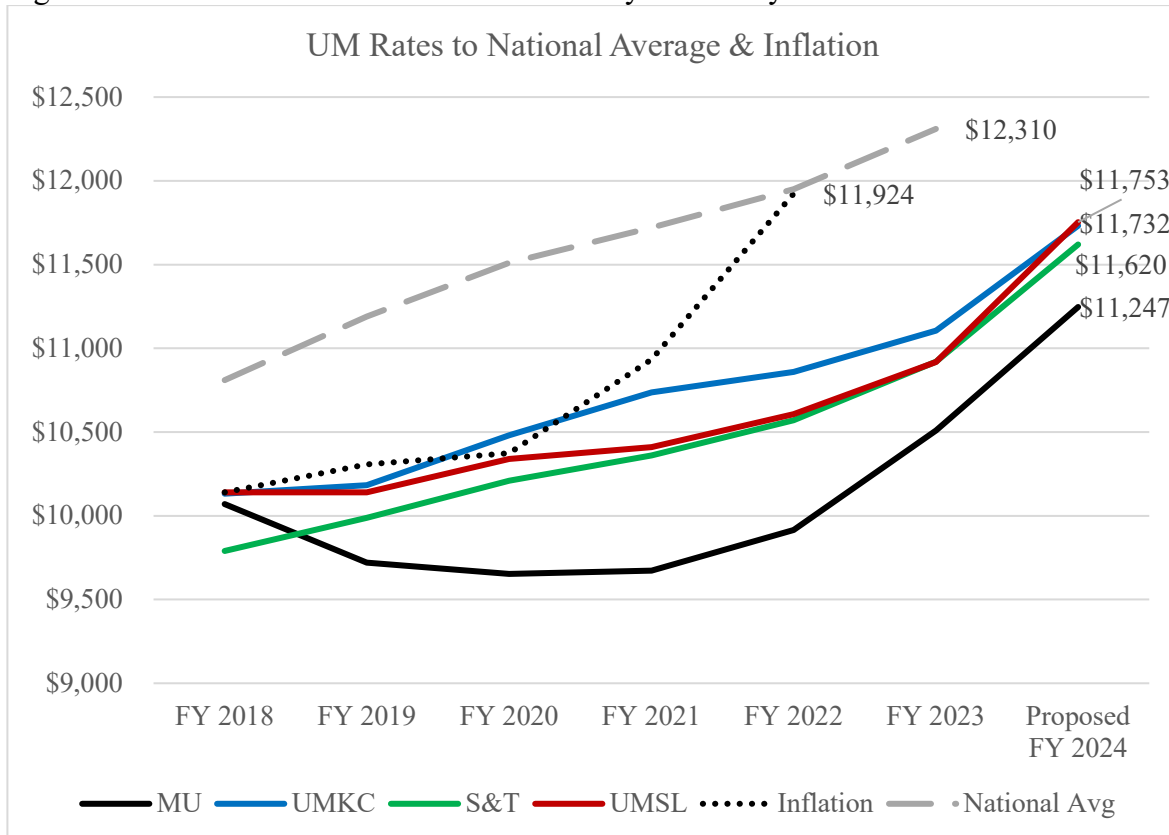
Fiscal Year 2024 Student Housing and Dining Rates
UM

Attached are rate recommendations for residence halls (housing and dining) and family student housing for FY2024. The rates would become effective Summer Session 2023. These recommendations are being presented for approval.

Each university prepared the recommended rates. Each university approaches rate setting independently, and the financial performance of Residential Life must be supported by the financial position of each individual university. Rate increases seek to balance affordability of housing and dining for students with the financial and capital commitments necessary to maintain the housing and dining facilities in a competitive market environment. Rate differentials reflect the relative value differences of living and dining options students can choose.

Figure 1 presents the predominant room and board rates increases since 2018. MU dropped rates in FY2019 then proceeded to hold rates flat until FY2022. This was part of an intentional strategy to recover enrollment with lower housing costs. As enrollment and occupancy recovered to a more sustainable level, MU reset pricing to match the financial needs of the housing auxiliary. Even after the proposed increases for FY2024, the Universities room and board rates remain below inflation for the past four years and below the national average rates for FY2023.

Figure 1: Predominant Room and Board Rates by University



November 17, 2022

Housing and Dining Financial Statements

Each university provides projected financial performance with the rate submission to show the impact of the rates on the financial performance of housing and dining; those income statements are included in pages 12 to 15. Each university reviews the financial statements together with the rate schedules as a part of the rate setting process. The housing and dining auxiliaries remain an integral part of each campus, and their financial results contribute to each university’s overall financial performance.

Table 1: FY2024 Projected Financial Indicators

Projected FY2024	MU	UMKC	Missouri S&T	UMSL	Total
Total Operating Revenues	\$89 million	\$13 million	\$23 million	\$6 million	\$131 million
Total Debt Outstanding	\$251 million	\$66 million	\$60 million	\$13 million	\$390 million
% of Total University Debt	36%	40%	57%	14%	25%
Debt Service Coverage	1.33	0.71	1.26	1.62	

Note: UMKC’s Debt Service Coverage includes debt service payments for Oak Place Apartments funded by general revenue sources.

Rates set for room and board are intended to support day to day operations, fund annual debt service, and contribute to building a reserve to fund maintenance needs as residential facilities age. The housing auxiliaries should maintain sufficient margins to fund debt service (minimum of 1.0 on the above table). Earnings above debt service are retained by the housing auxiliary to fund future investment and capital maintenance needs. Capital investment and maintenance is imperative to preserve the value of the residential buildings through their expected lives. MU and Missouri S&T have historically planned for and made these investments. UMKC and UMSL have historically had thinner debt service coverage, below the floor of 1.0, and have not been able to build a capital reserve.

Housing operations have leased space when necessary to deal with temporary excess demand. There are no leases in place for FY2024. If leases are necessary due to unexpected enrollment increases, rates for the leased space will fall within the approved range.

University of Missouri (MU)

The recommended predominant room and board plan will cost \$11,247 per academic year for FY2024 and consists of \$7,897 for the traditional double room and \$3,350 for the Zou Gold dining plan which offers dining anywhere on campus with an average of 12 meals per week.

Housing rates for FY2024 in university owned housing range from a high of \$11,795 per academic year for a single suite open over breaks to a low of \$6,995 for a traditional double room in Hatch Hall. In setting rates, MU segmented housing inventory into three different groups by demand profile: low-cost, mid-range, and premium housing options and structured pricing accordingly.

per academic year	FY2023 Rate	FY2024 Rate	Increase \$	Increase %
Mid-range traditional double room	\$7,145	\$7,715	\$570	8.0%
Premium traditional double room	\$7,920	\$8,555	\$635	8.0%
Single room, suites and high-demand halls	Low: \$9,825 High: \$10,920	Low: \$10,610 High: \$11,750	\$785- \$830	8.0% - 7.6%
Predominant Room – weighted average cost	\$7,319	\$7,897	\$578	7.9%

FY2023 represents the final year of a multiyear agreement with The Rise to provide additional capacity. At this time, it is not anticipated the lease will be extended beyond this term, as demand can be met utilizing University owned properties. Should demand increase, and MU is unable to meet demand with owned housing stock, Residential Life would seek a contract with an external housing provider. A rate request for off-campus apartments has been included with the FY2024 proposal in case the University needs to engage the private market to meet higher enrollment.

MU proposes a 7.9% housing rate increase. This increase reflects inflationary cost pressures. MU benchmarked rates against off-campus housing options and believes these rates are comparable to off-campus housing options – particularly those in close proximity to campus. With enrollment increases, MU saw a return to occupancy levels exceeding 90% and expects this to continue even with the rate increases.

While developing the pricing strategy for FY2024 MU focused on three overarching goals:

- Providing safe, attractive, and well-maintained housing facilities
- Maintaining low-cost options for students who desire those options
- Providing long term financial stability through adequate funding of maintenance.

The benefits of living on campus are proven across the nation and MU's data, which reflects students who live in MU's residence halls are more likely to stay enrolled and graduate in four years than their peers who do not.

As housing and dining operations account for 36% of MU's outstanding debt portfolio, it is imperative to continue maintaining the underlying assets leveraged by this debt. Levels of spending over the last four years were not adequate to maintain the buildings in the current state and maximize their useful life. The proposed rate increase moves MU closer to being able to meet these ongoing maintenance and repair requirements for residential life facilities. Future increases would be needed to fully close this gap. Enrollment and market data will be considered when determining optimal timing for these increases.

Dining plans will continue to offer flexibility and include low-cost options. Student can choose from three plans ranging from \$3,850 to a low of \$1,870 for a flexible dining plan option that works at all locations (including the Student Center). Students have options on the dining plan that include traditional all you care to eat locations and many a la carte residential and retail choices with hours ranging from 7:00 a.m. – 11:00 p.m. The average meals per week currently provided by the plans are:

- Zou Platinum: 16 meals
- Zou Gold: 12 meals
- Zou Silver: 6 meals

The dining plan anticipated to be selected most by students next year will be \$3,350, a flexible dining option, which is \$160, or 5% more expensive than the current year.

MU recognizes the cost to students and their families when students have to move out for breaks. Residential Life will continue to remain open for fall, winter and spring breaks. In addition, the popular "365 housing" option will continue for students who need housing year-round. Currently, many students are without housing the second half of May and first half of August, when apartment complexes are turning rooms over. Returning students who select 365 housing will be able to either stay in their room or move into a new room in May without any break in housing. These options also help students to stay on campus and complete summer school to stay on time to degree completion.

University of Missouri Kansas City (UMKC)

The predominant room and board plan at UMKC for FY 2024 will cost \$11,732 per year, an increase of \$627 or 5.6%. The major components of the predominant room and board include a double room at Johnson Hall or Oak Street Hall, and a dining plan which offers 12-meals per week, with \$175 flex that can be used at any campus dining location. UMKC students have four University-owned housing options available to them: Oak Street Hall, Johnson Hall, Hospital Hill Apartments and Rockhill Apartments.

UMKC is proposing a 5% housing rate increase. UMKC housing operation operates at a loss due to lower occupancy. Occupancy at Hospital Hill Apartments has declined over the

past three years, which is presenting financial challenges on the housing operations. Hospital Hill's capacity is 24% of UMKC's total residential capacity and accounts for 30% of UMKC's room contract and apartment rental revenue. While Hospital Hill has experienced declining occupancy, the residence halls (Johnson and Oak Street) have exceeded FY 2023 budgeted occupancy rates. Hospital Hill in particular faces competition from newer apartments with greater amenities near the same location. UMKC plans to develop a housing marketing plan especially geared to attract students to this facility and increase occupancy.

The current occupancy is 84%, FY 2024 plan is based on an overall 89% occupancy. Residential Life management is working to improve financial performance by increasing occupancy, while also balancing affordability with the financial viability of the housing function.

Dining rates are proposed to increase by 7.0% to cover increases in the cost of plans provided by the contracted dining services provider. The rate increases match the cost of delivery for the dining plan offered by the vendor.

University of Missouri Science & Technology (Missouri S&T)

The predominant room and board plan at Missouri S&T for FY 2024 will cost \$11,620 per academic year and consists of a double room and 225 meals plus \$150 declining balance per semester. The increase in the predominant room and board plan at Missouri S&T is 6.4% or \$700 for the academic year.

The recommended rates are a balance between meeting the financial needs of the housing auxiliary and affordability for students. The rates were set with the objective of making minimal increases to rooms with the least demand and greater increases for rooms in more desirable halls. Room rates range from a high of \$10,380 per academic year (a 6.0% increase from prior year) for a single bedroom/apartment style room in University Commons, which is the newest facility, to \$6,240 per academic year (a 5.9% from prior year) for a triple room in Thomas Jefferson South.

Missouri S&T has five different meal plans available ranging from a high of \$4,100 for all access in Thomas Jefferson plus \$100 declining balance per year to a low of a \$2,200 declining balance per year. Missouri S&T is requesting an average 6.3% increase across the five options ranging from 1.7% to 8.6%, this decision was based on contracted obligations from the third-party provider and demand for the meals plans offered.

Missouri S&T projects modest increase in freshman enrollment which will continue slowly increasing this occupancy rate. For FY 2024, Missouri S&T anticipates an 88.7% occupancy rate. The majority of the resident students are either first year or second year students, so these increases primarily reflect the anticipated growth in freshman classes for FY 2024 and FY 2025. The cost differential between on-campus and off-campus living options is sufficiently large enough to make off-campus options preferable for upper-division students. The upper division students that do choose to live on-campus prefer a private accommodation. There is sufficient capacity to accommodate the projected demand for student housing through the five-year planning horizon.

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The student housing facilities operated by the university have either been constructed or renovated since 2005. An increase in capital expenses is anticipated to sustain the condition of these facilities and have been included in the forecasted income statement attached. Going forward, the financial outlook for residential facilities is improving, as freshman classes sizes are projected to increase. Also, the financial challenges resulting from the pandemic have subsided, allowing spending on facility maintenance to resume.

University of Missouri St. Louis (UMSL)

The predominant room and board plan at UMSL for FY 2024 will cost \$11,753 per academic year. The predominant plan consists of a single room in Oak Hall and a 100-block meal plan plus \$350 declining balance dollars per semester. The increase in the predominant room and board plan at UMSL is 7.6% or \$834 for the academic year.

UMSL strives to maintain affordability for students, 38% of the current residential population are Pell eligible students which depend on their education, campus experiences and housing to be financially accessible. To maintain affordable housing rates for students, UMSL has proposed to increase housing rates by 8%.

UMSL's meal plans are contracted with a third-party food service provider which will necessitate an annual increase to account for food at home cost changes each year. Four meal plans are offered and range from a low of \$4,199 per academic year for a 100-meal block with a \$350 declining balance per semester to a high of \$4,848 for a 200-meal block with a \$150 declining balance per semester. The increases are based on the food away from home consumer price index which rose 8% over prior year.

In line with the campus master plan UMSL will be closing Mansion Hill Condominiums during Summer 2023. Deferred maintenance on Mansion Hill is currently \$18.3 million. With the consolidation to Oak Hall, UMSL can focus maintaining residential life facilities which support the current and expected student population.

Projected occupancy in Oak Hall for FY 2023 was 83% or 342 beds. Current occupancy to date is 281 beds or 68% occupancy. Occupancy in Oak Hall has improved over prior academic year with the growth in the first-time college freshman population. UMSL anticipates increases in Oak Hall occupancy following the closure of Mansion Hill apartments in Summer 2023. Subsequent growth within the residential community will be dependent on enrollment.

The table on the next page summarizes the room and board predominant plan for each campus as well as the range of plan options. Campus specific tables detailing contract rates for housing and dining options follow.

Summary of Housing Contracts, Effective Beginning with the 2023 Summer Session

Room and Board Plans		MU			
		FY2023	FY2024	Increase/ Decrease	Percent Change
Academic Year - 2 Semesters					
Room and Board - Predominant Plan		\$10,509	\$11,247	\$738	7.0%
Traditional double room (average)		7,319	7,897	578	7.9%
Zou Gold		3,190	3,350	160	5.0%
Range of Plan Options					
Housing Options	High	\$10,920	\$11,795	Single/Double suite open over breaks	
Housing Options	Low	6,500	6,995	Double (low cost)	
Meal Plan Options	High	3,670	3,850	Zou Platinum	
Meal Plan Options	Low	1,780	1,870	Zou Silver	

Room and Board Plans		UMKC			
		FY2023	FY2024	Increase/ Decrease	Percent Change
Academic Year - 2 Semesters					
Room and Board - Predominant Plan		\$11,105	\$11,732	\$627	5.6%
Traditional Double A/C		7,452	7,824	372	5.0%
180 Meal Block w/\$175 Flex per semester ¹		3,653	3,908	255	7.0%

Note 1:UMKC predominant meal plan changed in FY 2024, FY 2023 rate is updated to reflect of comparable meal plan.

Range of Plan Options					
Housing Options	High	\$12,454	\$13,076	Single room apartment	
Housing Options	Low	7,452	7,824	Double A/C	
Meal Plan Options	High	4,090	4,294	7 Meals/wk, 50 Block/sem, \$300 Flex/sem	
Meal Plan Options	Low	3,653	3,908	12 Meal Plan - \$175 flex/sem	

Room and Board Rates		S&T			
		FY2023	FY2024	Increase/ Decrease	Percent Change
Academic Year - 2 Semesters					
Room and Board - Predominant Plan		\$10,920	\$11,620	\$700	6.4%
Renovated Double		7,280	7,720	440	6.0%
225 Meals plus \$150 DBD/semester		3,640	3,900	260	7.1%
Range of Plan Options					
Housing Options	High	\$9,790	\$10,380	Single University Commons	
Housing Options	Low	5,500	-	Double Basement	
Meal Plan Options	High	4,030	4,100	All Access plus \$100 DBD/sem	
Meal Plan Options	Low	2,080	2,200	Declining Balance Dollars	

Room and Board Plans		UMSL			
		FY2023	FY2024	Increase/ Decrease	Percent Change
Academic Year - 2 Semesters					
Room and Board - Predominant Plan		\$10,919	\$11,753	\$834	7.6%
Single Room		6,995	7,555	560	8.0%
100 Block Meals - DBD \$350/semester		3,924	4,199	275	7.0%
Range of Plan Options					
Housing Options	High	6,995	7,555	Oak Hall Single	
Housing Options	Low	5,049	5,453	Double Room Dept and Student Leader	
Meal Plan Options	High	4,531	4,848	200 Block Meals DBD \$150/sem	
Meal Plan Options	Low	3,924	4,199	100 Block Meals DBD \$350/sem	

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University of Missouri - Columbia, Proposed Changes in Housing & Dining Contract Rates for FY2024
Effective Beginning with the 2023 Summer Session

Room and Board Plans				
Academic Year - 2 Semesters	FY2023	FY2024	Increase/ Decrease	Percent Change
Predominant Plan				
Room and Board	\$ 10,509	\$ 11,247	\$ 738	7.0%
Traditional double room (average)	7,319	7,897	578	7.9%
Zou Gold	3,190	3,350	160	5.0%
Meal Plans Options				
Regular Academic Year (Two Semesters)				
Zou Platinum	\$ 3,670	\$ 3,850	\$ 180	4.9%
Zou Gold	3,190	3,350	160	5.0%
Zou Silver	1,780	1,870	90	5.1%
Summer Session				
Tiger Plan	\$890	\$935	\$45	5.1%
Housing Options				
Regular Academic Year (Two Semesters)				
Single Suite	\$ 10,920	\$ 11,795	\$ 875	8.0%
Single	9,825	10,610	785	8.0%
Single - Hatch and Schurz Hall	8,365	9,035	670	8.0%
Semi-Suite Double	9,320	10,065	745	8.0%
Double Suite	10,920	11,750	830	7.6%
Double (premium)	7,920	8,555	635	8.0%
Double (mid-range)	7,145	7,715	570	8.0%
Double (low cost)	6,500	6,995	495	7.6%
	FY2023		FY2024	
	low	premium	low	premium
Mizzou apartments (range)	\$ 11,030	\$ 11,240	\$ 4,900	\$ 11,995
Summer Session				
	FY2023	FY2024	Increase/ Decrease	Percent Change
Single	\$ 1,945	\$ 1,982	\$ 37	1.9%
Double	1,395	1,420	25	1.8%
Family Student Housing (Per Month)				
	FY2023		FY2024	
	low	premium	low	premium
Tara Apartments (Range)	\$ 605	\$ 895	\$ 650	\$ 960

November 17, 2022

University of Missouri - Kansas City, Proposed Changes in Housing & Dining Contract Rates for FY2024
Effective Beginning with the 2023 Summer Session

Room and Board Plans					
Academic Year - 2 Semesters	FY2023	FY2024	Increase/ Decrease	Percent Change	
Predominant Plan					
Room and Board	\$ 11,105	\$ 11,732	\$ 627	5.6%	
Double	7,452	7,824	372	5.0%	
Meal Plan Block 180 Meal w/\$175 Flex per sem	3,653	3,908	255	7.0%	
Meal Plans Defined					
Meal Plan 1 - 15 meal - w/\$125 Flex/sem	\$ 3,817	\$ 4,084	\$ 267	7.0%	
Meal Plan 2 - 12 meal - w/\$175 Flex/sem	3,653	3,908	255	7.0%	
Meal Plan 3 - 180 Block Meal w/ \$175 Flex/sem	3,796	4,062	266	7.0%	
Meal Plan 4 - 160 Block Meal w/\$200 Flex/sem	3,796	4,062	266	7.0%	
Meal Plan 5 - 7 Meals/wk, 50 Block/sem, \$300 Flex/sem	-	4,294	N/A	N/A	
Housing Options - Regular Academic Year (Two Semesters)					
Johnson Hall					
Double	\$ 7,452	\$ 7,824	\$ 372	5.0%	
Single Private Bath A/C	9,420	9,892	472	5.0%	
Single Shared Bath A/C	9,214	9,674	460	5.0%	
Oak Street					
Double	\$ 7,452	\$ 7,824	\$ 372	5.0%	
Single Private Bath A/C	9,420	9,892	472	5.0%	
Single Shared Bath A/C	9,214	9,674	460	5.0%	
Triple & Single W/Common	9,638	10,120	482	5.0%	
Hospital Hill Apts					
Quad Apts	\$ 9,896	\$ 10,390	\$ 494	5.0%	
Double Apt	11,278	11,842	564	5.0%	
Single Apt	12,454	13,076	622	5.0%	
UMKC Homes Rockhill (3rd Party)					
Double Apt	\$ 10,804	\$ 11,344	\$ 540	5.0%	
Summer Session					
Johnson Hall - Room Only					
Double	\$ 2,698	\$ 2,831	\$ 134	5.0%	
Single Private Bath	3,410	3,580	171	5.0%	
Single Shared Bath	3,335	3,502	167	5.0%	
Oak Street East - Room Only					
Double	\$ 2,698	\$ 2,831	\$ 134	5.0%	
Single Private Bath A/C	3,410	3,580	171	5.0%	
Single Shared Bath A/C	3,335	3,502	167	5.0%	
Triple & Single W/Common	3,488	3,663	175	5.0%	
Hospital Hill Apts					
Quad Apt	\$ 3,582	\$ 3,761	\$ 178	5.0%	
Double Apt	4,082	4,286	205	5.0%	
Single Apt	4,508	4,733	225	5.0%	
UMKC Homes Rockhill (3rd Party)					
Double Apt	\$ 3,910	\$ 4,106	\$ 196	5.0%	

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Missouri S&T, Proposed Changes in Housing & Dining Contract Rates for FY2024
Effective Beginning with the 2023 Summer Session

Room and Board Rates			Increase/	Percent
Academic Year - 2 Semesters	FY2023	FY2024	Decrease	Change
Predominant Plan				
Room and Board	\$ 10,920	\$ 11,620	\$ 700	6.4%
Thomas Jefferson North Renovated Double	7,280	7,720	440	6.0%
Meal Plan 3 225 Meals plus \$150 DBD	3,640	3,900	260	7.1%
Meal Plans Defined				
Meal Plan 1 Declining Balance Dollars	\$ 2,950	\$ 3,200	\$ 250	8.5%
Meal Plan 2 All Access plus \$100 DBD	4,030	4,100	70	1.7%
Meal Plan 3 225 Meals plus \$150 DBD	3,640	3,900	260	7.1%
Meal Plan 4 150 Meals plus \$280 DBD	3,130	3,400	270	8.6%
Meal Plan 5 Declining Balance Dollars	2,080	2,200	120	5.8%
Housing Options - Regular Academic Year (Two Semesters)				
Residential College Suites				
Double Suite	\$ 8,330	\$ 8,750	\$ 420	5.0%
Double Deluxe Suite	8,500	8,880	380	4.5%
Single Deluxe Suite	9,670	9,990	320	3.3%
Single Bed in Triple Room	9,130	9,680	550	6.0%
Thomas Jefferson North				
Double Room	\$ 7,280	\$ 7,720	\$ 440	6.0%
Single Room	-	8,890	N/A	N/A
Thomas Jefferson South				
Double Room	\$ 7,450	\$ 7,820	\$ 370	5.0%
Single Room	8,390	8,890	500	6.0%
Triple Room	5,890	6,240	350	5.9%
Miner Village Apartments				
4 Bedroom Apartments	\$ 8,580	\$ 9,100	\$ 520	6.1%
2 Bedroom Apartments	9,100	9,660	560	6.2%
University Commons				
Double	\$ 8,420	\$ 8,930	\$ 510	6.1%
Single	9,790	10,380	590	6.0%
Rolla Suites				
Single Efficiency	\$ 8,550	\$ 9,070	\$ 520	6.1%
Summer Session				
Combined Room and Board Rates	FY2023	FY2024	Increase/	Percent
			Decrease	Change
University Commons--rate includes 100 Miner Bucks				
Single	\$ 1,075	\$ 1,150	\$ 75	7.0%
Double	800	850	50	6.3%

November 17, 2022

UMSL, Proposed Changes in Housing & Dining Contract Rates for FY2023
Effective Beginning with the 2021 Summer Session

Room and Board Plans					
Academic Year - 2 Semesters	FY2023	FY2024	Increase/ Decrease	Percent Change	
Predominant Plan					
Room and Board	\$ 10,919	\$ 11,753	\$ 834	7.6%	
Oak Single Room	6,995	7,555	560	8.0%	
100 Block Meals - \$350 declining balance/sem	3,924	4,199	275	7.0%	
Meal Plans Defined					
100 Block Meals - DBD \$350/sem	\$ 3,924	\$ 4,199	\$ 275	7.0%	
150 Block Meals - DBD \$250/sem	4,410	4,719	309	7.0%	
200 Block Meals - DBD \$150/sem	4,531	4,848	317	7.0%	
All Declining Balance Dollars (DBD)	3,945	4,221	276	7.0%	
Housing Options - Regular Academic Year (Two Semesters)					
Oak Hall					
Double Room	\$ 5,615	\$ 6,064	\$ 449	8.0%	
Double Room Dept and Student Leader	5,049	5,453	404	8.0%	
Single Room	6,995	7,555	560	8.0%	
Single Room Dept and Student Leader	6,295	6,799	504	8.0%	
Summer Session - Room Only					
Oak Hall Double Room - LL	\$ 1,255	\$ 1,355	\$ 100	8.0%	
Oak Hall Single Room	1,571	1,697	126	8.0%	

University of Missouri-Columbia
Housing and Dining System Income Statements

	Actual			Projection	Forecast	
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Revenues						
Meal Contracts	\$ 14,525,229	\$ 18,114,738	\$ 19,743,927	\$ 25,300,000	\$ 25,055,099	\$ 25,556,201
Room Contracts	45,688,866	47,151,772	49,615,462	56,525,014	56,798,830	58,708,795
Apartment Rental	2,018,998	1,823,729	2,059,416	1,380,004	1,435,204	1,478,260
Other	3,462,478	5,876,595	5,515,948	5,608,772	5,822,930	5,921,389
Total Revenues	65,695,571	72,966,834	76,934,753	88,813,790	89,112,063	91,664,645
Scholarships/Waivers	(3,138,113)	(3,205,667)	(2,943,796)	(3,204,545)	(3,462,562)	(3,565,238)
One-Time CARES reimbursement	7,780,872	4,953,624	1,371,931	-	-	-
Net Revenue	\$ 70,338,330	\$ 74,714,791	\$ 75,362,888	\$ 85,609,245	\$ 85,649,501	\$ 88,099,407
Expenditures & Transfers						
Salaries & Wages	11,264,557	11,222,345	9,223,095	11,390,996	11,594,273	11,962,778
Staff Benefits	6,822,707	7,386,557	2,993,809	3,523,728	3,676,417	3,738,305
Total Compensation	18,087,264	18,608,902	12,216,904	14,914,724	15,270,690	15,701,083
COGS	6,142,343	7,840,159	8,835,781	10,879,000	10,773,693	10,989,166
Utilities	5,681,153	5,545,176	6,061,652	6,389,864	6,788,420	6,936,737
Maintenance	3,080,292	3,169,441	4,197,485	5,099,483	5,474,107	5,503,286
Rent/Lease Equipment & Space	4,261,511	4,709,357	3,839,360	4,079,622	457,929	466,688
Purchased Services & Campus Support	2,422,284	3,035,031	8,550,141	8,977,648	9,606,084	9,798,206
Other	4,121,693	5,044,125	7,020,797	7,166,676	7,694,863	7,893,471
Total Expenditures	43,796,540	47,952,191	50,722,121	57,507,017	56,065,785	57,288,638
Net Operating Income	\$ 26,541,790	\$ 26,762,600	\$ 24,640,767	\$ 28,102,228	\$ 29,583,716	\$ 30,810,769
Debt Service	(22,841,179)	(22,956,187)	(21,562,243)	(23,223,822)	(23,261,230)	(23,177,811)
Change in Net Position before Transfers	\$ 3,700,611	\$ 3,806,413	\$ 3,078,524	\$ 4,878,406	\$ 6,322,486	\$ 7,632,958
Debt Service Coverage	1.16	1.17	1.14	1.21	1.27	1.33
Transfers for Capital Investment	(1,946,095)	(4,271,329)	(3,845,179)	(4,878,406)	(6,322,486)	(7,632,958)
Other Transfers	(1,774,510)	685,949	947,079	-	-	-
Change in Net Position	\$ (19,994)	\$ 221,033	\$ 180,424	\$ -	\$ -	\$ -
Occupancy Statistics						
Residence Hall Occupancy	6,686	6,898	6,300	6,685	6,186	6,186
Residence Hall Capacity	6,965	7,182	6,666	6,942	6,513	6,513
Percent of Capacity	96.0%	96.0%	94.5%	96.3%	95.0%	95.0%
Apartment Occupancy	282	283	283	210	210	210
Apartment Capacity	296	296	296	218	218	218
Percent of Capacity	95.3%	95.3%	95.6%	96.3%	96.3%	96.3%

University of Missouri Kansas City
Housing and Dining System Income Statements

	Actual			Projection	Forecast	
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Revenues						
Meal Contracts	\$ 2,910,471	\$ 2,235,476	\$ 2,468,894	\$ 2,938,024	\$ 3,251,283	\$ 3,417,224
Room Contracts	3,918,791	3,972,963	5,071,099	5,820,864	6,353,375	6,802,823
Apartment Rental	3,556,187	2,178,270	2,335,496	1,971,778	2,321,573	2,672,742
Other	793,327	243,418	678,695	701,532	738,526	748,049
Total Revenues	11,178,776	8,630,127	10,554,184	11,432,197	12,664,757	13,640,839
Scholarships/Waivers	(516,630)	(448,156)	(524,048)	(463,050)	(491,556)	(511,953)
One-Time CARES reimbursement	2,256,182					
Net Revenue	\$ 12,918,328	\$ 8,181,971	\$ 10,030,136	\$ 10,969,147	\$ 12,173,201	\$ 13,128,886
Expenditures & Transfers						
Salaries & Wages	714,757	690,028	751,725	827,264	974,532	1,044,563
Staff Benefits	220,791	221,591	226,500	271,942	322,851	344,979
Total Compensation	935,548	911,619	978,225	1,099,206	1,297,383	1,389,542
COGS	2,662,884	2,114,138	2,827,830	3,372,465	3,724,846	3,902,538
Utilities	812,747	527,753	673,112	686,574	741,088	764,045
Maintenance	932,000	421,434	658,384	1,288,251	1,589,831	1,648,970
Rent/Lease Equipment & Space	2,248,722	207,383	251,378	251,204	257,484	263,517
Purchased Services & Campus Support	305,086	192,361	612,671	646,324	691,567	705,398
Other	33,562	327,203	75,481	248,397	481,472	520,649
Total Expenditures	7,930,549	4,701,891	6,077,082	7,592,421	8,783,671	9,194,659
Net Operating Income	\$ 4,987,779	\$ 3,480,080	\$ 3,953,054	\$ 3,376,726	\$ 3,389,530	\$ 3,934,226
Debt Service	(6,435,100)	(4,638,951)	(4,699,662)	(4,800,455)	(4,801,711)	(5,027,286)
Change in Net Assets before Transfers	\$ (1,447,321)	\$ (1,158,871)	\$ (746,608)	\$ (1,423,729)	\$ (1,412,182)	\$ (1,093,060)
Debt Service Coverage	0.78	0.75	0.84	0.70	0.71	0.78
Transfers for Capital Investment	-	(133,138)		-	-	-
Other Transfers	499,703	(84,442)	4,984,339	-	-	-
Change in Net Position	\$ (947,618)	\$ (1,376,451)	\$ 4,237,731	\$ (1,423,729)	\$ (1,412,182)	\$ (1,093,060)
Oak Place Debt Service Funded by University Operations	2,156,775	2,156,775	933,366	933,372	933,372	700,025
Debt Service w/o Oak Place	1.17	1.40	1.05	0.87	0.88	0.91
Occupancy Statistics						
Residence Hall Occupancy	778	566	710	777	805	822
Residence Hall Capacity	958	862	862	862	862	862
Percent of Capacity	81.2%	65.7%	82.4%	90.1%	93.4%	95.4%
Apartment Occupancy	338	203	185	176	196	217
Apartment Capacity	376	268	268	268	268	268
Percent of Capacity	89.9%	75.7%	69.0%	65.7%	73.1%	81.0%

(1) Capacity decrease in Residence Hall and Apartments due to discontinuation of 3rd Party Contracted Properties in FY20

Missouri S&T

Housing and Dining System Income Statements

	Actual			Projection	Forecast	
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Revenues						
Meal Contracts	\$ 4,847,998	\$ 4,337,378	\$ 4,676,213	\$ 5,056,393	\$ 5,663,160	\$ 6,002,950
Room Contracts	11,108,588	13,709,329	14,383,773	15,182,871	16,473,415	17,214,719
Apartment Rental	-	-	-	-	-	-
Other	993,649	484,752	402,273	412,330	435,008	452,408
Total Revenues	16,950,235	18,531,459	19,462,258	20,651,594	22,571,583	23,670,076
Scholarships/Waivers	(919,953)	(934,500)	(648,405)	(984,645)	(1,146,678)	(1,292,545)
One-Time Pandemic Impact		(598,551)	(160,000)			
Net Revenue	\$ 16,030,282	\$ 16,998,408	\$ 18,653,853	\$ 19,666,948	\$ 21,424,905	\$ 22,377,531
Expenditures & Transfers						
Salaries & Wages	1,924,073	1,272,691	1,256,721	1,407,528	1,537,904	1,659,421
Staff Benefits	801,595	580,595	542,862	608,005	662,406	712,902
Total Compensation	2,725,669	1,853,286	1,799,583	2,015,533	2,200,310	2,372,322
COGS	4,098,421	4,281,146	4,761,420	5,056,393	5,663,160	6,002,950
Utilities	1,257,527	1,312,600	1,188,412	1,426,095	1,511,660	1,572,127
Maintenance	1,032,794	832,254	908,519	1,069,479	1,122,953	1,167,871
Rent/Lease Equipment & Space	9,491	-	-	-	-	-
Purchased Services & Campus Support	627,651	1,089,667	1,743,233	1,830,395	1,921,914	1,960,353
Other	824,514	692,968	805,930	704,595	814,166	859,728
Total Expenditures	10,576,067	10,061,921	11,207,097	12,102,490	13,234,164	13,935,351
Net Operating Income	\$ 5,454,215	\$ 6,936,487	\$ 7,446,756	\$ 7,564,458	\$ 8,190,741	\$ 8,442,181
Debt Service	(6,435,100)	(6,433,657)	(6,436,293)	(6,522,857)	(6,526,455)	(6,600,000)
Change in Net Assets before Transfers	\$ (980,885)	\$ 502,830	\$ 1,010,463	\$ 1,041,601	\$ 1,664,286	\$ 1,842,181
Debt Service Coverage	0.85	1.08	1.16	1.16	1.26	1.28
Transfers for Capital Investment	(500,000)	(100,000)	(1,011,400)	(1,000,000)	(1,600,000)	(1,800,000)
Other Transfers	(236,255)	(46,221)	-	-		
Change in Net Position	\$ (1,717,140)	\$ 356,609	\$ (937)	\$ 41,601	\$ 64,286	\$ 42,181
Occupancy Statistics						
Residence Hall Occupancy	1,850	1,801	1,845	1,900	1,960	2,000
Residence Hall Capacity	2,300	2,270	2,215	2,210	2,210	2,210
Percent of Capacity	80.4%	79.3%	83.3%	86.0%	88.7%	90.5%

University of Missouri St. Louis

Housing and Dining System Income Statements

	Actual			Projection	Forecast	
	FY2020 ¹	FY2021 ¹	FY2022	FY2023	FY2024	FY2025
Revenues						
Meal Contracts	\$ 1,012,636	\$ 802,812	\$ 807,971	\$ 845,946	\$ 1,168,274	\$ 1,322,854
Room Contracts	1,805,737	1,337,890	1,408,309	1,971,241	2,621,299	3,034,294
Apartment Rental	1,126,069	1,395,936	1,788,616	1,943,010		
Other	385,385	403,776	157,192	127,715	75,880	77,860
Total Revenues	4,329,827	3,940,414	4,162,089	4,887,912	3,865,453	4,435,008
Scholarships/Waivers	(650,006)	(397,638)	(281,788)	(380,432)	(98,988)	(115,889)
One-Time Pandemic Impact	827,437					
Net Revenue	\$ 4,507,258	\$ 3,542,776	\$ 3,880,301	\$ 4,507,480	\$ 3,766,465	\$ 4,319,119
Expenditures & Transfers						
Salaries & Wages	303,630	254,948	244,750	292,665	270,333	275,623
Staff Benefits	95,949	89,561	69,160	93,217	71,712	73,458
Total Compensation	399,579	344,509	313,909	385,882	342,045	349,081
COGS	1,086,447	765,031	863,503	845,946	1,168,274	1,322,854
Utilities	242,272	201,085	187,439	407,157	223,380	227,848
Maintenance	966,720	840,043	1,075,263	1,133,996	387,596	395,348
Rent/Lease Equipment & Space	-	-	-	-	-	-
Purchased Services & Campus Support	496,412	481,378	649,179	589,864	-	-
Other	117,984	21,939	171,482	150,375	186,195	186,807
Total Expenditures	3,309,414	2,653,984	3,260,774	3,513,220	2,307,490	2,481,938
Net Operating Income	\$ 1,197,844	\$ 888,792	\$ 619,527	\$ 994,260	\$ 1,458,975	\$ 1,837,181
Debt Service	(1,397,406)	(1,399,531)	(1,398,802)	(1,396,176)	(1,396,176)	(1,396,176)
Change in Net Assets before Transfers	\$ (199,562)	\$ (510,739)	\$ (779,275)	\$ (401,916)	\$ 62,799	\$ 441,005
Debt Service Coverage	0.86	0.64	0.44	0.71	1.04	1.32
Transfers for Capital Investment	(373,000)	(373,000)	(377,000)	(293,000)	(298,860)	(304,837)
Other Transfers	251,215	(7,884)	461	-	-	-
Change in Net Position	\$ (321,347)	\$ (891,623)	\$ (1,155,814)	\$ (694,916)	\$ (236,061)	\$ 136,168
Occupancy Statistics						
Residence Hall Occupancy	266	197	205	281	350	381
Residence Hall Capacity	421	421	421	412	412	412
Percent of Capacity	63.2%	46.8%	48.7%	68.2%	85.0%	92.5%
Apartment Occupancy	216	257	257	297		
Apartment Capacity	257	283	283	305		
Percent of Capacity	84.0%	90.8%	90.8%	97.4%		

Fiscal Year 2024 Student Housing and Dining Rates

-- November 2022--

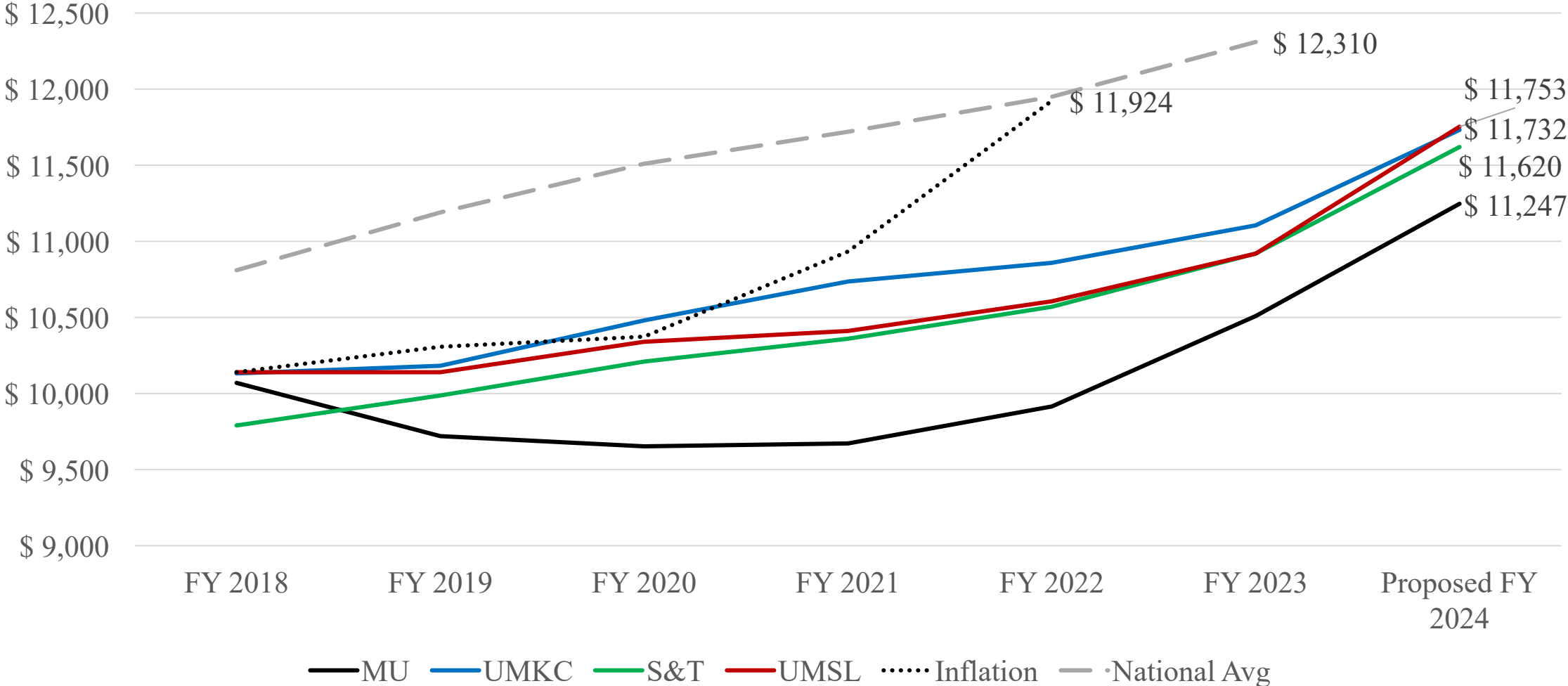


FY2024 Housing & Dining Rates

- The rates were set to achieve a balance between affordability for students and funding financial and capital commitments necessary to support the operation.
- The rates are driven by:
 - Debt service
 - Investments in buildings & maintenance
 - Inflationary pressure on food, labor, and utility costs, and contractual arrangements with third-party vendors
 - Affordability for students
- Rate increases remain below inflation of 9% as of June 2022
- **Rates remain affordable when compared to national averages (\$1200 – \$1,800 cheaper per year than public average)**

Room and Board Rate History

UM Rates to National Average & Inflation



FY2024 Housing & Dining Rates

MU

Predominant Plan

\$11,247 7.0%

R - \$7,897 7.9%

B - \$3,350 5.0%

Range

R - High \$11,795

R - Low \$6,995

B - High \$3,850

B - Low \$1,870

UMKC

Predominant Plan

\$11,732 5.6%

R - \$7,824 5.0%

B - \$3,908 7.0%

Range

R - High \$13,076

R - Low \$7,824

B - High \$4,294

B - Low \$3,908

Missouri S&T

Predominant Plan

\$11,620 6.4%

R - \$7,720 6.0%

B - \$3,900 7.1%

Range

R - High \$10,380

R - Low \$6,240

B - High \$4,100

B - Low \$2,200

UMSL

Predominant Plan

\$11,753 7.6%

R - \$7,555 8.0%

B - \$4,199 7.0%

Range

R - High \$7,555

R - Low \$5,453

B - High \$4,848

B - Low \$4,199

R-Room B-Board

Questions?

Project Approval
Missouri Psychiatric Center - Infrastructure Upgrades and Renovation for Emergency
Department Expansion
MU

The University of Missouri – Columbia requests project approval for the Missouri Psychiatric Center (MPC) - Infrastructure Upgrades and Renovation for Emergency Department Expansion project. The MU Health Care annual capital budget will fund the total project budget of \$12,500,000.

Due to continued growth of emergency department volume, MU Health Care has identified a need to add 16 Emergency Department rooms to support future volume projections. Volume projections indicate an anticipated total of 99,698 visits annually by Fiscal Year 2027, equating to a need for 77 total Emergency Department rooms. The new 16 beds will be located in the central portion of MPC’s first floor, adjacent to and with direct access to the existing Emergency Department.

The project will renovate approximately 7,750 gross square feet of the central portion of the first floor of the MPC building, providing 16 rooms/beds, procedure space, support space, and a centralized workstation. The project scope also includes code required infrastructure upgrades, improvements to medical gas, domestic water distribution systems, chilled water pumps, and mechanical system. A new generator and Emergency Power System is included in the infrastructure upgrade to meet requirements for a critical care hospital.

bcDesignGroup, LLC, Olathe, Kansas is the recommended architect for this project. They have worked extensively in studying and implementing previous renovations within MPC and immediately surrounding buildings within the Hospital Complex and have developed a good working relationship with MUHC facilities and healthcare departmental stakeholders. The design team includes Ross & Baruzzini, Inc., St. Louis, Missouri for mechanical, plumbing, and fire protection engineering; Antella Consulting Engineers, Inc., Kansas City, Missouri (WBE/MBE) for electrical engineering; and Crockett Engineering Consultants, LLC, Columbia, Missouri for civil engineering.

The selection committee also considered Simon Oswald Associates, Inc., Columbia, Missouri, and Treanor HL, Inc., Kansas City, Missouri.

The fee for basic architectural and engineering services has been determined by using the University of Missouri’s “Architectural and Engineering Basic Services Fee Estimating Guidelines” at 9.6% of the \$6,375,000 construction cost, or \$612,000. A credit for applicable design completed in previous studies, plus additional services for early release bid packages, field testing, and coordination of 3rd party commissioning results in a total fee of \$575,000.

The project will be complete by September 2024 and will be delivered using Construction Manager at Risk (CMR) due to the aggressive schedule, supply chain issues, and to minimize risk.

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No. 2

Recommended Action - Missouri Psychiatric Center - Infrastructure Upgrades and Renovation for Emergency Department Expansion, MU

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

the project approval for the Missouri Psychiatric Center - Infrastructure Upgrades and Renovation for Emergency Department Expansion, MU

Funding of the project budget is from:

MUHC Annual Capital Budget	<u>\$12,500,000</u>
Total Funding	\$12,500,000

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

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 _____.

Project Reapproval
Medical Science Building - Renovations
MU

The University of Missouri – Columbia requests Project Reapproval for the Medical Science Building - Renovations project. The total project budget of \$51,000,000 is funded by a \$43,000,000 Federal Health Resources and Services Administration (HRSA) Grant and \$8,000,000 from a State Appropriation.

In September 2022, the Board of Curators approved the Medical Science Building - Renovations project with a total project cost of \$20,000,000 funded by a \$12,000,000 Federal Health Resources and Services Administration (HRSA) Grant and \$8,000,000 from a State Appropriation. In anticipation of an additional \$60 million HRSA Grant this fiscal year, MU requests approval to expand the scope of the Medical Science Building – Renovations project to allow more comprehensive infrastructure improvements and laboratory renovations.

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

The revised project will renovate laboratories for School of Medicine researchers which have not been improved in more than 20 years. Various areas of the building have previously undergone laboratory renovations to successfully create modern modular laboratory areas and collaborative environments. A building master plan study has been recently completed to determine the scale of the additional renovations needed, and to identify the associated infrastructure improvements. This project will be the first phase of the master plan. Phase One will focus on renovating select areas of multiple floors which have some of the highest and most imminent facility needs, creating approximately 62,000 net square feet of modern, flexible, collaborative research space. The renovated areas in phase one will accommodate approximately 24 research teams. The masterplan when fully implemented in future phases would support approximately 74 research teams using similar metrics.

Peckham Guyton Albers and Viets, Inc., Westwood, Kansas (PGAV), is the recommended architect for this project. PGAV presented a well-balanced and experienced team with in-depth knowledge in research laboratory programming and design for new laboratory building projects as well as major renovations for research laboratories. PGAV's team and the committee engaged well during the interview. The design team includes Odimo, LLC, Kansas City, Missouri (WBE) for architecture, Ross & Baruzzini, Inc., St. Louis, Missouri for mechanical, plumbing, and fire protection engineering; Antella Consulting Engineers,

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Inc., Kansas City, Missouri (WBE/MBE) for electrical engineering; and Bob D. Campbell and Company, Kansas City, Missouri for structural engineering.

The selection committee also interviewed Cannon Design, Inc., St. Louis, Missouri; Trivers Associates, Inc./HOK, Inc., St. Louis, Missouri, and Burns and McDonald Engineering Company, Kansas City, Missouri.

The fee for basic architectural and engineering services has been determined by using the University of Missouri's "Architectural and Engineering Basic Services Fee Estimating Guidelines" at 2,542,000 based upon 8.2% of construction cost of \$31,000,000. Additional design services totaling \$658,000 include programming and field verification, laboratory planning; and phased construction/multiple bid and procurement packages, for a total fee of \$3,200,000.

The project is expected to be complete by Summer 2025. The project will be delivered as a Construction Manager at Risk (CMR) project due to the complexity of the project and funding deadlines.

No. 3

Recommended Action - Project Reapproval, Medical Science Building - Renovations, MU

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

the project reapproval for the Medical Science Building – Renovations, MU

Funding of the project budget is from:

Federal HRSA Grant	\$43,000,000
State Appropriation	<u>\$8,000,000</u>
Total Funding	\$51,000,000

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

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 _____.

Approval of Collected Rules & Regulation 140.012
Investment Policy for General Pool
UM

Management recommends for Board approval a change in the Investment Policy for the General Pool which would allow for the addition of a portable alpha program. This policy proposal has been recommended for approval by the University's Investment Advisory Committee, which reviewed the proposal in detail at a recent committee meeting.

The University's investment team has been managing successful portable alpha programs in the Retirement Plan and Endowment Pool since 2015. In FY22, the portable alpha programs generated gains of 7.5% and 7.0% in Retirement and Endowment, respectively.

Historically, the General Pool has been dominated by fixed income and the corresponding risks of interest rates and credit spreads. In FY22, due to the worst bond market drawdown in nearly 40 years – in which interest rates increased significantly while credit spreads widened - the General Pool lost 2.8% as compared to losses of only 1.1% and 0.8% in Retirement and Endowment, respectively.

Ongoing analysis continues to suggest that the General Pool would benefit from increased diversification of investment return streams. As part of this effort, at an earlier meeting in 2022, the Board approved real estate as an allowable asset class for the General Pool. Expanding the investment policy to allow for portable alpha introduces another investment return stream largely uncorrelated with anything existing in the General Pool. As such, a portable alpha program has the potential to both enhance returns and help mitigate drawdown risk through greater overall portfolio diversification.

The portable alpha program would be initially sized at 10% of total capital, with a proposed allowable range from 0% to 15% (for reference, Retirement and Endowment programs are currently sized at 22% of total capital). The structure and mechanics of the General Pool program would be nearly identical to what's been successfully implemented and executed within the Retirement and Endowment portfolios since 2015. NISA Investment Advisors, based in St. Louis, will continue to be the University's partner in managing program funding through market betas, initially planned to be a combination of the Bloomberg Barclays Intermediate Aggregate index and an intermediate TIPS index.

Alpha managers for the General Pool program would be sourced largely from strategies already utilized within the Retirement and Endowment programs. The timing for launching a General Pool program is particularly important as we are currently in process of rebalancing the manager mixes in the Retirement and Endowment portfolios, allowing us to shift valuable capacity into the General Pool rather than give capacity back to the managers (as most of our existing relationships are closed to new investors).

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Verus, the University's general investment consultant, has modeled the impact of a portable alpha program on the General Pool:

	Capital Market Assumptions*		Current Baseline	Add Portable
	<u>Return</u>	<u>Std Dev</u>	<u>Mix</u>	<u>Alpha</u>
Liquidity Portfolio	2.50%	1.20%	30%	30%
Core Strategy #1	3.70%	4.10%	15%	10%
Core Strategy #2	5.60%	5.30%	15%	10%
US Intermediate Agg	3.30%	3.60%	0%	10%
Risk Parity	7.60%	10.00%	15%	15%
Private Credit	8.10%	14.60%	20%	20%
Real Estate	8.00%	16.70%	5%	5%
Portable Alpha	5.60%	5.30%	0%	10%
PA Funding Pool	-2.50%	-1.20%	0%	-10%
			<u>100%</u>	<u>100%</u>
Expected Return*			5.55%	5.72%
Standard Deviation			5.07%	5.32%
Sharpe Ratio			0.59	0.60
<i>*Verus 8-31-22 CMAs</i>				
<u>General Pool Risk Model</u>				
VaR (95%) - Current			2.01%	1.99%
VaR (95%) - 12 Mo Smoothed			1.75%	1.76%

The Verus return modeling projects a modest (0.17%) improvement in expected return with a slight increase in Sharpe Ratio. The General Pool Risk Model, which represents an approximate gauge of drawdown risk, shows nearly no movement with the addition of a portable alpha program – even with the modest utilization of leverage to fund the program. This is largely due to the diversification benefits of the alpha return stream, which largely offset the risks associated with program leverage.

As has always been the case within Retirement and Endowment, managing liquidity risk is critical to a successful portable alpha program. Fortunately, this risk within the General Pool is significantly reduced due to the massive inherent liquidity within the General Pool itself. Given the proposed sizing of the program within the General Pool, we would not anticipate any adverse impact on General Pool liquidity overall, even in stressed market scenarios. However, liquidity risks would continue to be managed carefully, nonetheless.

The attached proposed policy language is largely taken from the existing investment policies for the Retirement Plan and Endowment Pool. One distinction is the methodology used to monitor and manage liquidity risk. We are recommending a new approach based on stress testing the portable alpha program across different adverse economic scenarios which we

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believe will yield better risk-based results as compared to the static approach currently utilized by the Retirement Plan and Endowment Pool portable alpha programs. Our plan is to bring similar policy changes for managing portable alpha program liquidity risk within Retirement and Endowment to the Board at a future meeting.

In summary, utilizing experience gained through successfully running portable alpha programs within Retirement and Endowment since 2015, a portable alpha program can be additive to the General Pool overall, while requiring minimal marginal effort to launch and maintain.

No. 4

Recommended Action - Approval of Collected Rules and Regulations 140.012
General Pool Investment Policy, UM

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

Existing investment policy of Collected Rules and Regulations, Section 140.012,
be amended, as noted in the attached documents:

Roll call vote of the 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 _____.

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140.012 Investment Policy for General Pool

Bd. Min. 12-6-91; Amended Bd. Min. 12-9-93; Amended Bd. Min. 11-14-94; Amended Bd. Min. 12-13-96; Amended Bd. Min. 9-26-97; 1-21-98; Revised 2-01-00; Amended Bd. Min. 9-27-02; Amended Bd. Min. 11-22-02; Revised 1-5-04; Amended Bd. Min. 9-9-04; Amended Bd. Min. 1-26-07; Amended Bd. Min. 2-6-09; Amended Bd. Min. 6-5-09; Amended Bd. Min. 6-17-11; Revised in entirety, Bd. Min. 6-26-12. (Note: Board approval on 6-26-12 replaced previous rules 140.010, 140.011, 140.012 and 140.013 with new language and reissued new rules 140.010 through 140.016.) Amended Bd. Min. 1-31-13; Amended Bd. Min. 6-25-15; Amended Bd. Min. 10-1-15; Amended Bd. Min. 10-7-16; Amended Bd. Min. 11-15-18; Amended Bd. Min. 4-21-22; Amended Bd. Min. 11-17-22.

- A. **Introduction** – The General Pool represents the University’s cash and reserves, both restricted and unrestricted, including, but not limited to, operating funds, auxiliary funds, service operations funds, self-insurance funds, debt service funds, and plant funds.
- B. **Responsibilities and Authorities** – See CRR 140.010, “Policy for Management and Oversight of Selected University Investment Pools”
- C. **Investment Objectives** – The General Pool shall be managed in a way that both recognizes and balances the underlying needs of the pool, including, but not limited to, accommodation of University cash flow cyclicality, satisfaction of various ongoing liquidity needs, maximization of risk-adjusted investment returns, diversification and preservation of capital.
- D. **Authorized Investments** – The General Pool shall be invested as follows:

	Investment Portfolios			
	Liquidity	Core	Strategic	Portable Alpha
Management	Internal/External	External	External	<u>External</u>
Minimum Allocation	20%	20%	0%	<u>0%</u>
Maximum Allocation	100%	60%	45%	<u>15%</u>
Liquidity Objective	High	Moderate	Moderate/Low	<u>Moderate</u>
Volatility Tolerance	Low	Moderate	Moderate/High	<u>Low/Moderate</u>
Return Expectation	Low	Moderate	Moderate/High	<u>Moderate</u>

1. Liquidity Portfolio

The Liquidity portfolio is expected to have very low volatility and low (cash-like) returns. It is the primary source of liquidity for the University’s operating cash flow needs, constructed utilizing securities and investment vehicles that primarily have same day liquidity with minimal day-to-day price fluctuations. Exposures will be obtained by investing in the following:

- a. Bank deposits covered by FDIC insurance or otherwise collateralized by U.S. Government and U.S. Government Agency securities.

- b. Money market funds which are SEC 2a-7 compliant and have received the highest possible rating by at least two Nationally Recognized Statistical Rating Organizations.
- c. Commercial Paper which has received a rating of at least A1 / P1 / F1 by two of the Nationally Recognized Statistical Rating Organizations
- d. Repurchase Agreements collateralized by the U.S. Government and U.S. Government Agency securities.
- e. Yield Enhancement Strategies that seek returns higher than, or comparable to, traditional cash investments, while diversifying the risk inherent in traditional cash investments. To implement these strategies, liquid non-cash-like securities are often purchased in conjunction with a hedge instrument that substantially hedges away the non-cash-like attributes of the securities. Instruments that may be part of such transactions include: U.S. Treasury securities, sovereign bonds issued by G10 countries, other fixed income securities and precious metals. To hedge away the non-cash like attributes, the following instruments may be used: futures contracts, asset/interest rate swaps, currency forwards, securities lending agreements, and repurchase agreements.
- f. Other short-term investment vehicles of similar quality, with an average duration of one year or less.
- g. U.S. Treasury securities, U.S. Government Agency securities and U.S. Government guaranteed securities, including but not limited to: all direct obligations of the U.S. Government, Federal Farm Credit Banks, Federal Home Loan Banks, Federal National Mortgage Association, and Federal Home Loan Mortgage Corporation.
- h. Internal short-term loans at market interest rates to the University's Central Bank as a substitute for commercial paper which could otherwise be issued externally by the Central Bank under the University's Commercial Paper Notes program. Such short-term loans must be approved by the Vice President for Finance.

2. **Core Portfolio**

The Core portfolio is expected to have moderate volatility with moderate returns, invested primarily in public debt securities and related investment vehicles. It will serve as a secondary source of liquidity, built utilizing excess operating funds not expected to be needed for purposes of funding the operational needs of the University under normal circumstances. This portfolio will be expected to generate higher returns than the Liquidity portfolio through the use of some combination of credit risk, interest rate risk, illiquidity risk and idiosyncratic (active) risk.

a. Public Debt

Specific types of debt exposures include, but are not limited to, sovereign, corporate, inflation-linked, high yield, emerging market, commercial mortgage-backed securities, and residential mortgage-backed securities.

Exposures will be obtained ~~primarily~~ through physical securities as well as, however, from time to time derivative instruments commonly accepted by other institutional investors such as

futures, swaps, options, forward contracts, and reverse repurchase agreements may be utilized. Exposures may include long/short positions.

Legal account structures will primarily be in the form of separately managed accounts and institutional commingled funds, however, from time to time limited partnership agreements or other similar forms may also be utilized.

3. **Strategic Portfolio**

The Strategic portfolio will be built utilizing excess operating funds that should not be needed for liquidity purposes. As compared to the Core portfolio, the Strategic portfolio will have higher return expectations and a higher level of expected volatility. These are truly long-term funds and should be thought of similarly to retirement and endowment funds.

a. Risk Balanced

It is expected that this portfolio will be meaningfully balanced across traditional risk factors including equities, real interest rates, inflation (both actual and expected), commodities and credit. Additionally, non-traditional risk factors including value, momentum, carry, defensive and trend may be included. It is also expected that idiosyncratic (active) risk will be taken in this portfolio from time to time.

Exposure will be obtained through physical securities and/or conventional derivative instruments commonly accepted by other institutional investors such as, futures, swaps, options, forward contracts and reverse repurchase agreements.

Legal account structures will primarily be in the form of separately managed accounts, institutional commingled funds and limited partnership agreements.

b. Real Estate/Infrastructure

Specific types of fund investments may be structured as equity and/or debt and include categories broadly defined as core, value added, and opportunistic. In addition, investments may be made in real estate investment trusts and master limited partnerships from time to time.

Legal account structures will primarily be in the form of limited partnership agreements with average tenure of 10-12 years. Separately managed accounts and institutional commingled funds may also be utilized from time to time.

c. Private Debt

Specific types of long-only and long/short strategies including, but are not limited to, distressed debt funds, distressed for control funds, whole loans and pools, levered loans and pools, and mortgage servicing rights.

Legal account structures will primarily be in the form of limited partnership agreements.

d. **Venture Capital**

Investments shall be consistent with the University's mission to foster innovation in support of economic development. Maximum allocation shall be \$5 million.

Investments require unanimous approval by the Executive Vice President for Finance and Operations and the Chief Investment Officer in consultation with the President.

Utilization of external managers shall be consistent with the guidelines established in CRR 140.011, "*Policy for Investment Manager Selection, Monitoring and Retention.*"

e. **Endowment Pool**

As part of its Strategic Portfolio, the General Pool may invest in the University's Endowment Pool, as established and governed by CRR 140.013, "*Investment Policy for Endowment Pool.*"

4. Portable Alpha Program

When synthetic market exposures are obtained through derivative instruments, a portion of the resulting cash and cash equivalent balances may be invested in a portfolio of active alpha managers seeking to add excess returns to the General Pool.

a. Alpha Portfolio Composition

In aggregate, the alpha portfolio will be constructed with broadly diverse strategies/styles and is expected to produce returns that show little or no relationship to the economic environment being experienced at any given time. Furthermore, the alpha portfolio will be constructed with a goal of low/no correlation to the synthetic market exposures obtained through the derivative instruments used to fund the program. The risk drivers within the alpha portfolio should generally be well-known, empirically tested sources of return that can be actively or systematically harvested through dynamic long/short strategies. They can be thought of either as returns that underlie "classic" hedge fund strategies (hedge fund risk premia), such as arbitrage and macro or the returns from "classic" styles (style premia), such as value, momentum, carry, defensive and low volatility.

Legal account structures will be in the form of one or a combination of separate accounts, institutional commingled funds and/or limited partnerships or other similar forms.

b. Allowable Range

The allowable range for the portable alpha portfolio shall be 0-15% of the total General Pool, which would represent total portfolio leverage of 100% to 115%.

c. Management of Portable Alpha Program Liquidity Risk

Management of liquidity risk is a critical component of the portable alpha program. If not managed appropriately, there is a risk that synthetic market exposures may need to be unwound at undesirable points in time in order to meet margin calls during volatile markets. To help mitigate this risk, prudent balances of cash and cash equivalents shall be maintained as part of the program and monitored daily.

For purposes of this policy, Cash Margin is defined as the underlying balance of cash and cash equivalents which have not been used to fund the alpha portfolio. Using an illustration to further clarify, if futures contracts were used to obtain \$100 million in US Treasury notional exposures and \$90 million of the underlying cash and cash equivalents were used to fund the alpha portfolio, the remaining \$10 million of cash and cash equivalents would be considered the Cash Margin. The Cash Margin percentage would be 10% (\$10 million divided by \$100 million notional exposure).

The sufficiency of Cash Margin for the portable alpha program notional exposures shall be determined by the modeling of economic and market stress scenarios including, but not limited to, the fall 2008 Financial Crisis, May 2013 Taper Tantrum and March 2020 COVID Crisis. Across the stress scenarios modeled, the remaining Cash Margin shall be at least 5%. The results of these modeled stress scenarios shall be reported to the Board on a quarterly basis.

E. Risk Management

1. The Chief Investment Officer shall establish and implement procedures to:
 - a. Regularly monitor the University's cash flow forecasts.
 - b. Maintain minimum daily liquidity (securities or investment vehicles which can be liquidated on a same-day basis) equal to 30 days operating cash outflows for the University.
 - c. Maintain minimum weekly liquidity (securities or investment vehicles which can be liquidated within 5 business days) equal to 60 days operating cash outflows for the University.
 - d. As applicable, maintain overall liquidity sufficient to satisfy credit rating agency guidelines for any self-liquidity needs of the University's debt portfolio.
 - e. Maintain a contingency funding plan to address unanticipated market / liquidity events, with the objective of having ready access to cash to meet the University's operating cash flow needs at all times.
 - f. Based on the level of projected risk within the General Pool, as modeled by the University's Investment Consultant, maintain appropriate reserves within the General Pool to mitigate drawdown risk, allowing the University to better manage through periods of market volatility.

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- F. **Excluded Instruments** – The General Pool shall not be deemed to include, and the limitations contained herein shall not be deemed applicable to, any program-related funds, instruments, and assets not held primarily for investment such as interests governed by CRR 70.070, “*Entrepreneurial Activity.*”

140.012 Investment Policy for General Pool

Bd. Min. 12-6-91; Amended Bd. Min. 12-9-93; Amended Bd. Min. 11-14-94; Amended Bd. Min. 12-13-96; Amended Bd. Min. 9-26-97; 1-21-98; Revised 2-01-00; Amended Bd. Min. 9-27-02; Amended Bd. Min. 11-22-02; Revised 1-5-04; Amended Bd. Min. 9-9-04; Amended Bd. Min. 1-26-07; Amended Bd. Min. 2-6-09; Amended Bd. Min. 6-5-09; Amended Bd. Min. 6-17-11; Revised in entirety, Bd. Min. 6-26-12. (Note: Board approval on 6-26-12 replaced previous rules 140.010, 140.011, 140.012 and 140.013 with new language and reissued new rules 140.010 through 140.016.) Amended Bd. Min. 1-31-13; Amended Bd. Min. 6-25-15; Amended Bd. Min. 10-1-15; Amended Bd. Min. 10-7-16; Amended Bd. Min. 11-15-18; Amended Bd. Min. 4-21-22; Amended Bd. Min. 11-17-22.

- A. **Introduction** – The General Pool represents the University’s cash and reserves, both restricted and unrestricted, including, but not limited to, operating funds, auxiliary funds, service operations funds, self-insurance funds, debt service funds, and plant funds.
- B. **Responsibilities and Authorities** – See CRR 140.010, “*Policy for Management and Oversight of Selected University Investment Pools*”
- C. **Investment Objectives** – The General Pool shall be managed in a way that both recognizes and balances the underlying needs of the pool, including, but not limited to, accommodation of University cash flow cyclicity, satisfaction of various ongoing liquidity needs, maximization of risk-adjusted investment returns, diversification and preservation of capital.
- D. **Authorized Investments** – The General Pool shall be invested as follows:

	Investment Portfolios			
	Liquidity	Core	Strategic	Portable Alpha
Management	Internal/External	External	External	External
Minimum Allocation	20%	20%	0%	0%
Maximum Allocation	100%	60%	45%	15%
Liquidity Objective	High	Moderate	Moderate/Low	Moderate
Volatility Tolerance	Low	Moderate	Moderate/High	Low/Moderate
Return Expectation	Low	Moderate	Moderate/High	Moderate

1. Liquidity Portfolio

The Liquidity portfolio is expected to have very low volatility and low (cash-like) returns. It is the primary source of liquidity for the University’s operating cash flow needs, constructed utilizing securities and investment vehicles that primarily have same day liquidity with minimal day-to-day price fluctuations. Exposures will be obtained by investing in the following:

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- a. Bank deposits covered by FDIC insurance or otherwise collateralized by U.S. Government and U.S. Government Agency securities.
- b. Money market funds which are SEC 2a-7 compliant and have received the highest possible rating by at least two Nationally Recognized Statistical Rating Organizations.
- c. Commercial Paper which has received a rating of at least A1 / P1 / F1 by two of the Nationally Recognized Statistical Rating Organizations
- d. Repurchase Agreements collateralized by the U.S. Government and U.S. Government Agency securities.
- e. Yield Enhancement Strategies that seek returns higher than, or comparable to, traditional cash investments, while diversifying the risk inherent in traditional cash investments. To implement these strategies, liquid non-cash-like securities are often purchased in conjunction with a hedge instrument that substantially hedges away the non-cash-like attributes of the securities. Instruments that may be part of such transactions include: U.S. Treasury securities, sovereign bonds issued by G10 countries, other fixed income securities and precious metals. To hedge away the non-cash like attributes, the following instruments may be used: futures contracts, asset/interest rate swaps, currency forwards, securities lending agreements, and repurchase agreements.
- f. Other short-term investment vehicles of similar quality, with an average duration of one year or less.
- g. U.S. Treasury securities, U.S. Government Agency securities and U.S. Government guaranteed securities, including but not limited to: all direct obligations of the U.S. Government, Federal Farm Credit Banks, Federal Home Loan Banks, Federal National Mortgage Association, and Federal Home Loan Mortgage Corporation.
- h. Internal short-term loans at market interest rates to the University's Central Bank as a substitute for commercial paper which could otherwise be issued externally by the Central Bank under the University's Commercial Paper Notes program. Such short-term loans must be approved by the Vice President for Finance.

2. **Core Portfolio**

The Core portfolio is expected to have moderate volatility with moderate returns, invested primarily in public debt securities and related investment vehicles. It will serve as a secondary source of liquidity, built utilizing excess operating funds not expected to be needed for purposes of funding the operational needs of the University under normal circumstances. This portfolio will be expected to generate higher returns than the Liquidity portfolio through the use of some combination of credit risk, interest rate risk, illiquidity risk and idiosyncratic (active) risk.

a. Public Debt

Specific types of debt exposures include, but are not limited to, sovereign, corporate, inflation-linked, high yield, emerging market, commercial mortgage-backed securities, and residential mortgage-backed securities.

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Exposures will be obtained through physical securities as well as derivative instruments commonly accepted by other institutional investors such as futures, swaps, options, forward contracts, and reverse repurchase agreements may be utilized. Exposures may include long/short positions.

Legal account structures will primarily be in the form of separately managed accounts and institutional commingled funds, however, from time to time limited partnership agreements or other similar forms may also be utilized.

3. **Strategic Portfolio**

The Strategic portfolio will be built utilizing excess operating funds that should not be needed for liquidity purposes. As compared to the Core portfolio, the Strategic portfolio will have higher return expectations and a higher level of expected volatility. These are truly long-term funds and should be thought of similarly to retirement and endowment funds.

a. Risk Balanced

It is expected that this portfolio will be meaningfully balanced across traditional risk factors including equities, real interest rates, inflation (both actual and expected), commodities and credit. Additionally, non-traditional risk factors including value, momentum, carry, defensive and trend may be included. It is also expected that idiosyncratic (active) risk will be taken in this portfolio from time to time.

Exposure will be obtained through physical securities and/or conventional derivative instruments commonly accepted by other institutional investors such as, futures, swaps, options, forward contracts and reverse repurchase agreements.

Legal account structures will primarily be in the form of separately managed accounts, institutional commingled funds and limited partnership agreements.

b. Real Estate/Infrastructure

Specific types of fund investments may be structured as equity and/or debt and include categories broadly defined as core, value added, and opportunistic. In addition, investments may be made in real estate investment trusts and master limited partnerships from time to time.

Legal account structures will primarily be in the form of limited partnership agreements with average tenure of 10-12 years. Separately managed accounts and institutional commingled funds may also be utilized from time to time.

c. Private Debt

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Specific types of long-only and long/short strategies including, but are not limited to, distressed debt funds, distressed for control funds, whole loans and pools, levered loans and pools, and mortgage servicing rights.

Legal account structures will primarily be in the form of limited partnership agreements.

d. **Venture Capital**

Investments shall be consistent with the University's mission to foster innovation in support of economic development. Maximum allocation shall be \$5 million.

Investments require unanimous approval by the Executive Vice President for Finance and Operations and the Chief Investment Officer in consultation with the President.

Utilization of external managers shall be consistent with the guidelines established in CRR 140.011, "*Policy for Investment Manager Selection, Monitoring and Retention.*"

e. **Endowment Pool**

As part of its Strategic Portfolio, the General Pool may invest in the University's Endowment Pool, as established and governed by CRR 140.013, "*Investment Policy for Endowment Pool.*"

4. Portable Alpha Program

When synthetic market exposures are obtained through derivative instruments, a portion of the resulting cash and cash equivalent balances may be invested in a portfolio of active alpha managers seeking to add excess returns to the General Pool.

a. **Alpha Portfolio Composition**

In aggregate, the alpha portfolio will be constructed with broadly diverse strategies/styles and is expected to produce returns that show little or no relationship to the economic environment being experienced at any given time. Furthermore, the alpha portfolio will be constructed with a goal of low/no correlation to the synthetic market exposures obtained through the derivative instruments used to fund the program. The risk drivers within the alpha portfolio should generally be well-known, empirically tested sources of return that can be actively or systematically harvested through dynamic long/short strategies. They can be thought of either as returns that underlie "classic" hedge fund strategies (hedge fund risk premia), such as arbitrage and macro or the returns from "classic" styles (style premia), such as value, momentum, carry, defensive and low volatility.

Legal account structures will be in the form of one or a combination of separate accounts, institutional commingled funds and/or limited partnerships or other similar forms.

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- b. Allowable Range
The allowable range for the portable alpha portfolio shall be 0-15% of the total General Pool, which would represent total portfolio leverage of 100% to 115%.
- c. Management of Portable Alpha Program Liquidity Risk
Management of liquidity risk is a critical component of the portable alpha program. If not managed appropriately, there is a risk that synthetic market exposures may need to be unwound at undesirable points in time in order to meet margin calls during volatile markets. To help mitigate this risk, prudent balances of cash and cash equivalents shall be maintained as part of the program and monitored daily.

For purposes of this policy, Cash Margin is defined as the underlying balance of cash and cash equivalents which have not been used to fund the alpha portfolio. Using an illustration to further clarify, if futures contracts were used to obtain \$100 million in US Treasury notional exposures and \$90 million of the underlying cash and cash equivalents were used to fund the alpha portfolio, the remaining \$10 million of cash and cash equivalents would be considered the Cash Margin. The Cash Margin percentage would be 10% (\$10 million divided by \$100 million notional exposure).

The sufficiency of Cash Margin for the portable alpha program notional exposures shall be determined by the modeling of economic and market stress scenarios including, but not limited to, the fall 2008 Financial Crisis, May 2013 Taper Tantrum and March 2020 COVID Crisis. Across the stress scenarios modeled, the remaining Cash Margin shall be at least 5%. The results of these modeled stress scenarios shall be reported to the Board on a quarterly basis.

E. Risk Management

1. The Chief Investment Officer shall establish and implement procedures to:
 - a. Regularly monitor the University's cash flow forecasts.
 - b. Maintain minimum daily liquidity (securities or investment vehicles which can be liquidated on a same-day basis) equal to 30 days operating cash outflows for the University.
 - c. Maintain minimum weekly liquidity (securities or investment vehicles which can be liquidated within 5 business days) equal to 60 days operating cash outflows for the University.
 - d. As applicable, maintain overall liquidity sufficient to satisfy credit rating agency guidelines for any self-liquidity needs of the University's debt portfolio.
 - e. Maintain a contingency funding plan to address unanticipated market / liquidity events, with the objective of having ready

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- access to cash to meet the University's operating cash flow needs at all times.
- f. Based on the level of projected risk within the General Pool, as modeled by the University's Investment Consultant, maintain appropriate reserves within the General Pool to mitigate drawdown risk, allowing the University to better manage through periods of market volatility.
- F. **Excluded Instruments** – The General Pool shall not be deemed to include, and the limitations contained herein shall not be deemed applicable to, any program-related funds, instruments, and assets not held primarily for investment such as interests governed by CRR 70.070, "*Entrepreneurial Activity*."

Understanding a Portable Alpha Program

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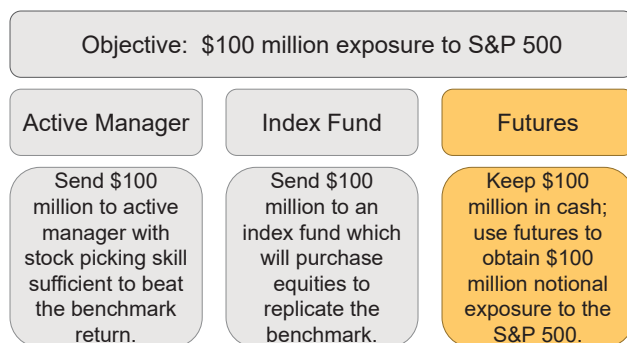
Portable Alpha

Portable Alpha is a general concept that has existed within institutional portfolios in various forms for more than 20 years. It is rooted in the acknowledgement that investment portfolio total returns are driven by two distinct components – beta and alpha. Simplistically, beta results from owning some broad representation of a given market, usually as tracked by a benchmark or index. Alpha represents investing skill that generates returns independent of a given market benchmark or index. Using a public equity manager as an example, one might invest with an active equity manager based on a belief that the manager’s stock picking skill (alpha) will enable the manager to outperform the benchmark (beta). In this case, as with most traditional investment vehicles, the beta and alpha are packaged together in the same product.

The fundamental core belief of a Portable Alpha program is that beta and alpha can be separately sourced and more efficiently managed.

The Mechanics of a Portable Alpha Program

Let’s start with a foundational example which illustrates three different options to obtain market exposure (beta), in this case a \$100 million investment in the S&P 500.



The first two options should be very familiar. We can invest \$100 million in cash with an active manager with an expectation to achieve both a beta and alpha return or we can invest \$100 million in cash with an index fund, content to receive just a beta return. The third option is available primarily to institutional investors with access to derivative markets. With this option, we can keep control of our \$100 million in cash while using futures, a

common derivative instrument, to obtain \$100 million in notional exposure¹ to the S&P 500 index. If we stopped here, the choice of the index fund or futures implementation would both deliver the same S&P 500 beta return.

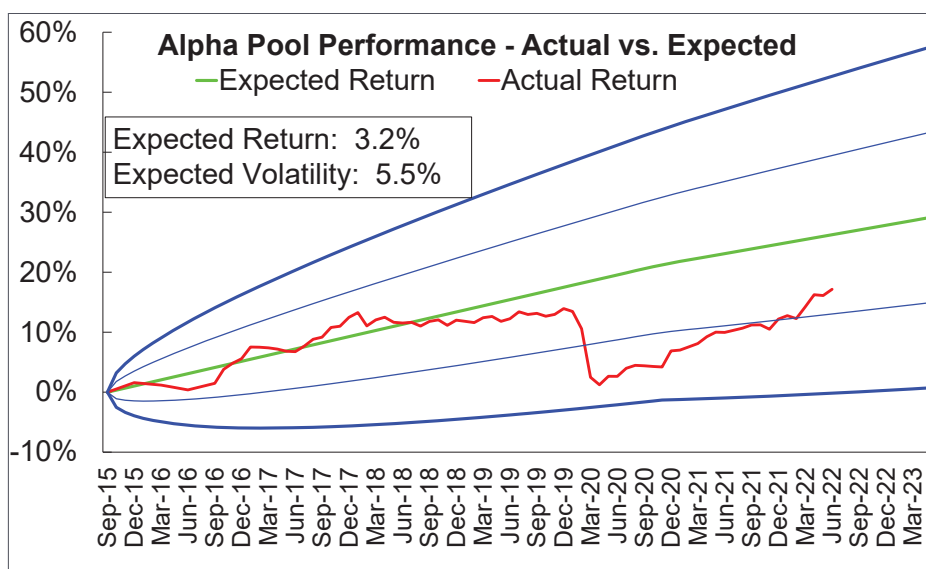
With the futures implementation, we maintain control of our \$100 million in cash while still getting the \$100 million notional return of the S&P 500. Retaining the cash is what allows us to source alpha, through another manager, separately from the market beta. Within the implementation of our own portable alpha program, we would use up to 70% (\$70 million in this example) of the cash to fund separate investments in carefully selected alpha managers (generally in the form of hedge fund vehicles). The remaining 30% (\$30 million in this example) would continue to be held in cash for purposes of covering the daily mark-to-market settlements on the futures implementation.

¹The notional amount of a derivatives instrument represents the market exposure upon which returns are exchanged. As an example, holding S&P 500 futures contracts with a notional amount of \$100 million means we gain exposure to the S&P 500 index without having to expend \$100 million in capital to purchase the underlying stocks. With a futures implementation, we simply exchange cash based on the S&P 500 index returns. As an example, if the S&P 500 dropped 1% we would have to pay the counterparty \$1 million on \$100 million in notional exposure; conversely, if the S&P 500 gained 1%, we would receive \$1 million from the counterparty. November 17, 2022

Alpha Manager Selection

To properly manage risk in a portable alpha program, alpha managers must meet very specific criteria. The primary focus and challenge is to identify alpha managers that deliver return streams with very low correlations (no discernible relationship) to market betas. We look for managers with market beta correlations of 0.2 or less². Further, we will only partner with alpha managers that are well established and highly institutionalized, have satisfactory liquidity terms, and robust risk management systems. Many alpha managers meeting our criteria are closed to new investors, so identifying new managers requires patience and skill in manager selection.

Successful alpha managers are, by definition, highly skilled. From a risk management perspective, highly skilled alpha managers are essential to the operation of a portable alpha program. With respect to pricing power, the demand in the marketplace currently exceeds the supply of highly skilled alpha manager capacity. For this reason, alpha managers charge higher fees than traditional managers. The magnitude of the higher alpha manager fees is somewhat mitigated by the very low, index-like fees of the market beta exposures obtained using the derivatives. All modeling, reporting and analysis of the alpha program and underlying alpha managers is always presented on a net of fee basis.



Generating alpha is difficult and even the most seasoned, successful managers will go through periods of under performance, sometimes incurring losses. It's important to remember that whenever we talk about an expected return, we're referring to the midpoint of a fairly wide range of possible outcomes over a longer time horizon. The cone chart to the left presents the alpha portfolio's cumulative actual return

(red line) relative to the modeled expected return (green line). The thin blue lines represent one standard deviation of the expected return, meaning that 68% of all possible outcomes should fall within the thin blue lines. By definition, this means that 32% of possible outcomes

²Correlations are very important with respect to both risk management and value for fees. An alpha portfolio with higher correlations to market betas (closer to 1.0) will add risk to the total portfolio as the alpha exposures would simply magnify the risk that already existed in the total portfolio. An alpha portfolio with low correlations to market betas (closer to 0.0) is diversifying to existing exposures in the total portfolio, actually helping to reduce overall portfolio risk through benefits of diversification. With respect to value for fees, if we're paying higher fees for alpha, we need to be confident that we're actually getting alpha. In very general terms, if an alpha manager were highly correlated public equities (closer to 1.0), it would suggest that the alpha manager's returns could be explained largely by the returns of public equities. If that were the case, it would suggest that the alpha manager was charging high fees while delivering low cost beta returns.

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could fall outside the bounds of the thin blue lines. 5% of possible outcomes could fall outside the thick blue lines, which represent two standard deviations. This all suggests that, as investors, we must be prepared to endure periods of uncomfortable performance. Our alpha managers, whom we believe to be highly skilled, have navigated successfully through drawdowns in the past, and we maintain confidence that they will do so going forward as well. Q1 2020 was a very challenging period for the alpha portfolio, with the impact to cumulative returns shown transparently in the cone chart. At the same time, it is also clear that the portfolio's performance recovery is well underway through FY22, headed back toward the expected return.

Risk Management

A common concern with portable alpha programs, beyond their complexity, is the concept of “leverage” and a potential magnification of portfolio risk if not well managed. To be clear, there is no explicit “borrowing” involved in the funding of the alpha portfolio – we are using our own cash, made available to us because of the capital efficiency of futures or other derivative instruments used to obtain our market beta. We maintain complete control over these derivative exposures, with the ability to reduce or eliminate the exposures in 24 hours or less. To be clear, a portable alpha program allows an investor the ability to obtain total exposures greater than amount of capital invested, which can also result in additional risk. However, a well-designed portable alpha program with prudent risk management practices can often reduce overall portfolio risk through greater portfolio diversification.

From a practical perspective, one key component to successfully managing the day-to-day risk of a portable alpha program is the amount of cash set aside to fund the mark-to-market settlement demands of the derivative instruments used to implement the market betas. In our own case, based on extensive modeling and analysis, as noted above, we currently keep approximately 30% of the cash set aside for this purpose. In a recent real-world test, we are pleased to report that we maintained our 30% cash margin throughout the COVID-19 market crisis in March 2020, with absolutely no liquidity issues.

Reasons to Maintain a Portable Alpha Program

Alpha within a portfolio is extraordinarily valuable, no matter how it is sourced. This is because of the additional return potential and lower overall risk resulting from the benefits of diversification. A thoughtfully designed portable alpha program significantly increases the odds of obtaining alpha as compared to the alternative of expecting excess returns from active managers in traditional market beta implementations as described above. In the modeling performed as part of the recent asset allocation studies for the Retirement Plan and Endowment Pool, the portable alpha program was modeled to deliver a 3.2% annualized return, net of fees. Sized at 22% of capital, that equates to an additional 0.70% return, net of fees for each portfolio in total. Based on current portfolio balances, averaged out over a market cycle, that equates to annual investment income, net of fees, of approximately \$16 million and \$31 million in Endowment and Retirement, respectively. In FY22, actual returns delivered by the portable alpha portfolios were 7.5% and 7.0% in Retirement and Endowment, respectively, contributing incremental investment income of \$71 million and \$32 million to each portfolio.

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ACADEMIC, STUDENT AFFAIRS, RESEARCH AND ECONOMIC DEVELOPMENT COMMITTEE

Todd P. Graves (Chair)

Greg E. Hoberock

Jeff L. Layman

Robin R. Wenneker

The Academic, Student Affairs, Research and Economic Development Committee (“Committee”) will review and recommend policies to enhance quality and effectiveness of academic, student affairs, research and economic development and align the available resources with the University’s academic mission.

I. Scope

In carrying out its responsibilities, the Committee reviews and makes recommendations to the Board of Curators on strategies and policies relating to student and faculty welfare, academic standards, educational and instructional quality, intercollegiate athletics, degree programs, economic development, research initiatives, and associated programs.

II. Executive Liaison

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

III. Ex Officio Member

The Student Representative to the Board of Curators shall be an ex officio member of the Committee.

IV. Responsibilities

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

- A. Selection of Curators’ Distinguished Professors;
- B. Approval and review of new degree programs;
- C. Intercollegiate athletics, as specifically outlined in Section 270.060 of the Collected Rules and Regulations with a commitment to the academic success, and physical and social development of student-athletes;
- D. Changes to university-level admissions requirements, academic standards, student services, and graduation requirements;
- E. Quarterly and annual reports providing information on academic programs that have been added, deactivated, or deleted;
- F. Provide oversight over the University of Missouri System’s diversity, equity and inclusion programs;
- G. Highlight successful research and economic development efforts and partnerships; linking research and commercialization from the University with business and industry across the state and around the world.
- H. Additional matters customarily addressed by the academic, student affairs, research & economic development committee of a governing board for an institution of higher education.

Executive Summary
Intercollegiate Athletics Annual Reports

Pursuant to Collected Rule and Regulation 270.060 Intercollegiate Athletics Section (E) relating to Campus Athletic Directors and Compliance Officers, the attached reports for the 2021-2022 academic year from each of the four UM universities is submitted for your information. Each report includes information relating to student-athlete admissions exceptions, academic progress of student-athletes, graduation rates by sport, financial performance, and other comments. More detailed information relating to each report can be found in the appendix of this section.

Athletic Directors will be available during the Board of Curators meeting hosted at their respective campuses to present and answer any questions you have regarding the contents of these reports.

October 20, 2022

Mun Y. Choi, Ph.D.
President
University of Missouri System
105 Jesse Hall
Columbia, MO 65211

Dear Dr. Choi,

This letter serves as the 2021-22 annual athletics report required by CRR 270.060 (E). More specifically, this letter summarizes data provided per subparts of CRR 270.060 (E) (1) through (5).

1. Rates of admissions exceptions for Athletics as compared to campus admissions exceptions.

At the University of Missouri – St. Louis the admission exceptions are consistently 80% or higher for the general population as compared to Intercollegiate Athletics.

Rationale includes:

- Requirements of the NCAA for a prospective student-athlete and the core courses they must successfully complete while in high school establishes a strong baseline for admissions.
- Coaches are recruiting earlier in each cycle; therefore, prospective students have time to meet university standards and not qualify for an exception. (i.e. Standardized Test Scores retake, summer school courses in a junior college)

2. Academic success rate by sport: Cohort is from 2015-2016

Academic success rates include first-time freshman and all transfer students.

- Overall academic success rate for the entire department is 85%
- Tendencies are the female sports success rates are higher. 91% versus 82%
- Comprehensive plan from the Academic Coordinator for Athletics to each student and coach allows a true plan to earn a diploma. Students do not get lost within a very complex system of degrees and NCAA restrictive rules.
- Individual sports (tennis, and golf) are consistently higher than team sports.
- Requirements of “Study Hall” focus on new students to the university and the transition period. Strong established relationship between the academic advisor and each student to develop a plan for success.
- Monthly meeting between the FAR, Associate Director and Assistant Director for Academics to discuss and strategize plans for students identified as concerns.

3. Graduation rate by sport, as defined by the NCAA:

- Graduation rates are based only on first time, full time freshman.
- Cohorts for each UMSL sport of true freshman are very small
- 68% of freshman for this cohort is lower, due to very small cohort and often a poor fit with the university.

4. Financial performance of all operations of the Department of Intercollegiate Athletics.

- Overall, the athletic department met the needs of each team and their competitive success. Very strategic in how the money was used to offset increases in every facet that we work with (travel, hotels, officials, insurance coverage, scholarships)
- Reduced sport sponsorship engagements and facility rentals has impacted the overall revenue streams to the department.
- Department of Athletics had a net \$140,000 positive return to the university.

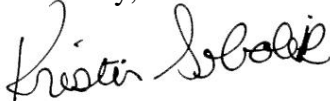
5. Substantive Issues and Plans for resolving / addressing such issues

- Overall winning percentage of the program is .626
- Overall grade point average of the 19 sports is 3.4 (19th consecutive semester of above 3.0)
- 155 students achieved Academic All-GLVC Accolades with a cumulative grade point of 3.3 or above.
- Addition of an appointed staff person from Advancement to work on alumni and fundraising activities for athletics.
- Secured funding for the renovation of current study hall area in the Mark Twain Building. Project was completed in fall of 2022.

Most Successful Athletic Year for UMSL

1st	National Champion – 1st Individual to earn such an award. Joel Sylven – Men’s Golf.
2	Conference Champions (Men’s basketball and Men’s golf)
2	Coaches of the Year (Troy Halterman and Katie Vaughn)
4th	GLVC Commissioners Cup Trophy (7 core sports only)
5th	Men’s Golf Finish at the NCAA Championship
6th	GLVC All – Sports Trophy (includes all sports)
7	Teams that advanced to the NCAA Tournaments. Volleyball, men’s basketball, women’s basketball, men’s swimming, women’s swimming, Men’s golf and women’s golf (Most in UMSL History)
8	All-Americans (5 Female Swimmers, 2 Male Golfers, 1 Volleyball Player)
3.4	Overall Grade Point Average for 2021-2022
53	Straight A’s from Spring 2022
56th	Place in the Division II Learfield Standings out of 218 schools (Spring not included)
85%	Academic Success Rate (Student-athletes graduating) 156 Academic All –GLVC UMSL student-Athletes

Sincerely,



Kristin Sobolik
Chancellor

Appendix
UMSL Intercollegiate Athletics Additional Information
2021-2022

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2021-2022 ANNUAL REPORT
Department of Intercollegiate Athletics

UMSL

List of Sponsored Sports

Men's Sports

- X Baseball
- X Basketball
- x Cross Country
- Football
- X Golf
- Indoor Track & Field
- x Outdoor Track & Field
- Rifle
- X Soccer
- X Tennis
- x Swimming & Diving
- Wrestling

Women's Sports

- X Basketball
- x Cross Country
- X Golf
- Gymnastics
- Indoor Track & Field
- x Outdoor Track & Field
- Rifle
- X Soccer
- x Softball
- x Swimming & Diving
- X Tennis
- X Volleyball

Budget

REVENUE																	
Sport	Mens Baseball	Mens Basketball	Mens CC, Track & Field	Mens Golf	Mens Soccer	Mens Swimming	Mens Tennis	Other	Womens Basketball	Womens CC, Track & Field	Womens Golf	Womens Soccer	Womens Softball	Womens Swimming	Womens Tennis	Womens Volleyball	Grand Total
01 Ticket Sales	1,842.00	3,636.00			3,269.00	978.00			3,553.85								21,858.85
04 Direct Institutional Support	321,824.04	534,568.18	96,503.50	162,426.08	255,205.75	168,988.03	93,290.88	1,783,130.59	451,779.39	103,438.51	158,811.72	312,898.99	374,086.67	177,980.54	102,889.04	258,892.38	5,356,714.29
07 Guarantees		1,500.00							1,000.00								2,500.00
08 Contributions	1,750.00	5,600.00	3,000.00	1,600.00	220.00			18,812.50	200.00		5,000.00					240.00	36,422.50
12 NCAA Distributions		20,900.00															20,900.00
14 Program, Novelty, Parking and Concession Sales								16,541.58									16,541.58
15 Royalties, Licensing, Advertisement and Sponsorships								62,596.39									62,596.39
16 Sports Camp Revenues	1,600.00												4,200.00				5,800.00
17 Athletics Restricted Endowment and Investments	9,541.62			899.40	1,789.75	1,865.34		7,934.47	1,164.72								18,034.30
18 Other Operating Revenue				28,660.36		12,382.52	682.50	122,057.30	10,595.00		31,087.00			11,753.13	182.50	13,702.50	231,102.81
Grand Total	334,715.66	562,568.18	99,503.50	193,585.84	257,215.50	183,235.89	93,973.38	2,027,790.68	464,739.11	103,438.51	194,898.72	312,898.99	378,286.67	189,733.67	103,071.54	272,834.88	5,772,490.72
EXPENSES																	
20 Athletic Student Aid	133,523.33	245,364.20	28,000.00	124,798.00	156,742.40	135,451.94	128,416.00	45,983.60	223,156.44	55,555.00	144,404.00	202,361.50	178,110.00	192,411.00	147,612.00	158,711.00	2,300,600.41
22 Coaching Salaries, Benefits and Bonuses paid by the	112,489.76	221,601.08	40,572.74	39,098.83	74,931.91	42,393.92	32,029.51		183,219.13	40,572.79	32,483.71	89,637.23	131,439.36	42,393.86	32,675.67	85,899.21	1,201,438.71
24 Support Staff/Administrative Compensation, Benefits								845,783.71									845,783.71
27 Recruiting		8,515.15	66.00	457.50	8.98	1,374.77			3,458.36	71.98	30.45	350.71	2,329.90	1,079.39		1,750.67	19,493.86
28 Team Travel	30,958.86	65,070.70	12,170.27	34,606.54	26,160.10	49,540.29	2,689.91	676.66	45,125.80	10,364.34	52,417.08	26,172.95	63,668.86	49,031.07	2,837.95	46,515.30	518,006.68
29 Sports Equipment, Uniforms & Supplies	24,544.08	15,528.72	5,821.13	13,677.42	9,851.80	12,215.45	4,344.72	13,656.10	14,246.95	5,713.93	8,768.58	13,281.95	10,856.92	16,650.23	4,034.12	6,717.26	179,909.36
30 Game Expenses	13,776.00	20,340.42	300.00	832.48	5,825.00	775.00	612.50	34,085.50	17,263.96	150.00	1,600.00	6,590.00	4,580.00	675.00	587.50	5,250.00	113,893.36
31 Fund Raising, Marketing, and Promotion				8,508.72													8,508.72
32 Sports Camp Expenses	500.00															420.00	920.00
34 Athletic Facilities Deb Service, Leases and Rental Fees			2,500.00	3,300.00	1,790.00		2,170.00			2,500.00	5,891.00	2,454.50	150.00		2,170.00		22,925.50
35 Direct Overhead and Administrative Expenses	10,173.25	2,161.13	150.00	503.09	96.27	(0.25)	3,180.00	72,166.98	10.00		542.50		64.92	(0.25)	3,180.00	1,773.55	94,001.19
37 Medical Expenses and Insurance	16,008.10	5,800.00	5,260.00	5,268.00	9,600.00	4,600.00	3,065.00	22,517.00	6,526.80	5,260.00	2,700.00	9,575.00	6,148.90	4,600.00	3,100.00	6,895.00	116,923.80
38 Memberships and Dues	55.00	1,010.00	950.00	330.00	395.00	800.00	175.00	28,816.21	1,159.00	950.00	500.00			800.00	175.00	190.00	36,500.21
39 Student Athlete Meals (Non Travel)	372.32	3,434.93	47.97	342.38		2,500.92	595.69		2,841.55	47.97	35.94	595.44	846.10	2,500.96	599.67	1,450.21	16,216.05
40 Other Operating Expenses	23,445.26	7,173.15	815.39	3,964.44	9,309.69	8,191.58	124.55	39,461.61	1,630.90	807.50	3,382.26	10,895.04	20,069.21	734.03	429.13	507.60	130,941.34
55 Athletics Related Capital Expenditures				26,303.75													26,303.75
Grand Total	365,845.96	596,599.48	96,653.50	261,991.15	294,711.15	257,843.62	177,406.88	1,103,147.37	498,638.89	121,993.51	252,755.52	361,914.32	418,879.17	310,875.29	197,401.04	315,659.80	5,632,316.65
EXCESS	(31,130.30)	(34,031.30)	2,850.00	(68,405.31)	(37,495.65)	(74,607.73)	(83,433.50)	924,643.31	(33,899.78)	(18,555.00)	(57,856.80)	(49,015.33)	(40,592.50)	(121,141.62)	(94,329.50)	(42,824.92)	140,174.00

2021-2022 ANNUAL REPORT
Department of Intercollegiate Athletics
UMSL

Athletic Participation by Student Athletes

Men's Sports	Scholarship	Walk-On	Total
Baseball	22	17	39
Basketball	14	0	14
Cross Country	12	0	12
Golf	10	1	11
Soccer	23	3	26
Swimming	14	10	24
Tennis	6	0	6
Track and Field	0	12	12
Subtotal	101	43	144

Women's Sports	Scholarship	Walk-On	Total
Basketball	12	0	12
Cross Country	5	1	6
Golf	9	0	9
Soccer	25	5	30
Softball	19	0	19
Swimming	17	5	22
Tennis	6	0	6
Track and Field	1	7	8
Volleyball	15	1	16
Subtotal	109	19	128

Grand Total	210	62	272
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NOTE: Scholarship student-athletes include all students receiving athletic aid awards, including post-eligible and medical awards.

**2021-2022 ANNUAL REPORT
Department of Intercollegiate Athletics**

University of Missouri - St. Louis

Academic Success Rate

UMSL ONLY - Division II

2015-2016 Graduation Years

Men's Sports (indicate if not applicable--n/a)	ASR score	Fed Rate
Baseball	83	62
Basketball	65	67
Golf	92	82
Soccer	78	79
Swimming & Diving	75	57
Tennis	100	45
Women's Sports (indicate if not applicable--n/a)	ASR Score	Fed Rate
Basketball	76	29
Golf	100	86
Soccer	92	72
Softball	86	78
Swimming & Diving	91	83
Tennis	92	78
Volleyball	100	72

2021-2022 Annual Report
Department of Intercollegiate Athletics
UMSL

Grade Point Averages by Semester

Men's Sports	2018-2019		2019-2020		2020-2021		2021-2022		4-Year Average
	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	
Baseball	3.085	3.006	2.944	3.386	3.391	3.264	3.257	3.145	3.185
Basketball	2.718	2.875	2.900	2.876	2.900	2.818	2.584	2.816	2.811
Golf	3.338	3.316	3.463	3.562	3.586	3.440	3.539	3.615	3.482
Soccer	3.060	3.138	2.960	2.836	3.000	3.130	2.974	3.105	3.025
Swimming	2.918	3.153	3.708	3.730	3.080	3.227	3.038	3.234	3.261
Tennis	3.463	3.626	2.993	3.081	3.588	3.705	3.820	3.488	3.471
Track and Field	n/a	n/a	n/a	n/a	3.444	3.304	3.484	2.877	3.374
Average	3.097	3.186	3.161	3.245	3.284	3.270	3.242	3.183	3.206

Women's Sports	2018-2019		2019 - 2020		2020-2021		2021-2022		4-Year Average
	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	
Basketball	3.404	3.406	3.573	3.838	3.471	3.466	3.389	3.431	3.497
Golf	3.133	3.244	2.650	3.496	3.874	3.938	3.699	3.655	3.461
Soccer	3.483	3.420	3.533	3.427	3.430	3.341	3.457	3.293	3.423
Softball	3.597	3.332	3.657	3.819	3.657	3.552	3.488	3.456	3.570
Tennis	3.733	3.731	3.862	3.905	3.862	3.905	3.904	3.782	3.836
Track and Field	n/a	n/a	n/a	n/a	3.575	3.160	3.382	3.527	3.411
Swimming	3.669	3.621	3.630	3.692	3.503	3.458	3.594	3.493	3.583
Volleyball	3.649	3.776	3.600	3.598	3.800	3.699	3.538	3.777	3.680
Average	3.544	3.521	3.489	3.656	3.672	3.579	3.580	3.569	3.557

Overall Average	3.327	3.357	3.344	3.480	3.477	3.427	3.410	3.380	3.405
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2021-2022 ANNUAL REPORT
Department of Intercollegiate Athletics

UMSL

Student-Athlete Graduation Rates (Freshman cohort)

Four-year average (federal IPEDS rate)	All Students	Student Athletes
2020 (2015-2016 freshman cohort)	61%	68%
2019 (2014-2015 freshman cohort)	52%	72%
2018 (2013-2014 freshman cohort)	57%	64%
2017 (2012-2013, freshman cohort)	55%	62%
2016 (2011-2012 freshman cohort)	60%	56%

2021-2022 ANNUAL REPORT
Department of Intercollegiate Athletics

UMSL

Admission Exceptions

	Summer 2021	Fall 2021	Winter 2022	Total
Student-Athlete Admission Exceptions (<i># of individual exceptions</i>)	0	13	0	13
All Student Admission Exceptions (<i># of individual exceptions</i>)	2	62	8	72
Percent of Admissions Exceptions who are Student-Athletes	0.00%	20.97%	0.00%	18.06%

Intercollegiate Athletics Reports
2021-2022

University of Missouri – Columbia (p. 11-19)

Missouri University of Science and Technology (p. 20-21)

University of Missouri – Kansas City (p. 22-24)



November 1, 2022

Mr. Darryl M. Chatman
Board Chairman
University of Missouri Board of Curators
316 University Hall
Columbia, MO 65211

Dear Curator Chatman,

This letter serves as the 2021-2022 annual athletics report required by CRR 270.060 (E). More specifically, this letter summarizes data provided per subparts of CRR 270.060 (E) (1) through (5).

1. Rates of admissions exceptions for Athletics as compared to campus admissions exceptions.

The University of Missouri does not currently admit students (student-athlete or otherwise) on academic probation for the following reasons and therefore has no exceptions to report for the 2021-2022 academic year.

All test-optional applicants are reviewed for admission under a comprehensive and holistic process taking into account successful completion of minimum core curriculum, high school performance, accelerated high school coursework, a writing sample, and academic competitiveness of the high school. Pursuant to action taken by Undergraduate Deans in September 2020 effective for the 2021-22 academic year, a student who would have been normally admitted conditionally may now be admitted fully without being placed on academic probation to begin their academic career at the University of Missouri.

2. Academic Progress Rates (APR) by sport, as defined by the National Collegiate Athletic Association (NCAA), if applicable.

NCAA rules require each sport to have a four-year APR rate above 930 in order to avoid penalties. All Mizzou Athletics women's team APR rates were above 992 while all men's team APR rates were above 963. The Football team APR was 983, while the Men's Basketball team APR was 963. Complete APR details can be found in the attached annual athletics report (spreadsheet).

3. Graduation rates by sport, as defined by the NCAA, if applicable.

There are two main metrics used to track student-athlete graduation rates, the Federal Graduation Rate (FGR) and Graduation Success Rate (GSR). Both methods analyze the graduation rates from freshmen cohorts over a four-year period, beginning ten years prior. For example, the most recent 2021-2022 FGR and GSR rates are generated by looking at the freshmen cohorts from 2012-2013, 2013-2014, 2014-2015, and 2015-16. The primary difference between the two metrics is that the FGR does not take into account transfers to or from any cohort, while the GSR does. For 2021-2022, the FGR was 63% and the GSR (four-year cohort) was 86%. The GSR for the Football team was 76%, while the Men's Basketball team was at 83%. Complete graduation rate details can be found in the attached annual athletics report (spreadsheet).

4. Financial performance of all operations of the Department of Intercollegiate Athletics.

The department had a \$3,569,324.00 overall budget surplus in 2021-22. Although our 2021-22 report shows a surplus, these dollars are earmarked for the Stephens Indoor Football Facility construction project. More detailed information regarding the budget and financial picture can be found in the attached annual athletics report (spreadsheet).

5. Those items as the President may from time to time direct be added to the annual reports.

Introduction:

This past year, our top priorities were to assess the department, identify opportunities for growth and begin building a foundation for future success.

Student-Athlete Academic Highlights:

Record academic success was achieved during the 2021-22 academic year. 93 student-athletes graduated in 2021-22, with 22 earning degrees in the Fall, 59 in the Spring, and 12 in the summer semester. 347 student-athletes earned a 3.00 GPA or higher in Fall 2021, while 332 student-athletes earned a 3.00 GPA or higher in Spring 2022. While these totals account for approximately 67% of the total student-athlete population we look forward to increasing these numbers in the coming years.

University of Missouri student-athletes collectively had a record academic performance in Fall 2021 with an overall department GPA of 3.22. The student-athlete Spring 2022 GPA was a 3.20. Academically, 16 sports in the Fall and 14 sports in the Spring recorded team GPAs of 3.00 or better. A comprehensive list of sports who achieved a 3.0 or better team GPA is below.

- Fall – 16 (Baseball, Women's Basketball, Men's Golf, Women's Golf, Gymnastics, Soccer, Softball, Men's Swim & Dive, Women's Swim & Dive,

Tennis, Men's Track & Field, Men's Cross Country, Women's Track & Field, Women's Cross Country, Volleyball, Wrestling)

- Spring – 14 (Baseball, Women's Basketball, Men's Golf, Women's Golf, Gymnastics, Soccer, Softball, Men's Swim & Dive, Women's Swim & Dive, Tennis, Women's Track & Field, Women's Cross Country, Volleyball, Wrestling)

The 2021-22 academic year also brought 12 record team GPAs. Sports with record setting team GPAs include:

- Fall – Men's Basketball, Women's Golf, Soccer (tied), Softball, Women's Track & Field, Women's Cross Country
- Spring (exempting Spring 2020 due to the campus satisfactory/unsatisfactory policy) – Baseball (tied), Football, Soccer, Softball, Women's Golf, Women's Swim & Dive

Institutionally, 423 student-athletes were recognized on their respective Dean's List at Mizzou; 222 in the Fall and 201 in the Spring.

Numerous Mizzou Athletics teams and individual student-athletes received national recognition for their academics in 2021-22. These national awards include:

- 313 student-athletes on the Southeastern Conference (SEC) Honor Roll. A more specific breakdown of those on the SEC Honor Roll can be found below.
 - Fall (Football, Soccer, Volleyball, Cross Country) – 78 student-athletes on the SEC Honor Roll
 - Winter (Men's Basketball, Women's Basketball, Gymnastics, Men's Swim & Dive, Women's Swim & Dive, Wrestling) – 50 student-athletes on the SEC Honor Roll
 - Spring (Baseball, Men's Golf, Women's Golf, Men's Track & Field, Women's Track & Field, Softball, Tennis) – 104 student-athletes on the SEC Honor Roll
- The Men's and Women's Cross Country teams received the 2021 NCAA Division-I All-Academic Team honors and Sarah Chapman received the All-Academic Individual distinction.
- The Women's Track & Field team received the 2022 USTFCCCA All-Academic team honor and 15 individual Track & Field student-athletes earned All-Academic Individual Recognition: Christopher Conrad, Rece Rowan, William Sinclair, Taylor Ciccolini, Ava Curry, Claudina Diaz, Arianna Fisher, Ayele Gerken, Mara Haeusler, Atina Kamasi, Melissa Menghini, Sydney Oberdiek, Sophia Rivera-Hassemer, Emily Stauffer, and Erin Zimmerman.
- Thirteen members of the Wrestling team were named to the Academic All-Big 12 Team. First Team: Noah Surtin, Trey Crawford, Keegan O'Toole, Cordel

Duhart, Peyton Mocco, Jarrett Jacques, Allan Hart, Rodrigo Diaz, and Jacob Raschka. Second Team: Rocky Elam, Zach Elam, Dack Punke, and Jack Flynn.

- Five members of the Wrestling team were named NWCA Division I Scholar All-Americans: Noah Surtin, Allan Hart, Jarrett Jacques, Keegan O'Toole, and Peyton Mocco.
- Jack Dahlgren (Men's Swim & Dive) was named the SEC Scholar-Athlete of the Year at the 2022 SEC Championships.
- 25 members of the Men's and Women's Swim & Dive team were selected to the 2021-2022 CSCAA Scholar All-America Team. First Team: Amy Feddersen, Alex Moderski, Meredith Rees, Sarah Rousseau, Sierra Smith, Sarah Thompson, Taylor Williams, Grant Bochenski, Jack Dahlgren, Danny Kovac, Ben Patton, and Calvin Windle. Second Team: Allison Bloebaum, Katrina Brathwaite, Molly Gowans, Brecken Merkel, Ana Pozder, Abbey Taute, Luke Davis, Jude Dierker, Will Goodwin, Mikolaj Malec, Josh Pales, Freddie Rindshoej, and Ty Spillane. Both teams were also awarded team honors for both the Fall 2021 and Spring 2022 semesters.
- Kimberly Wert (Softball) was named a 2022 CoSIDA Academic All-American.
- 12 members of the Softball team were recognized as Easton/NFCA All-America Scholar-Athletes: Kendyll Bailey, Kara Daly, Gabi Deters, Vanessa Hollingsworth, Alex Honnold, Jayci Kruse, Megan Moll, Chantice Phillips, Emma Raabe, Megan Schumacher, Kimberly Wert, and Brooke Wilmes.

In an effort to maximize our student-athletes' academic success in 2021-22, approximately 14,500 student-athlete tutoring appointments were scheduled to aid student-athletes in understanding their course material and approximately 6,750 mentoring appointments were scheduled to enhance student-athletes' study skills and assist with time management. We look forward to continuing to provide excellent academic services, building on these numbers, and setting records in the classroom.

Student-Athlete Development Highlights:

After a review of student-athlete surveys, discussions with coaches and an analysis of national trends, we began our work of revitalizing our student-athlete support offerings and creating a holistic and integrated model. Mental health and nutrition were identified as immediate priorities and as such we have added resources and team members in both areas. Specifically, recognizing the importance of individualized counseling and nutrition services, we hired three new staff members in mental health services; we partnered with the School of Social Work to develop a pipeline of individuals interested in working in college athletics; hired two new nutritionists and invested in our nutrition resources.

Hearing from our end users is critical and as such we implemented new student-athlete survey protocols to open lines of communication between student-athletes and administration personnel.

We still have work to do in preparing individualized career development programming, however, during the 2021-2022 academic year, approximately 500 hours were spent aiding student-athletes in the career center with assessments, resumes, mock interviews, personal branding, and career coaching sessions and our student-athletes spent approximately 3,400 hours volunteering with 80 different organizations virtually, in Columbia and the surrounding communities.

The 2021-22 individual honors and achievements include:

- Jack Dubois (Men's Swim & Dive) and Brooke Wilmes (Softball) were both finalists for the SEC Boyd McWhorter Postgraduate Scholarship earning \$10,000 postgraduate scholarships.
- Dawson Downing (Football) and Ellie Wright (Tennis) were both finalists for the SEC Brad Davis Community Service Award earning \$5,000 postgraduate scholarships.
- Arianna Fisher (Women's Track & Field) was awarded as a top 10 female finalist for the Arthur Ashe Junior Sports Scholar Award.
- Jack Dubois (Men's Swim & Dive) and Ellie Wright (Tennis) were named to the MU Letter Winners Club.
- Marta Oliveira (Tennis) was awarded the NCAA Women's Enhancement Graduate Scholarship.
- Adalayna Hufendiek (Gymnastics) was awarded the 2021 Extra Yard for Teachers Award.
- Jack Flynn (Wrestling) was the recipient of the Go Teach Tuition Award.
- Luke Mann (Baseball), Sarah Thompson (Women's Swim & Dive), Olivia Evans (Women's Track & Field) and Anna Sullentrup (Women's Track & Field) were Mizzou '39 Recipients.
- Kendyll Bailey (Softball), Eduardo Favela (Men's Track & Field), Megan Keil (Women's Swim & Dive), and Ellie Wright (Tennis) were all honored with the AD Leadership Award.

Name, Image, and Likeness:

Missouri Senate Bill 718 was signed into law by Governor Parson and now allows state institutions to assist student-athletes in maximizing Name, Image, and Likeness (NIL) opportunities. After an analysis of national trends, Mizzou Athletics has devoted resources to NIL by hiring a specific Assistant Athletic Director for NIL. As NIL continues to evolve, our staff will work together to position our department among industry leaders in this space. During the 2021-22 year Mizzou Athletics took meaningful steps towards building our NIL programming through the following initiatives:

- Mizzou Athletics created a Mizzou-specific Opendorse marketplace, increased educational programming and created an in-house team to work directly in the

NIL space;

- Mizzou Athletics – partnered with the Griggs Innovators Nexus, Missouri School of Journalism, and Trulaske College of Business and created a three-day NIL experiential learning program for Tigers student-athletes; and
- Established a partnership with Fanatics to allow for the creation of personalized student-athlete merchandise.

Diversity, Equity, and Inclusion:

The University of Missouri Department of Athletics strives to create a diverse and inclusive workplace and athletic department.

We used the 2021-22 academic year to assess the Diversity, Equity, and Inclusion (DEI) programming offered to our student-athletes and staff. We look forward to meaningful additions to our DEI programming in the coming year. In 2021-22 Mizzou Athletics continued to engage in the following diversity, equity, and inclusion initiatives:

- Athletics and university staff, along with student-athletes traveled to St. Louis Public Schools and Kansas City Public Schools to host the Mizzou Youth Experience and provide academic learn shops for sixth grade underserved and underrepresented youth who have not had the opportunity to experience the University of Missouri
- Mizzou Athletics Committee on Inclusive Excellence (MACIE) provided each new employee a commemorative onboarding gift box to ensure they feel welcomed and valued.
- Mizzou Athletics participated in monthly SEC Diversity, Equity, and Inclusion meetings to assist with conference wide initiatives and increase our networking resources to generate more diverse candidate pools for open positions in Athletics.
- Student-Athletes Fostering Equality (SAFE), Black Student-Athlete Association (BSAA) and Female Athletic Minorities at Mizzou (FAMM) continue to provide on-going education and awareness of inclusive topics relative to the multiple identities of student-athletes.
- Similar to our SEC colleagues, Athletics sent 12 student-athletes and 4 staff members to the Black Student-Athlete Summit that took place at Rice University in May 2022. This Summit is a three-day conference that focuses on the holistic development of the black student-athlete and empowering them to maximize their college experience.

Compliance and Rules Education Enhancements:

Although our probation for a Level-I major infractions case is now complete, education and monitoring efforts are still the primary focus of the compliance office.

- The education and monitoring systems were reviewed this year and identified

as an opportunity for growth and, as a result, steps have been taken to systematically plan out compliance rules education efforts for the upcoming 2022-23 academic year.

- This plan includes efforts to provide meaningful education to our student-athletes, coaches, athletics department staff, university staff, prospective student-athletes, local businesses, etc.

Outreach and Engagement:

After a review of our season ticket numbers and fan survey data, we began work of engaging Missouri and our season ticket base. We recognize the importance of community outreach and engagement at Mizzou and took part in the following initiatives in 2021-22:

- Athletics received and reviewed over 25,000 fan survey responses during the 2021 football season, which led us to make some significant gameday enhancements, including but not limited to: moving the student section to one centralized area and moving visiting team fans away from the 50-yard line; introducing mobile ordering and a locker pickup system for concessions; improving tailgate areas; revamping the pregame show; providing a less-commercialized in-game presentation with fewer sponsor announcements; and adding additional flyovers.
- Started two fan engagement initiatives – Tiger Tuesdays, a weekly community service event for Mizzou student-athletes, coaches, and staff locally; and Black & Gold Fridays – a statewide program to encourage people to show off their Mizzou Black & Gold on Fridays during football season.
- Our 2022 Summer Caravan, the Come HOME Tour, featured 25 stops in Missouri, Kansas, Illinois, and Texas. This tour included the most events ever completed by Mizzou Athletics, surpassing the usual total of six to eight events. The Mizzou Athletics staff and coaches attended 25 events, meeting with 7,500 fans and traveling 7,309 miles.
- Student engagement was made a high priority resulting in Mizzou students purchasing the most All-Sport Passes since 2016.
- We engineered a six-school swap which allowed the Tigers to add a seventh home game to the 2022 schedule against Louisiana Tech – which was later moved to Thursday night, Sept. 1, to showcase Mizzou before a national TV audience on ESPNU affording our team the best opportunity for competitive success.
- Mizzou Athletics initiated the 21 Days of Winter Sports – 21 consecutive days of community and student engagement focused on engaging directly with our fans leading into the start of winter sport seasons.
- Athletics participated in over 75 community events across the state and in the Columbia community including Mizzou Night with the St. Louis Cardinals and Kansas City Royals, the Missouri State Fair and Columbia Parks & Recreation

events around the city.

- Athletics successfully bid on two Missouri State High School Activities Association Championships and will host the basketball event from 2024-28 and wrestling from 2025-29. The basketball championships return to Columbia for the first time since 2017. Mizzou's facilities had previously played host to both events annually from 1992-2017 while the wrestling championship has been held on campus for 46 of the last 47 years.

Athletic Highlights:

In 2021-22, Mizzou Athletics saw some remarkable success on the field, court, pool, however, with a 57th finish in the Learfield Directors' Cup, there is still room for growth. Mizzou Athletics' athletic highlights are as follows:

- Wrestler Keegan O'Toole was the 2022 NCAA Champion in the 165-pound weight class, and he helped lead the wrestling team to a Big 12 Conference Championship – its 11th-straight conference title – and a Top-10 team finish at the NCAA meet.
- The gymnastics team earned a Top-10 finish at nationals and six teams – Football, Men's Golf, Gymnastics, Softball, Women's Basketball, and Wrestling – qualified for team postseason play. The Swim & Dive, and Track & Field teams both sent individuals to NCAA competitions, Men's Golf's regional bid was its first since 2018 and Softball hosted an NCAA Regional for the second-straight year.
- Three individuals – Keegan O'Toole (Wrestling), Roberto Vilches (Indoor High Jump), and Mitch Weber (Outdoor Discus) – were conference champions while O'Toole was also tabbed as the Big 12 Wrestler of the Year.
- Mizzou featured 33 All-Southeastern Conference performers and 18 All-Americans across its sports program. Football player Tyler Badie was a finalist for the Doak Walker Award as the nation's top running back, gymnast Sienna Schreiber was the SEC's Event Specialist of the Year and coaches Brian Smith (Big 12 / Wrestling), and Shannon Welker (SEC / Gymnastics) won their league's respective coach of the year honor.
- The department welcomed three new coaches, including Whitten Family Head Men's Basketball Coach Dennis Gates, Women's Golf Head Coach Caroline Westrup, and Men's and Women's Cross Country Coach Lindsey Anderson – all tireless recruiters, values-based leaders, and impressive tacticians which are already having an impact on their programs.
- Some incredible stories played themselves out through the year from Women's Basketball knocking off No. 1 South Carolina, to swimmer Alex Moore triumphing over a chronic illness and returning to championship form and volleyball player Brynn Carlson being elected by her peers to lead a national student-athlete organization.
- Construction started on the Stephens Indoor Practice Facility for Football and

Athletics hosted an extremely successful Southeastern Conference Cross Country Championships at the Gans Creek XC Course.

We are hopeful that this information is helpful to you and to the Board of Curators. Please feel free to contact me for any additional questions you may have.

Sincerely,

A handwritten signature in black ink that reads "Mun Y. Choi". The signature is written in a cursive, flowing style.

Mun Y. Choi, Ph.D.
President
University of Missouri

Enclosures: Annual Athletic Department Report 2021-22 – Missouri – Columbia

cc: Desiree Reed-Francois, MU Director of Intercollegiate Athletics



Office of the Chancellor

October 21, 2022

Mun Y. Choi, Ph.D.
 President
 University of Missouri System
 105 Jesse Hall
 Columbia, MO 65211

Dear Dr. Choi:

This letter serves as the 2021-22 annual Athletics report required by CRR 270.060 (E). More specifically, this letter summarizes data provided per subparts of CRR 270.060 (E) (1) through (5).

1. Rates of admissions exceptions for Athletics as compared to campus admissions exceptions.

- Admissions for student-athletes are handled in the same manner as the general student body. Athletics does not request admission exceptions. There were four admission exceptions for student-athletes as compared to 162 for the general student body. Student-athletes represented 2.47% of the total student body with admissions exceptions.

2. Academic progress rates by sport, as defined by the NCAA if applicable.

- NCAA Division II does not have Academic Progress Rates.
- NCAA Division II does have a different measure, Academic Success Rates, which are included on the attached report showing an 79% academic success rate for student-athletes.

3. Graduation rates by sport, as defined by the NCAA if applicable.

- Graduation rates for student-athletes continue to be significantly higher than the general student body. For the 2015 cohort, student-athletes were at 74% graduation rate while the general study body was at 65%.
- See attached report for disaggregated graduation rates data by sport.

4. Financial performance of all operations of the Department of Intercollegiate Athletics.

The revenue received from direct institutional support and student activity fees was reduced by \$204,985 from the previous year. To offset this reduction, the athletic department generated revenue through fundraisers, donations, ticket sales, concessions, and sponsorships. In addition, the department reduced expenses by not filling open positions created from the pandemic or positions vacated during the year. Remaining balance in fiscal closing was retained by athletics to offset expenses in 2022-23.



OPEN -- ASARED -- INFO -- 1-20

The following financial support was secured in athletics in 2021-22.

- \$242,361 was secured in endowments and investment income;
- \$125,000 was donated by John & Kristie Gibson to be used towards enhancements in Gibson Arena;
- \$96,080 was fundraised by athletic teams;
- \$53,353 was earned through athletic camps;
- And, a total of \$58,488 was secured through sponsorships, ticket sales, concessions, and parking.

5. Those items as the President may from time to time direct be added to the annual reports.

ACADEMIC HONORS

- 269 Academic All-GLVC Honorees (3.3 GPA+)
- 69 GLVC Brother Gaffney Distinguished Scholar Award (4.0 GPA)
- 32 GLVC Council of President Academic Excellence Award (3.5+ and exhausted eligibility)
- 9 GLVC Team Academic Awards (Team GPA 3.3+)
- 9 CoSIDA Academic All-District Selections
- 5 CoSIDA Academic All-America Selections
- 69 student-athletes with a 4.0 GPA

ATHLETIC HONORS

- 1 Great Lakes Valley Conference (GLVC) Team Championship in Men's Outdoor Track & Field
- 50 GLVC All-Conference Student-Athletes
- 18 GLVC Player of the Week Selections
- 7 GLVC Individual Champion Student-Athletes
- 1 GLVC Freshman of the Year
- 1 GLVC Richard Scharf Paragon Award (GLVC Male Athlete of the Year)
- 16 Individual NCAA Championship Appearances
- 15 NCAA All-America Honorees
- 3 USTFCCCA All-Region Honorees (indoor men's track & field)
- 7 USTFCCCA All-Region Honorees (outdoor men's track & field)

Sincerely,



Mo. Dehghani, Ph.D.
Chancellor

MMD:chg
Attachments



Office of the Chancellor

October 21, 2022

Mun Y. Choi, Ph.D.
President
University of Missouri System
321 University Hall
Columbia, MO 65211

Dear Dr. Choi,

This letter serves as a brief summary of the 2021-22 data provided in the annual athletics report required by CCR 270.060 (E). More specifically, this letter summarizes data provided per subparts (a) through (E) of CCR 270.060 (E).

- a. Rates of admissions exceptions for Athletics as compared to campus admissions exceptions.

There were 684 student admissions exceptions made, 11 of which were made for student-athletes.

- b. Academic Progress Rates (APR) by sport, as defined by the NCAA, if applicable.

The NCAA's APR is a measurement of eligibility and retention. As determined by the NCAA all varsity teams are evaluated and need to meet the minimum multi-year threshold score of 930. The maximum score a team can achieve is 1000. The APR score is a four year average.

All of Kansas City Athletics teams scored above 960. Men's basketball scored 966, while women's basketball scored 985 and volleyball scored 990. Women's soccer scored 995 and men's soccer scored 983. Women's tennis scored 991. Complete APR details can be found in the attached annual athletics report (spreadsheet).

- c. Graduation Success Rate (GSR) by sport, as defined by the NCAA if applicable.

There are two main metrics used to track student-athlete graduation rates, the Federal Graduation Rate (FGR) and the Graduation Success Rate (GSR). Both methods analyze the percentage of students who complete a BA/BS within a six year time frame. The FGR counts all transfers as academic failures, however the GSR calculation allows for transfers in and out. In the GSR calculation, student-athletes who depart a school while in good academic standing (meeting the NCAA's Progress Towards Degree standards) are passed from one school's cohort to another school's cohort.

For 2021-22 Kansas City's GSR was 94%, above the NCAA average. The federal rate was 69% for student-athletes and 55% for UMKC students. The GSR for men's basketball was 100%, while women's basketball scored 100%. Three of Kansas City's teams scored 100%, and 8/8 teams were at 80% and higher. Complete GSR details can be found in the attached annual athletics report (spreadsheet).



Office of the Chancellor

- d. Financial performances of all operations of the Department of Intercollegiate Athletics.

The department had a total expense sum of \$12,893,022 for Fiscal Year 2022. Overall, the department ran a deficit in its change in net asset goals at \$555,130. In the area of sponsorships, the department fell short of its goal, however sponsorships significantly increased from the previous years. In FY22 sponsorships reached \$355,503, compared to a budget of \$600,000. Gift revenue reached \$511,386, short of the budgeted goal of \$931,000, but was impacted by the Missouri Valley pursuit. More detailed information regarding the budget and financial picture can be found in the attached annual athletics report.

- e. Those items as the President may from time to time direct be added to the annual reports.

Academic Highlights:

Kansas City Athletics continues to produce strong results in the classroom. The cumulative GPA for student-athletes rose to 3.34 after the spring semester, with 10 of 10 teams achieving a GPA above 3.0. Leading the way in GPA was women's tennis at 3.77, followed closely by women's volleyball at 3.69, and men's golf at 3.66. The Graduation Success Rate also continued to climb, reaching 94%. The department's cumulative APR of 980.

Inclusion Highlights:

Kansas City Athletics continues to engage the urban core; however, service hours have been limited this past year as a result of the lingering result of COVID-19. Our Department and Teams continue to engage virtually and in outdoor settings with the Boys and Girls Club, Turn the Page KC, Children's Mercy Hospital, and several local elementary schools. The department also participated in Title IX training from KC Atchinson, Director of Affirmative Action. We also provided mental health training to all 10 of our sports teams, and engaged all new student-athletes in Step UP! bystander intervention training. In line with new NCAA regulations, we designated a new position within our staff of a Diversity, Equity and Inclusion Officer, this individual will guide programming for both staff and student-athletes.

Leadership Highlights:

Dr. Brandon Martin continued his impressive elevation of Kansas City Athletics throughout 2021-22. He continued to prioritize the external unit, and focus on securing revenue while enhancing the Athletic Department's relevance within the region. The Roo Athletic Fund continued to grow its membership, while the department secured new major strategic partnerships with University Health. Kansas City Athletics continued to solidify its brand and commitment to student-athlete welfare by unveiling facility improvements to the interior of the Swinney Center with a new fueling station.

As a result of COVID several strategic decisions were made to ensure the future proofing of the Department, including the suspension of Men's and Women's Cross Country, and Indoor and Outdoor Track and Field. The decision along with the reduction in staffing providing the department the ability to end the fiscal year with a positive change in net assets. In 2021-22, the department was in a financially stable and healthy position and was able to reinstate Men's and Women's Cross Country, and the planned reinstatement in 2022-23 of Men's and Women's Indoor and Outdoor Track. By the start of the 2022-23 academic year, UMKC met NCAA Division I Sport Sponsorship guidelines.

Athletic Highlights:

Competitively Kansas City Athletics competed well. Men's Basketball had won 19 games, and Women's Basketball achieved victories in over 20 of their contests. In both sports coaching changes were made in the off season, with



Office of the Chancellor

Coach Jacie Hoyt being recruited and secured to be Oklahoma State's next Head Coach. In the spring of 2022 Dionnah Jackson-Durrett was hired from Texas to be UMKC's next Head Women's Basketball coach. Jackson-Durrett was a student-athlete at the University of Oklahoma where she was a finalist for the Wade and Naismith National Player of the Year awards. She went on to play in the WNBA for 5 years. A native of St. Louis, MO, she coached for years under renowned coach, Vic Schafer at Mississippi State and Texas. Marvin Menzies was hired to lead Men's Basketball in the late spring. Menzies has 12 years of head coaching experience, including 9 years at New Mexico State. At New Mexico State he took his teams 5 times to the NCAA tournament. In the summer, Dr. Brandon Martin, hired Kiki Stokes-O'Connor to lead the softball program. A native of Kansas City, Stokes-O'Connor was a student-athlete at Oklahoma State and played professionally for several years.

We are hopeful that this information is helpful to you and to the Board of Curators. Please feel free to contact me for any additional questions you may have.

Sincerely,

A handwritten signature in black ink that reads "C. Agrawal". The signature is fluid and cursive, with a horizontal line underneath the name.

C. Mauli Agrawal, Ph.D.
Chancellor

Enclosures:
Annual Athletic Department Report 2021-22 – Kansas City

Appendices
Intercollegiate Athletics – Additional Information
2021-2022

Appendix A: University of Missouri – Columbia Intercollegiate Athletics (p. 25-31)

Appendix B: Missouri University of Science and Technology Intercollegiate Athletics (p. 32-41)

Appendix C: University of Missouri – Kansas City Intercollegiate Athletics (p. 42-48)

2021-22 ANNUAL REPORT
Department of Intercollegiate Athletics
University of Missouri - Columbia
List of Sponsored Sports

Men's Sports

- Baseball
- Basketball
- Cross Country
- Football
- Golf
- Indoor Track & Field
- Outdoor Track & Field
- Rifle
- Soccer
- Swimming & Diving
- Wrestling

Women's Sports

- Basketball
- Cross Country
- Golf
- Gymnastics
- Indoor Track & Field
- Outdoor Track & Field
- Rifle
- Soccer
- Softball
- Swimming & Diving
- Tennis
- Volleyball

2021-22 ANNUAL REPORT
Department of Intercollegiate Athletics
University of Missouri - Columbia
FY2022 Actuals

Revenues:	Football	Men's Basketball	Women's Basketball	Other Sports	Non-Program Specific	Operating Total	Capital Projects	Total
Ticket Sales	8,882,977	2,919,275	177,802	316,364	1,698,517	13,994,935	-	13,994,935
Guarantees	-	-	-	25,000	-	25,000	-	25,000
Contributions	7,132,361	1,690,955	226,335	447,644	10,196,735	19,694,030	9,818,414	29,512,444
Direct Institutional Support	-	-	-	-	12,030,003	12,030,003	-	12,030,003
Indirect Facilities and Administrative Support	612,252	407,161	-	-	108,011	1,127,424	-	1,127,424
NCAA/Conference Distributions incl. All Tournament Revenues	9,214,970	2,631,878	-	-	5,029,740	16,876,588	-	16,876,588
Broadcast, Television, Radio, and Internet Rights	14,720,000	4,097,779	-	-	17,931,724	36,749,503	-	36,749,503
Program Sales, Concessions, Novelty Sales, and Parking	1,500,161	267,221	24,523	91,435	500,244	2,383,584	-	2,383,584
Royalties, Advertisements, and Sponsorships	-	-	-	-	7,986,678	7,986,678	-	7,986,678
Endowment and Investment Income	-	-	-	-	1,334,994	1,334,994	87,285	1,422,279
Other Revenues*	231,762	231,625	82,812	943,929	17,558,463	19,048,591	-	19,048,591
Total Revenues	42,294,483	12,245,894	511,472	1,824,373	74,375,109	131,251,331	9,905,699	141,157,029

Expenses:	Football	Men's Basketball	Women's Basketball	Other Sports	Non-Program Specific	Operating Total	Capital Projects	Total
Athletics Student Aid	4,162,568	698,797	610,626	7,834,593	206,688	13,513,272	-	13,513,272
Guarantees	3,250,000	340,000	178,000	37,227	-	3,805,227	-	3,805,227
Coaching Salaries, Benefits, & Bonuses Paid by the University	10,193,980	4,609,115	1,370,125	5,899,295	-	22,072,515	-	22,072,515
Support Salaries Paid by the University	3,821,246	639,817	399,897	1,026,185	17,853,809	23,740,954	-	23,740,954
Recruiting	1,215,934	329,224	75,705	485,788	-	2,106,651	-	2,106,651
Team Travel	2,471,784	1,393,135	765,312	3,810,034	38,538	8,478,803	-	8,478,803
Equipment, Uniforms, and Supplies	1,851,859	188,576	88,183	586,424	67,200	2,782,242	166	2,782,408
Game Expenses	1,189,350	464,951	266,466	657,325	1,166,639	3,744,731	-	3,744,731
Fundraising, Marketing, and Promotion	19,070	91	6,575	597	1,438,590	1,464,923	-	1,464,923
Direct Facilities, Maintenance, and Rental	227,216	-	2,298	44,621	15,614,445	15,888,580	21,872,109	37,760,689
Spirit Groups	-	-	-	-	324,510	324,510	-	324,510
Indirect Facilities and Administrative Support	612,252	407,161	-	-	108,011	1,127,424	-	1,127,424
Medical Expense and Medical Insurance	-	-	-	-	1,492,121	1,492,121	-	1,492,121
Membership and Dues	5,982	4,213	758	44,966	40,289	96,208	-	96,208
Other Operating Expenses	3,786,905	1,211,712	310,668	1,198,331	8,569,653	15,077,269	-	15,077,269
Total Expenses	32,808,146	10,286,792	4,074,613	21,625,387	46,920,493	115,715,430	21,872,275	137,587,705
Excess (Deficiency of Revenues over Expenses)	9,486,337	1,959,102	(3,563,141)	(19,801,014)	27,454,616	15,535,900	(11,966,576)	3,569,324

Net Assets	6/30/2022	6/30/2021
Unrestricted	5,714,899.24	(10,571,934.61)
Restricted Expendable	2,204,654.49	14,922,164.09
Restricted Non-expendable	41,263,879.79	43,062,745.25
TOTAL	49,183,433.52	47,412,974.73

Previous years' debt was supported by campus in FY2022 in the amount of \$15M and is represented in 'Other Revenues'.

2021-22 ANNUAL REPORT
Department of Intercollegiate Athletics
University of Missouri - Columbia
Athletic Participation by Student Athletes

Men's Sports (indicate if not applicable--n/a)	Scholarship	Walk-On	Total
Baseball	32	24	56
Basketball	15	3	18
Football	111	37	148
Golf	8	0	8
Rifle	N/A	N/A	N/A
Soccer	N/A	N/A	N/A
Swimming & Diving	31	0	31
Track & Field/Cross Country	19	33	52
Wrestling	28	13	41
Subtotal	244	110	354

Women's Sports (indicate if not applicable--n/a)	Scholarship	Walk-On	Total
Basketball	14	0	14
Gymnastics	14	5	19
Golf	7	4	11
Rifle	N/A	N/A	N/A
Soccer	32	0	32
Softball	26	5	31
Swimming & Diving	36	0	36
Tennis	9	4	13
Track & Field/Cross Country	36	16	52
Volleyball	12	4	16
Subtotal	186	38	224

Grand Total	430	148	578
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NOTE: Scholarship student-athletes include all students receiving athletic aid awards, including post-eligible and medical awards.

2021-22 ANNUAL REPORT
Department of Intercollegiate Athletics
University of Missouri - Columbia

**Academic Progress Rate by Sport and
Respective Sport Ranking within the Southeastern Conference**

Men's Sports (indicate if not applicable--n/a)	APR Score	Ranking*
Baseball	981	
Basketball	963	
Cross Country	973	
Football	983	
Golf	992	
Outdoor Track & Field	974	
Swimming & Diving	992	
Wrestling	986	

Women's Sports (indicate if not applicable--n/a)	APR Score	Ranking*
Basketball	1000	
Cross Country	1000	
Golf	1000	
Gymnastics	995	
Outdoor Track & Field	998	
Soccer	996	
Softball	992	
Swimming & Diving	994	
Tennis	1000	
Volleyball	995	

APR Score based upon multi-year rate including the 2017-18, 2018-19, 2019-20, 2020-21 academic years.

*APR Data for 2019-20 and 2020-21 is not publicly released in response to the COVID-19 pandemic and its impact on intercollegiate athletics.

2021-2022 ANNUAL REPORT
Department of Intercollegiate Athletics
University of Missouri - Columbia
Grade Point Averages by Semester

(indicate if not applicable - - n/a)

	2010-2011		2011-2012		2012-2013		2013-2014		2014-2015		2015-2016		2016-2017		2017-2018		2018-2019		2019-2020		2020-2021		2021-2022	
Men's Sports	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring
Baseball	2.99	2.87	3.08	3.06	3.05	2.94	2.96	2.76	2.47	2.62	2.86	2.56	2.90	2.52	2.98	2.94	3.13	2.95	3.03	3.36	3.14	3.03	3.11	3.06
Basketball	2.55	2.42	2.74	2.47	3.06	2.45	2.46	2.30	2.31	2.37	2.29	2.20	2.61	2.70	2.50	2.46	2.69	2.73	2.62	2.89	2.63	2.49	2.99	2.52
Football	2.48	2.64	2.65	2.64	2.62	2.59	2.41	2.57	2.58	2.55	2.69	2.52	2.48	2.34	2.48	2.62	2.90	2.87	2.97	3.12	2.79	2.91	2.83	2.94
Golf	3.41	3.53	3.48	3.42	3.32	3.23	3.46	3.43	3.08	3.31	3.38	3.07	3.47	3.40	3.41	3.26	3.38	3.38	3.45	3.64	2.89	3.01	3.15	3.16
Swimming & Diving	2.91	2.94	2.74	2.93	2.93	2.89	2.84	2.97	2.95	3.14	3.24	3.09	3.18	3.18	3.21	3.05	3.19	3.20	3.22	3.64	3.40	3.32	3.25	3.07
Track & Field/Cross Country																								
Cross Country	3.29	3.27	3.33	3.38	2.93	3.05	3.01	2.93	3.07	3.07	3.09	3.27	3.43	3.34	2.92	3.27	3.02	3.05	2.83	3.60	3.22	3.38	3.19	2.95
Track	3.06	3.12	3.27	3.27	2.97	3.04	2.84	2.88	2.81	2.89	2.99	3.18	3.11	3.16	2.81	2.80	2.90	2.91	2.84	3.33	3.08	3.05	3.11	2.95
Wrestling	2.81	2.95	2.91	2.60	3.02	2.91	2.79	2.64	2.68	2.63	2.80	2.78	2.67	2.62	2.89	2.87	2.89	2.79	2.80	3.16	3.14	3.17	3.03	3.14
Suit	2.94	2.97	3.03	2.97	2.99	2.89	2.85	2.81	2.74	2.82	2.92	2.83	2.98	2.91	2.90	2.91	3.01	2.99	2.97	3.34	2.99	3.01	3.01	2.99

	2010-2011		2011-2012		2012-2013		2013-2014		2014-2015		2015-2016		2016-2017		2017-2018		2018-2019		2019-2020		2020-2021		2021-2022	
Women's Sports	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring
Basketball	3.00	2.91	3.03	3.01	3.13	3.04	2.99	3.12	2.89	2.86	3.17	3.31	3.29	3.28	3.34	3.40	3.14	3.11	3.05	3.39	2.90	3.10	3.26	3.16
Golf	3.29	3.30	3.27	3.46	3.21	3.40	3.08	3.26	3.48	3.55	3.44	3.22	3.36	3.20	3.53	3.33	3.35	3.38	3.34	3.61	3.45	3.53	3.57	3.65
Gymnastics	3.41	3.63	3.41	3.19	3.32	3.38	3.35	3.39	3.34	3.43	3.34	3.42	2.94	3.18	3.30	3.40	3.20	3.24	3.28	3.76	3.45	3.45	3.37	3.49
Soccer	3.08	2.79	2.89	3.12	3.20	3.30	3.27	3.24	3.11	3.29	3.40	3.21	2.93	3.29	3.14	3.26	3.13	3.29	3.44	3.61	3.39	3.46	3.44	3.55
Softball	3.35	3.22	3.31	3.18	3.10	3.05	2.89	2.98	3.22	3.03	3.14	3.17	3.22	3.08	3.02	3.19	3.14	3.14	3.19	3.52	3.21	3.38	3.41	3.46
Swimming and Diving	3.12	3.23	3.12	3.14	3.38	3.22	3.29	3.37	3.26	3.35	3.57	3.52	3.43	3.49	3.40	3.38	3.53	3.47	3.50	3.73	3.63	3.52	3.60	3.72
Tennis	3.27	3.44	3.29	3.47	3.16	3.32	3.08	3.18	3.32	3.33	3.46	3.27	3.31	3.32	3.54	3.42	3.39	3.52	3.77	3.92	3.66	3.73	3.52	3.65
Track & Field/Cross Country																								
Cross Country	3.17	3.33	3.57	3.59	3.26	3.55	3.68	3.52	3.32	3.35	3.44	3.33	3.35	3.37	3.50	3.33	3.39	3.47	3.60	3.82	3.44	3.57	3.71	3.43
Track	3.41	3.40	3.47	3.43	3.40	3.53	3.50	3.39	3.28	3.32	3.18	3.34	3.32	3.34	3.37	3.35	3.42	3.41	3.49	3.73	3.50	3.60	3.64	3.42
Volleyball	2.86	3.03	3.12	3.22	3.26	3.26	3.40	3.38	3.44	3.55	3.55	3.57	3.55	3.50	3.53	3.56	3.30	3.57	3.38	3.74	3.53	3.39	3.35	3.16
Suit	3.20	3.23	3.25	3.28	3.24	3.31	3.43	3.43	3.27	3.31	3.37	3.34	3.27	3.31	3.37	3.36	3.30	3.36	3.40	3.68	3.43	3.48	3.49	3.49

Grand Total	3.07	3.10	3.14	3.13	3.11	3.10	3.14	3.12	3.00	3.06	3.14	3.08	3.13	3.11	3.13	3.14	3.16	3.17	3.19	3.51	3.18	3.21	3.22	3.20
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2021-22 ANNUAL REPORT
Department of Intercollegiate Athletics
University of Missouri - Columbia

STUDENT-ATHLETE GRADUATION RATES (Freshman cohort)

Four-year average (Federal IPEDS Rate)	All Students	Student-Athletes
2022 (15-16, 14-15, 13-14, 12-13 freshman cohort)	71%	63%
2021 (14-15, 13-14, 12-13, 11-12 freshman cohort)	73%	61%
2020 (13-14, 12-13, 11-12, 10-11 freshman cohort)	69%	64%
2019 (12-13, 11-12, 10-11, 09-10 freshman cohort)	69%	66%

Four-year average (Graduation Success Rate)	All Students	Student-Athletes
2022 (15-16, 14-15, 13-14, 12-13 freshman cohort)	N/A	86%
2021 (14-15, 13-14, 12-13, 11-12 freshman cohort)	N/A	85%
2020 (13-14, 12-13, 11-12, 10-11 freshman cohort)	N/A	89%
2019 (12-13, 11-12, 10-11, 09-10 freshman cohort)	N/A	89%

Men's Sports (2012-2015 Cohorts)	GSR Score
Baseball	67
Basketball	83
Cross Country	70
Football	76
Golf	85
Outdoor Track & Field	70
Swimming & Diving	84
Wrestling	80

Women's Sports (2012-2015 Cohorts)	GSR Score
Basketball	93
Cross Country	97
Golf	100
Gymnastics	100
Outdoor Track & Field	97
Soccer	92
Softball	93
Swimming & Diving	100
Tennis	100
Volleyball	90

2021-22 ANNUAL REPORT
Department of Intercollegiate Athletics
University of Missouri - Columbia
Admission Exceptions

	Summer 2021	Fall 2021	Spring 2022
Student-Athlete Admission Exceptions (# of individual exceptions)	0	0	0
All Student Admission Exceptions (# of individual exceptions)	0	0	0
Percent of Admissions Exceptions who are Student-Athletes	0.00%	0.00%	0.00%

MU does not currently admit students (student-athlete or otherwise) on probation for the following reasons and thus, has no exceptions to report for the 2021-2022 academic year.

All test-optional applicants are reviewed for admission under a comprehensive and holistic process taking into account successful completion of minimum core curriculum, high school performance, accelerated high school coursework, a writing sample and academic competitiveness of the high school. Pursuant action taken by Undergraduate Deans in September 2020 effective for the 2021-2022 academic year, a student who would have been normally admitted conditionally may now be admitted fully without being placed on academic probation to begin their academic career at MU.

2021/2022 ANNUAL REPORT
Department of Intercollegiate Athletics

Missouri S&T

List of Sponsored Sports

Men's Sports

- Baseball
- Basketball
- Cross Country
- Football
- Golf
- Indoor Track & Field
- Outdoor Track & Field
- Rifle
- Soccer
- Swimming & Diving - SWIMMING ONLY
- Wrestling

Women's Sports

- Basketball
- Cross Country
- Golf
- Gymnastics
- Indoor Track & Field
- Outdoor Track & Field
- Rifle
- Soccer
- Softball
- Swimming & Diving
- Tennis
- Volleyball

Accomplishments for 2021-22

General

Nathan Swadley (Men's Track & Field) was named as the recipient of the men's Richard F. Scharf Paragon Award by the GLVC.

Baseball

Athletic Accomplishments

Recorded the second-longest winning streak in program history (nine games).

Aaron Berkhoff became the first player in school history to hit three home runs in a game.

Andrew Branson was named to the All-GLVC second team.

Academic Accomplishments

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team GPA 3.31

25 Academic All-GLVC (Criteria 3.3 GPA for academic year)

9 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for the academic year)

6 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Men's Basketball

Athletic Accomplishments

Team finished with its highest win total since the 2016-17 season and had its most GLVC wins since 2013-14

Team earned wins during the season over the teams seeded first and second in the GLVC Tournament.

All-GLVC selections: Julien Smith (second team), Kaden Froebe (All-Defensive), Dylan Singleton (All-Freshman).

Academic Accomplishments

8 Academic All-GLVC (Criteria 3.3 GPA for academic year)

2 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for the academic year)

1 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Men's Cross Country

Athletic Accomplishments

Team finished sixth at GLVC Championships and 16th out of 30 teams at the NCAA Midwest Regional.

Team won the Larry Young Invitational at Columbia College and second at the Border War Championship.

Academic Accomplishments

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team GPA 3.55

18 Academic All-GLVC (Criteria 3.3 GPA for academic year)

6 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

1 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Football

Athletic Accomplishments

Finished with a record above .500 for the fifth consecutive season; longest run of winning seasons since 1977-85.

Rallied from a 27-point deficit to win at Southwest Baptist, the largest comeback win in program history.

Ben Straatmann led NCAA Division II in quarterback sacks (school record 14) and was one of three players to earn All-America honors along with Breon Michel and Cameron Clemons.

Breon Michel set the team's single-game receiving record (234 yards) and finished with over 1,000 receiving yards.

Team had 17 All-GLVC selections, including four first-team picks.

Academic Accomplishments

2 CoSIDA Academic All-America

3 CoSIDA Academic All-District

49 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

12 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

7 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Men's Golf

Athletic Accomplishments

Team finished fifth at the GLVC Championships.

Carl Miltun finished third on an individual basis at the GLVC Championships to earn All-GLVC honors.

Team won tournaments hosted by Northwestern Oklahoma State and Lindenwood.

Academic Accomplishments

5 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

1 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

1 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Men's Soccer

Athletic Accomplishments

Team recorded its first five-game winning streak since the 2011 season.

Team shut out GLVC finalist and NCAA regional finalist Illinois Springfield.

Academic Accomplishments

1 CoSIDA Academic All-District

18 GLVC Team Academic Award (Criteria: 3.3 GPA for entire year)

2 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for the academic year)

6 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Swimming

Athletic Accomplishments

Team finished fourth at GLVC Championships and 19th at NCAA Division II Championships.

Team had 11 NCAA Division II qualifiers and earned 14 All-America awards at the national meet.

Noah Clancy broke the school record in the 100-yard backstroke with a time of 47.85 seconds.

Academic Accomplishments

1 CoSIDA Academic All-America

1 CoSIDA Academic All-District

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team 3.59

16 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

3 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for the academic year)

3 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Men's Track & Field

Athletic Accomplishments

Won GLVC Outdoor Track & Field Championships and won four individual titles in the meet.

Team finished third at the GLVC Indoor Championships and won three individual champions.

Team set 10 NCAA Division II provisional qualifying marks during the outdoor season and four during the indoor campaign.

Nathan Swadley finished sixth in the shot put at the NCAA Division II Indoor Championships and seventh at the NCAA Division II Outdoor Championships, earning All-America honors in both meets.

Nathan Swadley (shot put), Aaron Jones (triple jump) and Mitch Fairless (high jump) were named to the USTFCCA All-Midwest Region team for Indoor Track and Field.

Otto Knittel was named as the GLVC Freshman of the Year in outdoor track.

Shaun Meinecke was named GLVC Outdoor Coach of the Year.

Team established or tied four school records in both the indoor and outdoor seasons.

GLVC Champions: Mitch Fairless (indoor & outdoor high jump), Joseph Nickell (indoor & outdoor pole vault), Nathan Swadley (indoor shot put), Jacob Luebbert (hammer throw), Hayes Pateidl (3,000-meter steeplechase).

2nd-team All-GLVC: Nick Janke (indoor heptathlon), Nathan Swadley (outdoor shot put), Jarett Johnson (javelin), Lucas Rackers (outdoor 1,500-meters), Kyle Burke (110-meter hurdles), Aaron Toben (400-meter hurdles), Otto Knittel (outdoor decathlon).

USTFCCA All-Region for outdoor season: Jake Anderson (pole vault), Mitch Fairless (high jump), Jarett Johnson (javelin), Aaron Jones (triple jump), Otto Knittel (decathlon), Joseph Nickell (pole vault), Hayes Pateidl (3,000-meter steeplechase).

Academic Accomplishments

2 CoSIDA Academic All-America

2 CoSIDA Academic All-District

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team GPA 3.44

32 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

14 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

2 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Women's Basketball

Athletic Accomplishments

Team finished with its highest overall and conference win totals since the 2012-13 season.

Team earned a win over GLVC finalist Lewis.

Alex Kerr and Laura Rodriguez were named to the All-GLVC second team; both players scored their 1,000th career point during the season.

Academic Accomplishments

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team GPA 3.65

12 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

3 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

1 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA)

Women's Cross Country

Athletic Accomplishments

Team finished eighth at the GLVC Championships. Team recorded a third place finish at the Border War Championships and finished fourth among 30 teams at the Chile Pepper Festival hosted by the University of Arkansas.

Academic Accomplishments

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team GPA 3.63

13 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

5 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

Women's Soccer

Athletic Accomplishments

Team reached the semifinals of the GLVC Championships in the team's first appearance since 2014; lost to eventual champion Drury in overtime.

Defeated Truman State in the opening round of the conference tournament.

Team recorded its highest overall and GLVC win totals since 2014.

All-GLVC selections: Sydney Gratz (first team), Kristin Steins (first team), Danielle Hopkins (third team).

Academic Accomplishments

1 CoSIDA Academic All-District

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team GPA 3.34

20 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

4 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

1 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA with no remaining eligibility)

Softball

Athletic Accomplishments

Team recorded a 17-game improvement in the win column for its highest win total since 2018 and finished in a tie for eighth in the GLVC standings.

Team recorded a seven-game winning streak during the season, its longest since the 2007 season.

Team swept a four-game conference weekend for the first time in 10 seasons.

Bryn Wooldridge struck out 13 in a one-hit shutout over Lincoln, the most strikeouts in a game by an S&T pitcher since 2010.

Academic Accomplishments

11 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

6 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

Women's Track & Field

Athletic Accomplishments

Team finished eighth at both GLVC championship meets.

Team had two NCAA Division II provisional qualifiers during the outdoor season.

Maya Washington set a new school record in the outdoor 100-meter dash and Jessica Rhoads set a new mark in the indoor weight throw. Annmarie Tyson was selected to compete at the NCAA Division II Championships in the high jump.

2nd-team All-GLVC: Annmarie Tyson (indoor high jump), Jessica Rhoads (discus throw).

USTFCCCA All-Midwest Region, outdoor season: Annmarie Tyson (high jump).

Academic Accomplishments

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team GPA 3.68

26 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

10 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

2 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA with no remaining eligibility)

Volleyball

Athletic Accomplishments

Finished second in the GLVC West Division and reached the GLVC Tournament for the third consecutive year.

Kiernan O'Boyle finished fourth in NCAA Division II in blocks per set (1.4).

Payton Gannaway finished eighth in NCAA Division II in service aces (school record 60) and was named All-Midwest Region by the AVCA. All-GLVC: Payton Gannaway (first team), Jordan Burton (second team), Shelby Ply (second team).

Academic Accomplishments

1 CoSIDA Academic All-District

GLVC Team Academic Award (Criteria: 3.3 GPA for entire year) - Team GPA 3.53

13 Academic All-GLVC (Criteria: 3.3 GPA for academic year)

4 GLVC Brother James Gaffney Distinguished Scholar Award (Criteria: 4.0 GPA for academic year)

1 GLVC Council of Presidents Academic Excellence Award (Criteria: 3.5 overall GPA with no remaining eligibility)

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Budget

Revenues:	Football	Men's Basketball	Women's Basketball	Other Sports	Non-Program Specific	Operating Total	Capital Projects	Total
Broadcast, Television, Radio, and Internet Rights						-		-
Contributions	7,174	40,769	11,591	66,623	36,742	162,899		162,899
Direct Institutional Support	1,396,783	390,648	350,173	2,534,206	607,939	5,279,749		5,279,749
Endowment and Investment Income	48,283	30,325	21,107	103,573	39,073	242,361		242,361
Guarantees	0	7,500	10,000	0	0	17,500		17,500
Indirect Facilities and Administrative Support						-		-
NCAA/Conference Distributions incl. All Tournament Revenues				23,355	17,932	41,287		41,287
Other Revenues	19,558	257	6,590	38,579	31,096	96,080		96,080
Program Sales, Concessions, Novelty Sales, and Parking						23,463		23,463
Royalties, Advertisements, and Sponsorships					17,700	17,700		17,700
Sports Camp Revenues	13,688	4,860	2,915	31,890	0	53,353		53,353
Student Activity Fee	113,013	149,479	150,977	286,918	245,126	945,513		945,513
Ticket Sales	0	0	0	0	17,325	17,325		17,325
Total Revenues	1,598,499	623,838	553,353	3,085,144	1,012,933	6,897,230	-	6,897,230

Expenses:	Football	Men's Basketball	Women's Basketball	Other Sports	Non-Program Specific	Operating Total	Capital Projects	Total
Athletic Facilities Debt Service, Leases and Rental Fee			(315)	(8,400)	(75)	(8,790)		(8,790)
Athletics Student Aid	(1,069,289)	(366,264)	(323,843)	(1,830,841)	(1,000)	(3,591,237)		(3,591,237)
Coaching Salaries, Benefits, & Bonuses Paid by the University	(336,550)	(136,682)	(130,288)	(664,757)	0	(1,268,277)		(1,268,277)
Direct Overhead and Administrative Expenses	(6,362)	(569)	(608)	(4,207)	(47,074)	(58,820)		(58,820)
Equipment, Uniforms, and Supplies	(31,056)	(15,561)	(13,259)	(83,640)	(129,957)	(273,473)		(273,473)
Fundraising, Marketing, and Promotion	(10,735)	(1,788)	(1,443)	(478)	(8,321)	(22,765)		(22,765)
Game Expenses	(22,155)	(29,775)	(19,061)	(61,689)	0	(132,680)		(132,680)
Guarantees						-		-
Indirect Facilities and Administrative Support						-		-
Medical Expense and Medical Insurance	(441)	0	0	0	(142,030)	(142,471)		(142,471)
Membership and Dues	(2,130)	(840)	(1,414)	(3,920)	(26,430)	(34,734)		(34,734)
Other Operating Expenses	(4,831)	(4,213)	(8,464)	(18,455)	(80,756)	(116,719)		(116,719)
Recruiting	(7,877)	(10,983)	(8,503)	(16,475)	0	(43,838)		(43,838)
Spirit Groups								-
Sports Camp Expense	(1,153)	(388)	(1,043)	(4,535)	0	(7,119)		(7,119)
Student-Athlete Meals (non-travel)	(34,608)	(4,482)	(7,118)	(8,728)	0	(54,936)		(54,936)
Support Salaries Paid by the University	(2,874)	(500)	(785)	(2,301)	(521,429)	(527,889)		(527,889)
Team Travel	(72,280)	(35,281)	(41,513)	(315,152)	0	(464,226)		(464,226)
Total Expenses	(1,602,341)	(607,326)	(557,342)	(3,023,578)	(956,997)	(6,747,974)		(6,747,974)
Excess (Deficiency) of Revenues over Expenses	(3,842)	16,512	(3,989)	61,566	55,936	149,256	-	149,256

Net Assets

	30-Jun-21	30-Jun-22
Unrestricted	422,943	576,967
Restricted Expendable	539,846	541,277
Restricted Non-expendable	7,165,384	7,016,216
TOTAL	8,128,173	8,134,460

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Athletic Participation by Student Athletes

Men's Sports (indicate if not applicable--n/a)	Scholarship	Walk-On	Total
Baseball	37	13	50
Basketball	9	5	14
Football	96	23	119
Golf	6	3	9
Rifle	NA	NA	0
Soccer	22	23	45
Swimming & Diving	19	1	20
Track & Field/Cross Country	24	34	58
Wrestling	NA	NA	0
Subtotal	213	102	315

Women's Sports (indicate if not applicable--n/a)	Scholarship	Walk-On	Total
Basketball	13	3	16
Gymnastics	NA	NA	0
Golf	7	0	7
Rifle	NA	NA	0
Soccer	27	10	37
Softball	18	4	22
Swimming & Diving	NA	NA	0
Tennis	NA	NA	0
Track & Field/Cross Country	9	21	30
Volleyball	19	2	21
Subtotal	93	40	133

NOTE: Scholarship student-athletes include all students receiving athletic aid awards, including post-eligible and medical awards.

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Academic Success Rate

S&T and UMSL ONLY - Division II

21/22 for the 2015 cohort 79% 74%

Men's Sports (indicate if not applicable--n/a)	ASR score	Fed Rate
Baseball	82	74
Basketball	62	38
Cross Country/Track	80	83
Football	66	60
Golf	NA	NA
Indoor Track & Field	NA	NA
Outdoor Track & Field	NA	NA
Rifle	NA	NA
Soccer	86	82
Swimming & Diving	74	62
Wrestling	NA	NA

Women's Sports (indicate if not applicable--n/a)	ASR Score	Fed Rate
Basketball	71	71
Cross Country/Track	96	88
Golf	NA	NA
Gymnastics	NA	NA
Indoor Track & Field	NA	NA
Outdoor Track & Field	NA	NA
Rifle	NA	NA
Soccer	97	96
Softball	96	95
Swimming & Diving	NA	NA
Tennis	NA	NA
Volleyball	100	82

[Division II's Academic Success Rate is similar to the Division I GSR, except it measures the academic success of all student-athletes, not just those who receive financial aid.](#)

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Grade Point Averages by Semester

(indicate if not applicable - - n/a)

	2017-2018		2018-2019		2019-2020		2020-2021		2021-2022	
	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring
Men's Sports										
Baseball	3.221	3.269	3.361	3.29	3.332	3.612	3.431	3.467	3.302	3.34
Basketball	2.646	2.509	3.083	3.038	2.845	3.047	2.772	2.987	3.146	2.971
Football	2.685	2.741	2.599	2.825	2.754	3.407	2.97	2.96	3.033	3.186
Golf	3.043	3.201	3.452	3.378	3.489	3.745	3.531	3.603	3.395	3.034
Soccer	3.509	3.558	3.381	3.333	3.342	3.785	3.179	3.412	3.289	3.076
Swimming & Diving	3.342	3.188	3.276	3.186	3.315	3.642	3.264	3.561	3.709	3.507
Track & Field/Cross Country										
Cross Country	3.226	3.196	3.073	3.326	3.267	3.713	3.325	3.249	3.544	3.567
Indoor Track	3.207	3.208	3.264	3.311	3.243	3.709	3.359	3.241	3.529	3.385
Outdoor Track	3.176	3.202	3.264	3.311	3.243	3.709	3.359	3.241	3.533	3.395
Subtotal	3.117	3.119	3.195	3.222	3.203	3.597	3.243	3.302	3.408	3.333

	2017-2018		2018-2019		2019-2020		2020-2021		2021-2022	
	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring
Women's Sports										
Basketball	3.31	3.116	3.165	3.242	3.278	3.546	3.242	3.28	3.706	3.625
Golf	3.528	3.593	3.446	3.311	3.51	3.892	3.84	3.548		
Soccer	3.332	3.321	3.279	3.389	3.085	3.587	3.416	3.372	3.326	3.427
Softball	3.361	3.333	3.174	3.397	3.232	3.793	3.354	3.398	3.222	3.301
Track & Field/Cross Country										
Cross Country	3.174	3.385	3.23	3.228	3.41	3.826	3.477	3.592	3.709	3.599
Indoor Track	3.267	3.398	3.224	3.324	3.356	3.711	3.516	3.673	3.67	3.697
Outdoor Track	3.285	3.415	3.224	3.324	3.356	3.711	3.516	3.673	3.67	3.697
Volleyball	3.472	3.607	3.25	3.314	3.358	3.786	3.56	3.415	3.438	3.625
Subtotal	3.341	3.396	3.249	3.316	3.323	3.732	3.490	3.494	3.534	3.567

Grand Total	3.229	3.258	3.222	3.269	3.263	3.664	3.367	3.398	3.471	3.450
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STUDENT-ATHLETE GRADUATION RATES (Freshman cohort)

Four-year average (Federal IPEDS Rate)	All Students	Student Athletes	ASR	
2022 (15-16, 14-15, 13-14, 12-13 freshman cohort)	65%	74%	79%	2012-2015
2021 (14-15, 13-14, 12-13, 11-12 freshman cohort)	65%	76%	80%	2011-2014
2020 (13-14, 12-13, 11-12, 10-11 freshman cohort)	67%	77%	81%	2010-2013
2019 (12-13, 11-12, 10-11, 09-10 freshman cohort)	65%	75%	81%	2009-2012
2018 (11-12, 10-11, 09-10, 08-09 freshman cohort)	66%	74%	81%	2008-2011
2017 (10-11, 09-10, 08-09, 07-08 freshman cohort)	67%	72%	79%	2007-2010
2016 (09-10, 08-09, 07-08, 06-07 freshman cohort)	66%	71%	81%	2006-2009

2nd chart MU and UMKC only

Four-year average (Graduation Success Rate)	Student Athletes
2012 (05-06, 04-05, 03-04, 02-03 freshman cohort)	
2011 (04-05, 03-04, 02-03, 01-02 freshman cohort)	
2010 (03-04, 02-03, 01-02, 00-01 freshman cohort)	
2009 (02-03, 01-02, 00-01, 99-00 freshman cohort)	

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Admission Exceptions

	Summer 2021	Fall 2021	Winter 2022	Total
Student-Athlete Admission Exceptions (<i># of individual exceptions</i>)	0	4	0	4
All Student Admission Exceptions (<i># of individual exceptions</i>)	2	156	4	162
Percent of Admissions Exceptions who are Student-Athletes	0.00%	2.56%	0.00%	2.47%

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Men's Sports

- Baseball
- X Basketball
- X Cross Country
- Football
- X Golf
- Indoor Track & Field
- Outdoor Track & Field
- Rifle
- X Soccer
- Tennis
- Swimming & Diving
- Wrestling

Women's Sports

- X Basketball
- X Cross Country
- Golf
- Gymnastics
- Indoor Track & Field
- Outdoor Track & Field
- Rifle
- X Soccer
- X Softball
- Swimming & Diving
- X Tennis
- X Volleyball

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Actuals

Revenues:	Men's Basketball	Women's Basketball	Other Sports	Non-Program Specific	Operating Total	Capital Projects	Total
Student fees (Athletic Fee)				\$ 1,310,855	\$1,310,855		\$1,310,855
Ticket Sales	\$73,304	\$20,681	\$19,883		\$113,868		\$113,868
Guarantees	\$255,000	\$12,000	\$9,000		\$276,000		\$276,000
Contributions	\$59,850	\$147,528	\$15,325	\$288,683	\$511,386		\$511,386
Direct Institutional Support - Transfers	\$1,520,532	\$1,339,005	\$2,524,873	\$574,919	\$5,959,329		\$5,959,329
Direct Institutional Support - Tuition Waivers	\$284,717	\$239,009	\$1,540,309	\$243,246	\$2,307,281		\$2,307,281
Indirect Facilities and Administrative Support				\$398,316	\$398,316		\$398,316
NCAA/Conference Distributions incl. All Tournament Revenues				\$642,517	\$642,517		\$642,517
Broadcast, Television, Radio, and Internet Rights					\$0		\$0
Program Sales, Concessions, Novelty Sales, and Parking				\$40,564	\$40,564		\$40,564
Royalties, Advertisements, and Sponsorships				\$393,594	\$393,594		\$393,594
Endowment and Investment Income				-\$1,089	-\$1,089		-\$1,089
Camp Revenue	\$2,891	\$2,861	\$110,209		\$115,960		\$115,960
Other Revenues	\$1,388	\$158,100	\$20,124	\$89,700	\$269,312		\$269,312
Total Revenues	\$2,197,682	\$1,919,183	\$4,239,722	\$3,981,305	\$12,337,892	\$0	\$12,337,892

Expenses:	Men's Basketball	Women's Basketball	Other Sports	Non-Program Specific	Operating Total	Capital Projects	Total
Athletics Student Aid - R&B, Fees, Books, ect	\$376,595	\$351,430	\$560,645	\$145,777	\$1,434,446		\$1,434,446
Athletics Student Aid - Tuition Waivers	\$284,717	\$239,009	\$1,540,309	\$243,246	\$2,307,281		\$2,307,281
Guarantees	\$26,784	\$5,750	\$3,000		\$35,534		\$35,534
Coaching Salaries, Benefits, & Bonuses Paid by the University	\$940,646	\$759,569	\$1,036,232		\$2,736,446		\$2,736,446
Support Salaries Paid by the University	\$0	\$93,268	\$0	\$1,635,529	\$1,728,797		\$1,728,797
Severance			\$0		\$0		\$0
Recruiting	\$70,053	\$50,912	\$57,780	\$224	\$178,969		\$178,969
Team Travel	\$220,212	\$350,025	\$474,766	\$23,000	\$1,068,004		\$1,068,004
Equipment, Uniforms, and Supplies	\$107,862	\$88,128	\$156,489	\$262,014	\$614,492		\$614,492
Game Expenses	\$90,116	\$74,241	\$49,575	\$57,525	\$271,457		\$271,457
Fundraising, Marketing, and Promotion	\$3,270	\$3,969	\$4,622	\$249,248	\$261,109		\$261,109
Direct Facilities, Maintenance, and Rental	\$7,432	\$17,731	\$38,222	\$103,333	\$166,718		\$166,718
Spirit Groups				\$30,219	\$30,219		\$30,219
Indirect Facilities and Administrative Support				\$398,316	\$398,316		\$398,316
Medical Expense and Medical Insurance	\$2,052	\$2,000	\$10,041	\$376,964	\$391,057		\$391,057
Membership and Dues	\$0	\$2,812	\$2,969	\$40,017	\$45,798		\$45,798
Camp Expenses	\$0	\$1,114	\$15,659		\$16,773		\$16,773
Student Athlete Meals - Non Travel	\$123,512	\$45,004	\$36,109	\$1,071	\$205,696		\$205,696
Other Operating Expenses	\$102,328	\$32,618	\$116,078	\$750,885	\$1,001,910		\$1,001,910
Total Expenses	\$2,355,579	\$2,117,580	\$4,102,496	\$4,317,368	\$12,893,022	\$0	\$12,893,022
Excess (Deficiency of Revenues over Expenses)	-\$157,897	-\$198,397	\$137,227	-\$336,063	-\$555,130	\$0	-\$555,130

Totals will calculate automatically.

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Athletic Participation by Student Athletes

Men's Sports	Scholarship	Walk-On	Total
Basketball	14	1	15
Golf	6	1	7
Soccer	27	5	32
Track & Field/Cross Country	15	2	17
Tennis	0	0	0
Subtotal	62	9	71

Women's Sports	Scholarship	Walk-On	Total
Basketball	15	1	16
Golf	1	0	1
Soccer	31	1	32
Softball	23	0	23
Tennis	9	0	9
Track & Field/Cross Country	18	1	19
Volleyball	14	1	15
Subtotal	111	4	115

Grand Total	173	13	186
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NOTE: Scholarship student-athletes include all students receiving athletic aid awards, including post-eligible and medical awards.

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Academic Progress Rate by Sport

Men's Sports (indicate if not applicable--n/a)	APR Score
Basketball	966
Cross Country	Suspended
Golf	966
Indoor Track & Field	Suspended
Outdoor Track & Field	Suspended
Soccer	983
Tennis	Eliminated

Women's Sports (indicate if not applicable--n/a)	
Basketball	985
Cross Country	Suspended
Golf	Eliminated
Indoor Track & Field	Suspended
Outdoor Track & Field	Suspended
Soccer	995
Softball	962
Tennis	991
Volleyball	990

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Grade Point Averages by Semester

The "#DIV/0" will disappear when you enter all data. It simply means the formula is trying to average a series in which the denominator is zero.

	2018-19		2019-20		2020-21		2021-22		4-Year Average	4-Year Change
	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring		
Men's Sports										
Basketball	2.980	2.570	2.780	2.260	3.200	3.120	3.05	3.04	2.875	0.270
Golf	3.210	2.930	3.360	2.860	3.590	3.650	3.54	3.66	3.350	0.530
Soccer	3.230	3.330	3.440	3.440	3.360	3.340	3.09	3.10	3.291	-0.185
Tennis	2.830	2.950	3.280	3.320	N/A	N/A	N/A	N/A	3.095	
Cross Country	3.410	3.400	3.440	3.350	3.530	3.480	2.71	3.14	3.308	-0.480
Indoor Track	3.200	3.100	3.010	3.210	3.190	3.060	2.82	3.23	3.103	-0.125
Outdoor Track	3.200	3.100	3.010	3.210	3.190	3.060	2.82	3.23	3.103	-0.125
Average	3.151	3.054	3.189	3.093	3.343	3.285			3.161	-0.019

	2018-19		2019-20		2020-21		2021-22		4-Year Average	4-Year Change
	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring		
Women's Sports										
Basketball	3.030	3.100	3.270	3.360	3.210	3.290	3.240	3.280	3.223	0.195
Golf	3.700	3.490	3.670	3.700	N/A	N/A	N/A	N/A	3.640	
Soccer	3.250	3.460	3.630	3.620	3.640	3.650	3.490	3.640	3.548	0.210
Softball	3.250	3.460	3.510	3.380	3.370	3.300	3.190	3.090	3.319	-0.215
Tennis	3.400	3.310	3.530	3.590	3.590	3.680	3.560	3.770	3.554	0.310
Cross Country	3.490	3.520	3.580	3.610	3.880	3.470	3.160	3.390	3.513	-0.230
Indoor Track	3.300	3.100	3.210	3.210	3.420	3.170	3.190	3.390	3.249	0.090
Outdoor Track	3.300	3.100	3.210	3.210	3.240	3.170	3.190	3.390	3.226	0.090
Volleyball	3.270	3.210	3.460	3.540	3.410	3.470	3.410	3.690	3.433	0.310
Average			3.452	3.469	3.470	3.400	3.304	3.455	3.411	0.095

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STUDENT-ATHLETE GRADUATION RATES (Freshman cohort)

Six-year average (federal IPEDS rate)	All Students	Student Athletes
2012-15 cohort (current report)	50%	66%
2011-14 cohort	51%	69%
2010-13 cohort	47%	66%
2009-12 cohort	48%	62%
2008-11 cohort	49%	76%

Six-year average (graduation success rate)	All Students	Student Athletes
2012-15 cohort (current report)		94%
2011-14 cohort		95%
2010-13 cohort		95%
2009-12 cohort		92%
2008-11 cohort		91%

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Admission Exceptions

	Summer 2022	Fall 2021	Spring 2022	Total
Student-Athlete Admission Exceptions (<i># of individual exceptions</i>)	4	7	0	11
All Student Admission Exceptions (<i># of individual exceptions</i>)	22	620	42	684
Percent of Admissions Exceptions who are Student-Athletes	18.18%	1.13%	0.00%	1.61%

Amendments to the Collected Rules and Regulations
300.020 Faculty Bylaws of the University of Missouri – Kansas City
Executive Summary

The UMKC Faculty Senate requests the following four proposed changes to Collected Rules and Regulations, section 300.020, Faculty Bylaws of the University of Missouri – Kansas City. The proposed changes were vetted by the UMKC Faculty Senate and approved by the full faculty following the procedures found in Section F of the Faculty Bylaws. The modifications listed below reflect necessary changes as a result of UMKC’s restructuring of its schools and colleges as part of UMKC Forward.

These revisions were reviewed by the Office of General Counsel and the Office of Academic Affairs and endorsed by UMKC Chancellor C. Mauli Agrawal.

- Edit the “Schools” paragraph in Section C.2 to reflect the names of current Colleges/Schools and to remove the names of Colleges/Schools that no longer exist.
- Edit the “Composition of the Senate” paragraph in Section E.1 to update names of current Colleges/Schools and to elaborate in further detail the composition of senate membership.
- Correct the name of the Intercampus Faculty Council to Intercampus Faculty Cabinet to align with UM System guidance.
- Edit the “Officers of the Faculty Senate” paragraph in Section E.5 to include the at-large NTT representative.

No. 1

Recommended Action – Revisions to Collected Rules and Regulations 300.020,
Faculty Bylaws of the University of Missouri – Kansas City

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

that Collected Rules and Regulations, Section 300.020, Faculty Bylaws of the University of Missouri – Kansas City, be revised as attached.

Roll call vote of the Committee: YES NO

Curator Graves

Curator Hoberock

Curator Layman

Curator Wenneker

The motion _____.

Roll call vote of Board: YES NO

Curator Brncic

Curator Chatman

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion_____.

300.020 Faculty Bylaws of the University of Missouri-Kansas City

Min. 10-12-73; Amended Bd. Min. 11-18-77, 6-27-80, 11-19-82, 12-7-84, 6-6-08, 10-21-11, 6-14-13; Amended 4-10-15, Amended 6-17-16, Amended 2-6-20, Amended 11-17-22.

- A. **Purpose of the Governing Practices** -- The UMKC Faculty will nurture the educational development of the student, the institution, and the community by transmitting knowledge, cultivating creativity, fostering leadership, sharing research, modeling civil discourse, and demonstrating critical engagement. The purpose of these Bylaws is to establish a body which represents the voice of the Faculty and to establish an effective vehicle for the needs and concerns of the Faculty to be presented for discussion and debate. These Bylaws assume that Faculty may participate in academic decision processes. The right of faculties to organize and to carry out the responsibilities and functions delegated to them by the Board is recognized in Section 10.030.E.2.
- B. **Membership** -- The University of Missouri-Kansas City Faculty shall consist of the President of the University, the Chancellor, and all persons on benefits-eligible academic appointments.
1. **Voting Faculty** -- For purposes of campus- and University-wide elections, those individuals eligible to vote shall consist of all tenured and tenure track and all full-time, ranked and unranked, non-tenure track faculty, including Librarians I, II, III and IV; as defined in Section 310.035A of the Collected Rules and Regulations, provided that the individual is .75 FTE or greater and holds an appointment of at least nine (9) months duration. In addition, faculty in any academic unit whose percentage of effort in routinely overseeing and participating in the instructional mission of the University is comparable to the foregoing, but who are not paid directly by UMKC, shall be eligible to vote in campus- and University-wide elections. Criteria utilized by such units in determining its faculty whose percentage of effort in routinely overseeing and participating in the instructional mission of the University is comparable to the foregoing must be approved in advance by the Faculty Senate. The foregoing voting eligibility rules are not intended to define the eligibility of faculty to vote in school or college elections and the eligibility to vote in such school or college elections shall be defined by the rules of such school or college. Campus-wide faculty votes on issues specific to tenure or tenured/tenure track (T/TT) faculty will be restricted to T/TT faculty.
 2. **Power** -- The powers of the voting Faculty of UMKC include authority in all matters pertaining to education, research and service as granted to the Faculty by the Board of Curators. It shall have such other authority as is delegated to it by the President and/or the Chancellor. These powers are vested in the UMKC Senate unless limited by the University's Collected Rules and Regulations.

3. **Meetings** -- There shall be at least one general meeting of the voting Faculty per year. The Chair of the Faculty Senate shall give notice of and shall preside at such meetings. The Faculty Senate shall report to the voting Faculty at such meetings and shall invite input and advice from the Faculty on issues of concern.
 - a. Additional meetings of the voting Faculty may be called by the Chancellor or the Chair of the Senate, or upon the request of 20 percent of the Senate or upon the written request of 10 percent of the voting Faculty.
 - b. Within ten days of the notice of placing of an item on the Senate agenda, upon the request of a majority of the Senate or upon the written request of 10 percent of the voting Faculty, the Chair of the Senate shall transfer the item from the Senate agenda to the agenda of a meeting of the voting Faculty for discussion and action by that group.

C. **Colleges, Schools, Conservatories, Libraries and other units**

1. **Definitions** -- A college, school or conservatory (hereinafter colleges, schools, or conservatories will be referred to as schools) is a unit which offers or supervises programs of study leading to baccalaureate or advanced degrees. A unit or combination of units, offering courses which do not lead to a degree, is not a school.
2. **Schools** -- ~~Presently existent schools are: College of Arts and Sciences, Henry W. Bloch School of Management, School of Biological and Chemical Sciences, School of Computing and Engineering, School of Dentistry, School of Education, School of Law, School of Pharmacy, the UMKC Conservatory, School of Graduate Studies, School of Medicine, School of Nursing and Health Studies.~~ Presently existent schools are: Henry W. Bloch School of Management; School of Science and Engineering; School of Dentistry; School of Education, Social Work, and Psychological Sciences; School of Graduate Studies; School of Humanities and Social Sciences; School of Law; School of Pharmacy; the UMKC Conservatory; School of Medicine; School of Nursing and Health Sciences.
3. **Libraries** -- Libraries include: Miller Nichols Library, Leon E. Bloch Law Library, Health Sciences Library.

D. **Faculties of the Schools**

1. **Membership**

- a. The Faculty shall consist of the President of the University, the Chancellor, the Dean of the School, and all persons with academic appointments who are assigned to the school. The Faculty shall be primarily responsible for the quality of the school's undertakings. Other non-regular, administrative or extension personnel who hold appointments within the school may be added to the voting Faculty of the school as defined by the school's bylaws.

- b. Faculty whose work is divided between programs of two or more schools (other than the School of Graduate Studies) may participate in deliberations of these schools, but shall be a voting member of only the school in which they hold their primary appointment.
 - c. The Faculty of the School of Graduate Studies consists of UMKC Faculty (Section 300.020.B) who hold graduate or doctoral appointments. Faculty of the School of Graduate Studies may vote and be elected to offices or committees in this school as well as to offices and committees of the school in which they hold their primary appointment.
2. **Meetings** -- At least four regular meetings of the Faculty of a School shall be called annually according to the procedures adopted by the school. A special meeting may be called at any time by the Chancellor or by the Dean of the school and must be called if requested by one-fourth of the membership of the Faculty or as otherwise provided by the Bylaws of the school. Written notification of any meeting of a Faculty shall be mailed at least three days prior to the meeting to all members of the Faculty except in the case of an emergency meeting in which case any action taken becomes an item for reconsideration on the agenda at the next regularly scheduled meeting of that Faculty. Each Faculty shall determine its own definition of a quorum of its membership and decide upon a procedure which enables the membership of that particular Faculty to carry out its business in a responsible as well as efficacious manner. Copies of the minutes of each meeting shall be supplied to each Faculty member of the school and to the Chancellor.
3. **Powers** -- The Faculty of a school shall establish procedures and policies governing the work of the school.
- a. **Bylaws** -- Each school shall have a written set of Bylaws prepared in such a manner as is determined by the Faculty of that school. These Bylaws shall implement the provisions of this section of the UMKC Bylaws. A copy of these Bylaws and any subsequent amendment thereto shall be filed with the Chancellor and the Chair-elect of the Senate. The Bylaws shall not contain any provisions inconsistent with the UMKC Bylaws.
 - b. **Curriculum and Degrees** -- The Faculty of a school and/or department, together with the appropriate administrative officers, shall be responsible for recommending all academic courses and programs and for recommending candidates for degrees.
 - (1) The Faculty of each school, through its dean, shall file with the registrar a copy of its admission and retention standards, its degree requirements, and individual course additions and deletions. The registrar shall distribute copies of such standards, requirements and course additions and deletions to the Chancellor and the deans of the other schools.

- c. **Selection and Retention of Academic Faculty** -- The Faculty of each school and/or department or other teaching unit shall establish criteria and specify procedures to be followed, as a general policy, in recommending the selection, retention and promotion of members of the Faculty.
- (1) As a general policy all academic staff appointments to a School Faculty shall be made after the Dean of the school has received a written recommendation from an appropriate department committee or equivalent teaching unit. The Dean shall forward the recommendation of the committee with his/her own recommendation to the Chancellor.
- (2) Recommendations for promotion and/or tenure, and to reappoint or not to reappoint, shall be made by the Dean of the school after receiving a written recommendation from an appropriate department committee or equivalent teaching unit. The Dean shall forward the recommendation of the committee with his/her own recommendation to the Chancellor.
- d. **Selection of Deans** -- As a general policy, recommendations for the selection of deans in any school shall be made by the Chancellor after consultation with an appropriate committee which will include members of the Faculty of that school. This consultation procedure shall not abrogate the final responsibility and authority of the Chancellor to recommend a dean's appointment or replacement.
- e. **Selection of Department Chairs, School Division Chairs and Directors** -- As a general policy, the Dean shall recommend appointment or replacement of a department Chairperson, school division Chairperson or Director only after consultation with the Faculty of the department, subdivision or sub-unit concerned. This consultation procedure shall not abrogate the final responsibility and authority of the Dean to recommend the appointment or replacement of a department Chairperson, school division Chairperson, or Director.
- f. **Evaluation of Academic and Professional Administrators** -- The voting Faculty of each school shall participate in the regular evaluation of their academic and professional administrators.
- (1) A School Faculty, by formal action at a regular meeting, or through its elected School Executive Committee or such other elected committee as is designated by the school in its Bylaws, may report on matters of common concern through the Executive Committee of the Senate, or directly to the Chancellor, and through him to the President of the University and the Board of Curators, and may make recommendations pertaining to any feature of the functioning of UMKC or the University.

- g. **Budget Committee** -- Each school shall have an elected budget committee composed of representative Faculty. The Budget Committee shall receive from the Dean in timely fashion all information regarding the budget process; shall share that information with the Faculty of the school, and shall advise the Dean regarding objectives and funding priorities as well as necessary allocations to achieve those objectives.

E. The UMKC Faculty Senate

1. **Composition of the Senate** -- The Senate shall consist of at least two elected Faculty representatives from the Henry W. Bloch School of Management; ~~School of Biological and Chemical Sciences, the~~ School of Computing Science and Engineering; ~~the~~ School of Dentistry; ~~the~~ School of Education, Social Work, and Psychological Sciences; ~~the~~ School of Law; ~~the~~ School of Pharmacy; ~~the~~ UMKC Conservatory; ~~School of Graduate Studies,~~ School of Medicine; ~~the~~ School of Nursing and Health Studies; and ~~the~~ UMKC Libraries. For schools whose number of voting faculty exceeds fifty members, an additional senator may be added for each increment of twenty-five voting faculty over a baseline of fifty voting faculty. Each school and the Faculty Senate Executive Committee (FSEC) will review the respective school's voting faculty numbers every three years and propose or invite an increase or decrease in number of senators as needed. The Faculty of a School must make a formal request to the FSEC for consideration of additional senators. Currently seated senators or the Faculty Chairperson of the School may make this request. The addition of senator positions beyond the minimum two senators will be determined jointly by the FSEC and the Senate. Additionally, there will be an at-large NTT Faculty representative determined by NTT voting faculty. The Senate may elect to accept as non-voting members representatives of major campus constituencies, such as the Staff Council, the Part-Time Faculty Association, and the Clinical Faculty serving at UMKC Clinical Affiliate Institutions. ~~The College of Arts and Sciences shall have one representative from each of its three divisions plus one additional member selected by the college. The Chairperson of the Steering Committee of A & S shall be a member of the Senate by virtue of his/her office. The Senate may elect to accept as non-voting members representatives of major campus constituencies, such as the Staff Council and the Part Time Faculty Association.~~
 - a. In order that the Senate maintain close ties with the units, it is recommended that one representative from each unit be the Faculty Chairperson of the unit or member of its executive body.
 - b. Those who are eligible to serve as representatives shall be UMKC voting Faculty. Members of the Executive Committee must be voting Faculty.
 - c. Elected representatives to the Intercampus Faculty Cabinet, known as IFC, shall be members of the UMKC Faculty Senate for the duration of their terms.
 - d. Officers of the Senate shall be members of the Senate for the duration of their terms.

2. Terms of Office and Elections

- a. Senate members shall be elected early in the winter semester, to take office at the first Senate meeting the following fall.
 - b. Senate officers shall serve staggered, three-year terms.
 - c. IFC members shall serve three-year terms and shall be Senate members for the duration of their terms on the IFC.
 - d. Elected Faculty representatives shall serve two-year terms, except for representatives who serve by virtue of their membership on a unit executive body; they shall serve one-year terms.
 - e. Members may succeed themselves without restriction. Officers are limited to two consecutive terms.
 - f. Should an elected representative be unable to complete his/her term, that vacancy shall be filled by an election as soon as possible.
 - g. Senate members shall be elected by the represented units.
 - h. Senate officers and IFC representatives shall be elected by the voting Faculty by secret ballot.
3. **Powers** -- The power of the voting Faculty of UMKC, as defined in CRR 300.020.B.2, shall be delegated to the Faculty Senate. The Senate may make recommendations pertaining to any feature of the functioning of the University to the Chancellor, and through the Chancellor to the President and/or the Board of Curators.
- a. The Senate, in cooperation with the administration, shall provide for Faculty participation in the regular evaluation of those campus-wide officers of the administration included in the Academic Tenure Regulations.
 - b. The Senate, by formal action at a meeting of the general Faculty, or at a Senate meeting, may report to the Chancellor on matters of common concern, and through the Chancellor or through the Intercampus Faculty Cabinet to the President of the University and the Board of Curators, and may make recommendations pertaining to any feature of the functioning of UMKC or the University.

- c. The Senate shall serve as a liaison between the Faculty and the Chancellor and the campus' administrative officers. The Senate shall serve as a liaison between the Faculty and the Intercampus Faculty Cabinet Council. The Senate shall serve as a liaison between the Faculty and the Student Government Association and the Intercampus Student Council.

4. Meetings

- a. The meeting schedule for each semester shall be set by the Chair of the Senate; however, additional meetings may be called by the Chair, at the request of the Chancellor, or at the request of 20 percent of the Senate or 10 percent of the Voting Faculty.
- b. Any Faculty member may appear before the Senate to express his/her concerns by sending a written request to the Senate Chair-elect, who shall thereupon notify the Faculty member of the time and place of the next meeting and invite him/her to attend.

5. **Officers of the Faculty Senate** -- Individuals eligible to run for Senate officer positions shall consist of all Voting Faculty who are ranked with a tenured/tenure-track appointment; ranked faculty with a non-tenure track appointment of the Associate rank or higher; and Librarians II, III, or IV. All candidates must have six years-experience as Voting Faculty at UMKC. Elected officers shall be the Chair-elect, Chair, ~~and~~ Past-Chair, ~~and~~ the two IFC representatives, and the at-large NTT representative who collectively shall comprise the Faculty Senate Executive Committee (FSEC). Each year, a Chair-elect will be elected for a three-year terms in a manner consistent with the Bylaws. Each position will advance; the previous Chair-elect; becomes Chair, and the previous Chair becomes the Past-~~C~~hair. The formal date of advancement shall be August 1. Upon election, the Chair-elect, Chair, ~~and~~ Past-Chair, ~~and~~ IFC-elect, and at-large NTT elect, if not already members of the Senate, shall be eligible to participate ex officio in the deliberations of the Senate. IFC and Senate Officer elections and terms comply with section 300.020.E.2. and 20.100 of the UM System CRRs.

- a. The Chair is the presiding officer of the Senate. It shall be the responsibility of the Chair to set the meeting schedule of the Senate and of the general Faculty meetings. The Chair shall be responsible for setting the agenda for both the Senate meetings and the general Faculty meetings, and for their distribution to all members of the voting Faculty. The agenda shall be set after consultation with the Senate Executive Committee. The Chair shall serve on the IFC during his/her term in office.

- b. The Past-Chair shall preside in the absence of the Chair, shall serve as the parliamentarian of the Senate, and shall be the chair of Faculty Elections and validate Faculty votes.
- c. The Chair-elect shall serve as secretary, and record the minutes of the general Faculty meetings and the Senate meetings, and distribute them to all Faculty members, and make them available on-line through the Senate website. The Chair-elect shall excuse absences of Senate members and shall maintain attendance records.
- d. Should a Chair resign, that office will be assumed by the Chair-elect for the remainder of the term. Should the Chair-elect resign, a new special election will be held to fill the vacancy for the remainder of the term. Should the Past-Chair resign, the Senate will elect a Senator to fill the role and duties of the Past-Chair for the remainder of the term. In the case of a Chair resignation, the Chair-elect will serve out the remainder of the resigning Chair's term for that year, and then serve the next year as the Chair as if normal progression had occurred.
- e. In the case of an IFC vacancy, the Senate shall determine at a regular meeting whether to fill the vacancy temporarily or for the duration of the unexpired term. For a temporary replacement, the Senate shall elect a current or prior Senate member to fill the vacancy. For replacements for the unexpired term, nominations will be requested among current or prior Senate members, and a ballot containing the names of nominees will be sent to all voting Faculty. The person getting the highest number of votes will assume the office for the duration of the unexpired term. Should that person be unable to serve, the person with the next highest number of votes in that election will assume the office. In urgent cases, so as to provide full representation at IFC, the Senate Executive Committee may appoint a current Senator to attend IFC meetings until the Senate can address the vacancy at its next regular or special meeting.
- f. Faculty Senate Executive Committee members shall not serve more than two consecutive terms of office.

6. Committees

- a. The FSEC shall consist of all campus-wide elected members of the Senate.
- b. The Senate may establish standing committees as deemed necessary, in accordance with the Senate Standard Operating Procedures. They will

report to the Senate, and through the Senate to the Faculty at regular general Faculty meetings.

- c. The Senate may establish ad hoc committees as deemed necessary. They will report to the Senate, and through the Senate to the Faculty at a regular general Faculty meeting.
- d. When committee nomination requests are received from the campus administration or from the Student Government Association, the Senate will designate nominees if it deems such action to be appropriate, following all applicable Collected Rules and Regulations. The Senate shall report at the next general Faculty meeting all requests and actions taken.
- e. Each committee shall annually submit a written review of its actions which will be forwarded to the Faculty along with the minutes of the Senate's final meeting of the year.

7. Operations: Standard Operating Procedures (SOP)

- a. The Faculty Senate shall have a written document of standard operating procedures (the "Standard Operating Procedures" or "SOP").
- b. The procedures articulated in the SOP shall be consistent with these Bylaws.
- c. The FSEC shall be responsible for proposing the initial SOP and any amendments to the SOP to the Faculty Senate.
- d. The Faculty Senate shall adopt the SOP by majority vote.
- e. The Faculty Senate shall adopt any amendments to the SOP by majority vote.
- f. The FSEC shall ensure that the SOP be available on the Faculty Senate website.

F. Bylaws and Amending Procedures

- 1. These Bylaws are subordinate to all Bylaws, rules, regulations and policies established by the University or adopted by The Curators of the University of Missouri.

2. Ratification of amendments

- a. Amendments must have two readings in the Senate and be passed by secret ballot after the second reading.
- b. Amendments, passed by the Senate, must be circulated to the voting Faculty for an electronic election with two weeks allowed for voting.
- c. Amendments are approved by a majority of the faculty who vote, as defined in B.1 of these bylaws.

3. These Bylaws and amendments thereto become effective upon ratification by the Board of Curators.

300.020 Faculty Bylaws of the University of Missouri-Kansas City

Min. 10-12-73; Amended Bd. Min. 11-18-77, 6-27-80, 11-19-82, 12-7-84, 6-6-08, 10-21-11, 6-14-13; Amended 4-10-15, Amended 6-17-16, Amended 2-6-20, Amended 11-17-22.

- A. **Purpose of the Governing Practices** -- The UMKC Faculty will nurture the educational development of the student, the institution, and the community by transmitting knowledge, cultivating creativity, fostering leadership, sharing research, modeling civil discourse, and demonstrating critical engagement. The purpose of these Bylaws is to establish a body which represents the voice of the Faculty and to establish an effective vehicle for the needs and concerns of the Faculty to be presented for discussion and debate. These Bylaws assume that Faculty may participate in academic decision processes. The right of faculties to organize and to carry out the responsibilities and functions delegated to them by the Board is recognized in Section 10.030.E.2.
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 2. **Power** -- The powers of the voting Faculty of UMKC include authority in all matters pertaining to education, research and service as granted to the Faculty by the Board of Curators. It shall have such other authority as is delegated to it by the President and/or the Chancellor. These powers are vested in the UMKC Senate unless limited by the University's Collected Rules and Regulations.

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a. Additional meetings of the voting Faculty may be called by the Chancellor or the Chair of the Senate, or upon the request of 20 percent of the Senate or upon the written request of 10 percent of the voting Faculty.

b. Within ten days of the notice of placing of an item on the Senate agenda, upon the request of a majority of the Senate or upon the written request of 10 percent of the voting Faculty, the Chair of the Senate shall transfer the item from the Senate agenda to the agenda of a meeting of the voting Faculty for discussion and action by that group.

C. **Colleges, Schools, Conservatories, Libraries and other units**

1. **Definitions** -- A college, school or conservatory (hereinafter colleges, schools, or conservatories will be referred to as schools) is a unit which offers or supervises programs of study leading to baccalaureate or advanced degrees. A unit or combination of units, offering courses which do not lead to a degree, is not a school.

2. **Schools** -- Presently existent schools are: Henry W. Bloch School of Management; School of Science and Engineering; School of Dentistry; School of Education, Social Work, and Psychological Sciences; School of Graduate Studies; School of Humanities and Social Sciences; School of Law; School of Pharmacy; the UMKC Conservatory; School of Medicine; School of Nursing and Health Sciences.

3. **Libraries** -- Libraries include: Miller Nichols Library, Leon E. Bloch Law Library, Health Sciences Library.

D. **Faculties of the Schools**

1. **Membership**

a. The Faculty shall consist of the President of the University, the Chancellor, the Dean of the School, and all persons with academic appointments who are assigned to the school. The Faculty shall be primarily responsible for the quality of the school's undertakings. Other non-regular, administrative or extension personnel who hold appointments within the school may be added to the voting Faculty of the school as defined by the school's bylaws.

- b. Faculty whose work is divided between programs of two or more schools (other than the School of Graduate Studies) may participate in deliberations of these schools, but shall be a voting member of only the school in which they hold their primary appointment.
 - c. The Faculty of the School of Graduate Studies consists of UMKC Faculty (Section 300.020.B) who hold graduate or doctoral appointments. Faculty of the School of Graduate Studies may vote and be elected to offices or committees in this school as well as to offices and committees of the school in which they hold their primary appointment.
- 2. **Meetings** -- At least four regular meetings of the Faculty of a School shall be called annually according to the procedures adopted by the school. A special meeting may be called at any time by the Chancellor or by the Dean of the school and must be called if requested by one-fourth of the membership of the Faculty or as otherwise provided by the Bylaws of the school. Written notification of any meeting of a Faculty shall be mailed at least three days prior to the meeting to all members of the Faculty except in the case of an emergency meeting in which case any action taken becomes an item for reconsideration on the agenda at the next regularly scheduled meeting of that Faculty. Each Faculty shall determine its own definition of a quorum of its membership and decide upon a procedure which enables the membership of that particular Faculty to carry out its business in a responsible as well as efficacious manner. Copies of the minutes of each meeting shall be supplied to each Faculty member of the school and to the Chancellor.
- 3. **Powers** -- The Faculty of a school shall establish procedures and policies governing the work of the school.
 - a. **Bylaws** -- Each school shall have a written set of Bylaws prepared in such a manner as is determined by the Faculty of that school. These Bylaws shall implement the provisions of this section of the UMKC Bylaws. A copy of these Bylaws and any subsequent amendment thereto shall be filed with the Chancellor and the Chair-elect of the Senate. The Bylaws shall not contain any provisions inconsistent with the UMKC Bylaws.
 - b. **Curriculum and Degrees** -- The Faculty of a school and/or department, together with the appropriate administrative officers, shall be responsible for recommending all academic courses and programs and for recommending candidates for degrees.
 - (1) The Faculty of each school, through its dean, shall file with the registrar a copy of its admission and retention standards, its degree requirements, and individual course additions and deletions. The registrar shall distribute copies of such standards, requirements and course additions and deletions to the Chancellor and the deans of the other schools.

- c. **Selection and Retention of Academic Faculty** -- The Faculty of each school and/or department or other teaching unit shall establish criteria and specify procedures to be followed, as a general policy, in recommending the selection, retention and promotion of members of the Faculty.
- (1) As a general policy all academic staff appointments to a School Faculty shall be made after the Dean of the school has received a written recommendation from an appropriate department committee or equivalent teaching unit. The Dean shall forward the recommendation of the committee with his/her own recommendation to the Chancellor.
- (2) Recommendations for promotion and/or tenure, and to reappoint or not to reappoint, shall be made by the Dean of the school after receiving a written recommendation from an appropriate department committee or equivalent teaching unit. The Dean shall forward the recommendation of the committee with his/her own recommendation to the Chancellor.
- d. **Selection of Deans** -- As a general policy, recommendations for the selection of deans in any school shall be made by the Chancellor after consultation with an appropriate committee which will include members of the Faculty of that school. This consultation procedure shall not abrogate the final responsibility and authority of the Chancellor to recommend a dean's appointment or replacement.
- e. **Selection of Department Chairs, School Division Chairs and Directors** -- As a general policy, the Dean shall recommend appointment or replacement of a department Chairperson, school division Chairperson or Director only after consultation with the Faculty of the department, subdivision or sub-unit concerned. This consultation procedure shall not abrogate the final responsibility and authority of the Dean to recommend the appointment or replacement of a department Chairperson, school division Chairperson, or Director.
- f. **Evaluation of Academic and Professional Administrators** -- The voting Faculty of each school shall participate in the regular evaluation of their academic and professional administrators.
- (1) A School Faculty, by formal action at a regular meeting, or through its elected School Executive Committee or such other elected committee as is designated by the school in its Bylaws, may report on matters of common concern through the Executive Committee of the Senate, or directly to the Chancellor, and through him to the President of the University and the Board of Curators, and may make recommendations pertaining to any feature of the functioning of UMKC or the University.

- g. **Budget Committee** -- Each school shall have an elected budget committee composed of representative Faculty. The Budget Committee shall receive from the Dean in timely fashion all information regarding the budget process; shall share that information with the Faculty of the school, and shall advise the Dean regarding objectives and funding priorities as well as necessary allocations to achieve those objectives.

E. The UMKC Faculty Senate

1. **Composition of the Senate** -- The Senate shall consist of at least two elected Faculty representatives from the Henry W. Bloch School of Management; School of Science and Engineering; School of Dentistry; School of Education, Social Work, and Psychological Sciences; School of Law; the School of Pharmacy; the UMKC Conservatory; School of Medicine; School of Nursing and Health Studies; and UMKC Libraries. For schools whose number of voting faculty exceeds fifty members, an additional senator may be added for each increment of twenty-five voting faculty over a baseline of fifty voting faculty. Each school and the Faculty Senate Executive Committee (FSEC) will review the respective school's voting faculty numbers every three years and propose or invite an increase or decrease in number of senators as needed. The Faculty of a School must make a formal request to the FSEC for consideration of additional senators. Currently seated senators or the Faculty Chairperson of the School may make this request. The addition of senator positions beyond the minimum two senators will be determined jointly by the FSEC and the Senate. Additionally, there will be an at-large NTT Faculty representative determined by NTT voting faculty. The Senate may elect to accept as non-voting members representatives of major campus constituencies, such as the Staff Council, the Part-Time Faculty Association, and the Clinical Faculty serving at UMKC Clinical Affiliate Institutions.
 - a. In order that the Senate maintain close ties with the units, it is recommended that one representative from each unit be the Faculty Chairperson of the unit or member of its executive body.
 - b. Those who are eligible to serve as representatives shall be UMKC voting Faculty. Members of the Executive Committee must be voting Faculty.
 - c. Elected representatives to the Intercampus Faculty Cabinet, known as IFC, shall be members of the UMKC Faculty Senate for the duration of their terms.
 - d. Officers of the Senate shall be members of the Senate for the duration of their terms.

2. Terms of Office and Elections

- a. Senate members shall be elected early in the winter semester, to take office at the first Senate meeting the following fall.
- b. Senate officers shall serve staggered, three-year terms.
- c. IFC members shall serve three-year terms and shall be Senate members for the duration of their terms on the IFC.
- d. Elected Faculty representatives shall serve two-year terms, except for representatives who serve by virtue of their membership on a unit executive body; they shall serve one-year terms.
- e. Members may succeed themselves without restriction. Officers are limited to two consecutive terms.
- f. Should an elected representative be unable to complete his/her term, that vacancy shall be filled by an election as soon as possible.
- g. Senate members shall be elected by the represented units.
- h. Senate officers and IFC representatives shall be elected by the voting Faculty by secret ballot.

3. **Powers** -- The power of the voting Faculty of UMKC, as defined in CRR 300.020.B.2, shall be delegated to the Faculty Senate. The Senate may make recommendations pertaining to any feature of the functioning of the University to the Chancellor, and through the Chancellor to the President and/or the Board of Curators.

- a. The Senate, in cooperation with the administration, shall provide for Faculty participation in the regular evaluation of those campus-wide officers of the administration included in the Academic Tenure Regulations.
- b. The Senate, by formal action at a meeting of the general Faculty, or at a Senate meeting, may report to the Chancellor on matters of common concern, and through the Chancellor or through the Intercampus Faculty Cabinet to the President of the University and the Board of Curators, and may make recommendations pertaining to any feature of the functioning of UMKC or the University.

- c. The Senate shall serve as a liaison between the Faculty and the Chancellor and the campus' administrative officers. The Senate shall serve as a liaison between the Faculty and the Intercampus Faculty Cabinet. The Senate shall serve as a liaison between the Faculty and the Student Government Association and the Intercampus Student Council.

4. Meetings

- a. The meeting schedule for each semester shall be set by the Chair of the Senate; however, additional meetings may be called by the Chair, at the request of the Chancellor, or at the request of 20 percent of the Senate or 10 percent of the Voting Faculty.
- b. Any Faculty member may appear before the Senate to express his/her concerns by sending a written request to the Senate Chair-elect, who shall thereupon notify the Faculty member of the time and place of the next meeting and invite him/her to attend.

5. **Officers of the Faculty Senate** -- Individuals eligible to run for Senate officer positions shall consist of all Voting Faculty who are ranked with a tenured/tenure-track appointment; ranked faculty with a non-tenure track appointment of the Associate rank or higher; and Librarians II, III, or IV. All candidates must have six years-experience as Voting Faculty at UMKC. Elected officers shall be the Chair-elect, Chair, Past-Chair, the two IFC representatives, and the at-large NTT representative who collectively shall comprise the Faculty Senate Executive Committee (FSEC). Each year, a Chair-elect will be elected for a three-year term in a manner consistent with the Bylaws. Each position will advance; the previous Chair-elect becomes Chair, and the previous Chair becomes the Past-Chair. The formal date of advancement shall be August 1. Upon election, the Chair-elect, Chair, Past-Chair, IFC-elect, and at-large NTT elect, if not already members of the Senate, shall be eligible to participate ex officio in the deliberations of the Senate. IFC and Senate Officer elections and terms comply with section 300.020.E.2. and 20.100 of the UM System CRRs.

- a. The Chair is the presiding officer of the Senate. It shall be the responsibility of the Chair to set the meeting schedule of the Senate and of the general Faculty meetings. The Chair shall be responsible for setting the agenda for both the Senate meetings and the general Faculty meetings, and for their distribution to all members of the voting Faculty. The agenda shall be set after consultation with the Senate Executive Committee. The Chair shall serve on the IFC during his/her term in office.

- b. The Past-Chair shall preside in the absence of the Chair, shall serve as the parliamentarian of the Senate, and shall be the chair of Faculty Elections and validate Faculty votes.
- c. The Chair-elect shall serve as secretary, and record the minutes of the general Faculty meetings and the Senate meetings, and distribute them to all Faculty members, and make them available on-line through the Senate website. The Chair-elect shall excuse absences of Senate members and shall maintain attendance records.
- d. Should a Chair resign, that office will be assumed by the Chair-elect for the remainder of the term. Should the Chair-elect resign, a new special election will be held to fill the vacancy for the remainder of the term. Should the Past-Chair resign, the Senate will elect a Senator to fill the role and duties of the Past-Chair for the remainder of the term. In the case of a Chair resignation, the Chair-elect will serve out the remainder of the resigning Chair's term for that year, and then serve the next year as the Chair as if normal progression had occurred.
- e. In the case of an IFC vacancy, the Senate shall determine at a regular meeting whether to fill the vacancy temporarily or for the duration of the unexpired term. For a temporary replacement, the Senate shall elect a current or prior Senate member to fill the vacancy. For replacements for the unexpired term, nominations will be requested among current or prior Senate members, and a ballot containing the names of nominees will be sent to all voting Faculty. The person getting the highest number of votes will assume the office for the duration of the unexpired term. Should that person be unable to serve, the person with the next highest number of votes in that election will assume the office. In urgent cases, so as to provide full representation at IFC, the Senate Executive Committee may appoint a current Senator to attend IFC meetings until the Senate can address the vacancy at its next regular or special meeting.
- f. Faculty Senate Executive Committee members shall not serve more than two consecutive terms of office.

6. Committees

- a. The FSEC shall consist of all campus-wide elected members of the Senate.
- b. The Senate may establish standing committees as deemed necessary, in accordance with the Senate Standard Operating Procedures. They will

report to the Senate, and through the Senate to the Faculty at regular general Faculty meetings.

- c. The Senate may establish ad hoc committees as deemed necessary. They will report to the Senate, and through the Senate to the Faculty at a regular general Faculty meeting.
- d. When committee nomination requests are received from the campus administration or from the Student Government Association, the Senate will designate nominees if it deems such action to be appropriate, following all applicable Collected Rules and Regulations. The Senate shall report at the next general Faculty meeting all requests and actions taken.
- e. Each committee shall annually submit a written review of its actions which will be forwarded to the Faculty along with the minutes of the Senate's final meeting of the year.

7. Operations: Standard Operating Procedures (SOP)

- a. The Faculty Senate shall have a written document of standard operating procedures (the “Standard Operating Procedures” or “SOP”).
- b. The procedures articulated in the SOP shall be consistent with these Bylaws.
- c. The FSEC shall be responsible for proposing the initial SOP and any amendments to the SOP to the Faculty Senate.
- d. The Faculty Senate shall adopt the SOP by majority vote.
- e. The Faculty Senate shall adopt any amendments to the SOP by majority vote.
- f. The FSEC shall ensure that the SOP be available on the Faculty Senate website.

F. Bylaws and Amending Procedures

- 1. These Bylaws are subordinate to all Bylaws, rules, regulations and policies established by the University or adopted by The Curators of the University of Missouri.

2. Ratification of amendments

- a. Amendments must have two readings in the Senate and be passed by secret ballot after the second reading.
- b. Amendments, passed by the Senate, must be circulated to the voting Faculty for an electronic election with two weeks allowed for voting.
- c. Amendments are approved by a majority of the faculty who vote, as defined in B.1 of these bylaws.

3. These Bylaws and amendments thereto become effective upon ratification by the Board of Curators.

HEALTH AFFAIRS COMMITTEE

Robin R. Wenneker (Chair)
Keith A. Holloway
Jeff L. Layman
Michael A. Williams
Ronald G. Ashworth (non-curator)
Dr. James H. Whitaker (non-curator)
Daniel P. Devers (non-curator)

The Health Affairs Committee (“Committee”) assists the Board of Curators in overseeing the clinical health care operations of the University and in coordinating those operations in furtherance of the University’s teaching, research, and clinical missions.

I. Scope

The Committee provides oversight for the University’s clinical health care operations in the areas of:

- Mission, vision, and strategy;
- Governance and operational oversight;
- Quality of care and patient safety;
- Regulatory compliance;
- Financial planning and performance; and
- Coordination of the clinical, teaching, and research missions.
- Specific projects that enable meaningful collaboration among UM universities.

II. Executive Liaison

The Executive Vice Chancellor for Health Affairs of the University of Missouri-Columbia or some other person(s) designated by the President of the University, with the concurrence of the Board Chair and the Committee Chair, shall be the executive liaison to the Committee and responsible for transmitting Committee recommendations.

III. Responsibilities

In addition to the overall responsibilities of the Committee described above and in carrying out its responsibilities regarding clinical health care operations, the charge of the Committee shall include:

- A. Reviewing and making recommendations to the Board regarding:
 1. actions that are appropriate or necessary to assist the Board in overseeing clinical health care operations or coordinating the teaching, research, and clinical missions;
 2. significant actions related to health care which should require advance notice or approval by the Committee or Board; and
 3. other matters referred to it by the Board and University officers.
- B. Requesting, receiving, and reviewing reports and other information from University officers and advisors regarding health care operations, coordination of the teaching, research, and clinical missions, and related matters, including meeting at least quarterly and receiving regular reports from appropriate officers of University of Missouri Health Care, the MU School of Medicine, and the MU Health Chief Compliance Officer.

- C. Additional matters customarily addressed by the health affairs committee of a governing board for an institution of higher education.

IV. Committee Membership and Quorum Requirements

The Committee's membership may include non-Curator members in addition to Curator members. Subject to approval of the Board, the Board Chair shall determine the number of Curator and non-Curator members to appoint to the Committee and shall select individuals to serve as members of the Committee; provided that, the number of non-Curator members on the Committee shall not exceed the number of Curator members on the Committee, unless the Committee temporarily has more non-Curator members than Curator members because a Curator member of the Committee has resigned from the Board or the Committee. Non-Curator members may resign their Committee membership by providing written notice to the Board Chair. Non-Curator members of the Committee serve at the pleasure of the Board and may be removed by the Board Chair at any time, subject to approval of the Board.

A quorum for the transaction of any and all business of the Committee shall exist when:

1. Both a majority of all Curator members of the Committee and a majority of all members of the Committee are participating for Committee meetings which are held in conjunction with meetings of the Board; or
2. Both all Curator members of the Committee and a majority of all members of the Committee are participating for Committee meetings which are not held in conjunction with meetings of the Board; or
3. Both a majority of all Curator members of the Committee and a majority of all members of the Committee are participating for Committee meetings which are held solely for the purpose of reviewing and overseeing compliance matters.

EXECUTIVE VICE CHANCELLOR REPORT

Materials for this item will be posted prior to the meeting.

Enrollment Management

Strategic Theme Discussion – November 2022



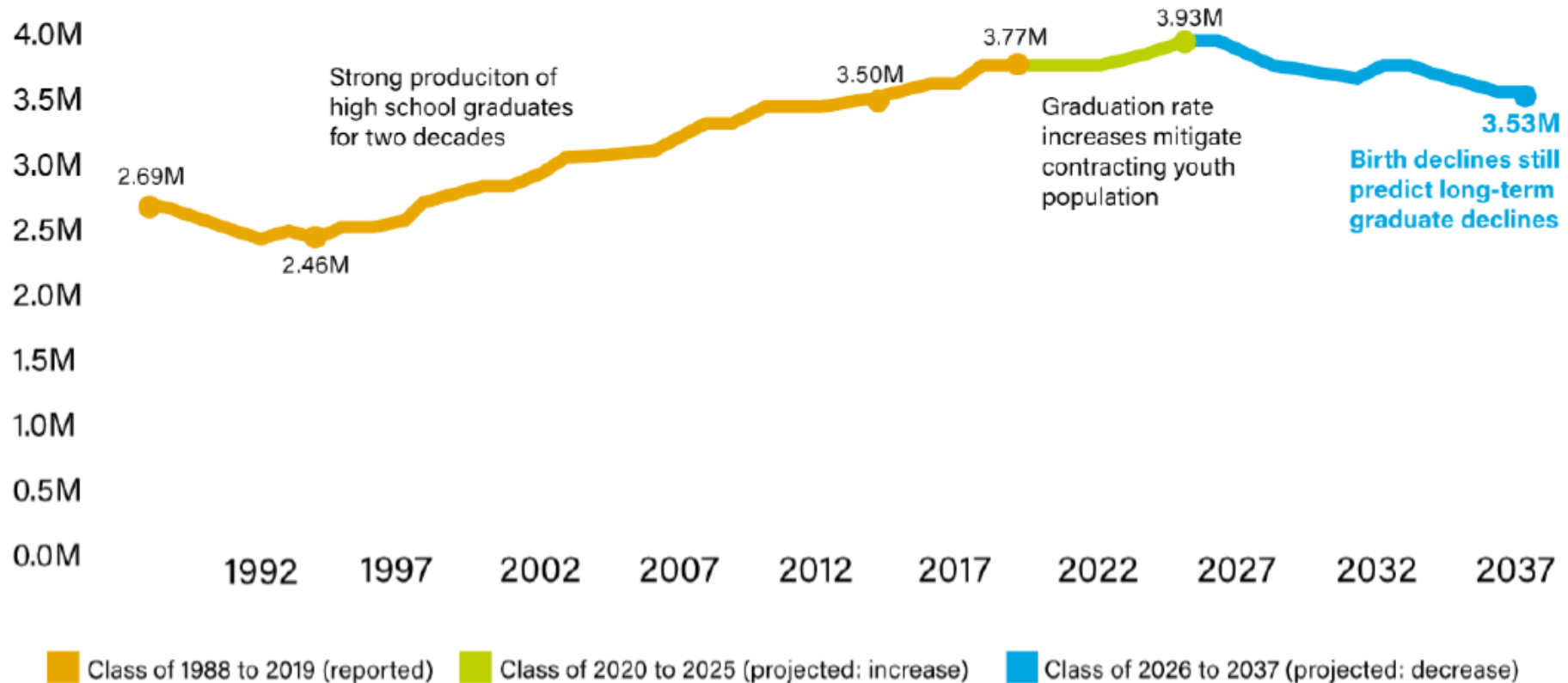
Demographic Shifts and Enrollment

Kim Humphrey,

Vice Provost for Enrollment Management & Strategic Development, MU

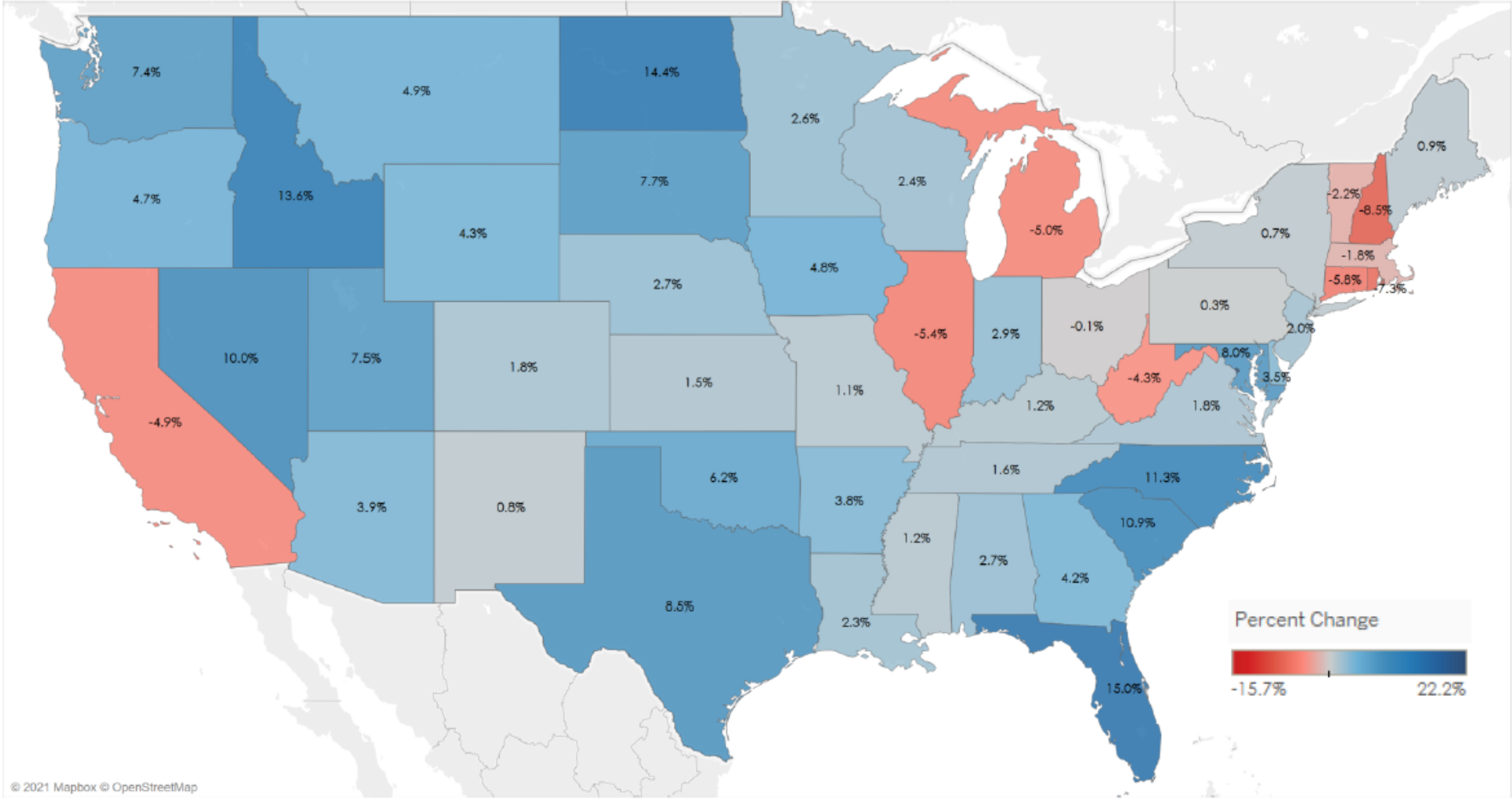


Slowing Growth in Number of U.S. High School Graduates, then Decline (U.S. Total High School Graduates)



4-Yr Projected Change in High School Graduates

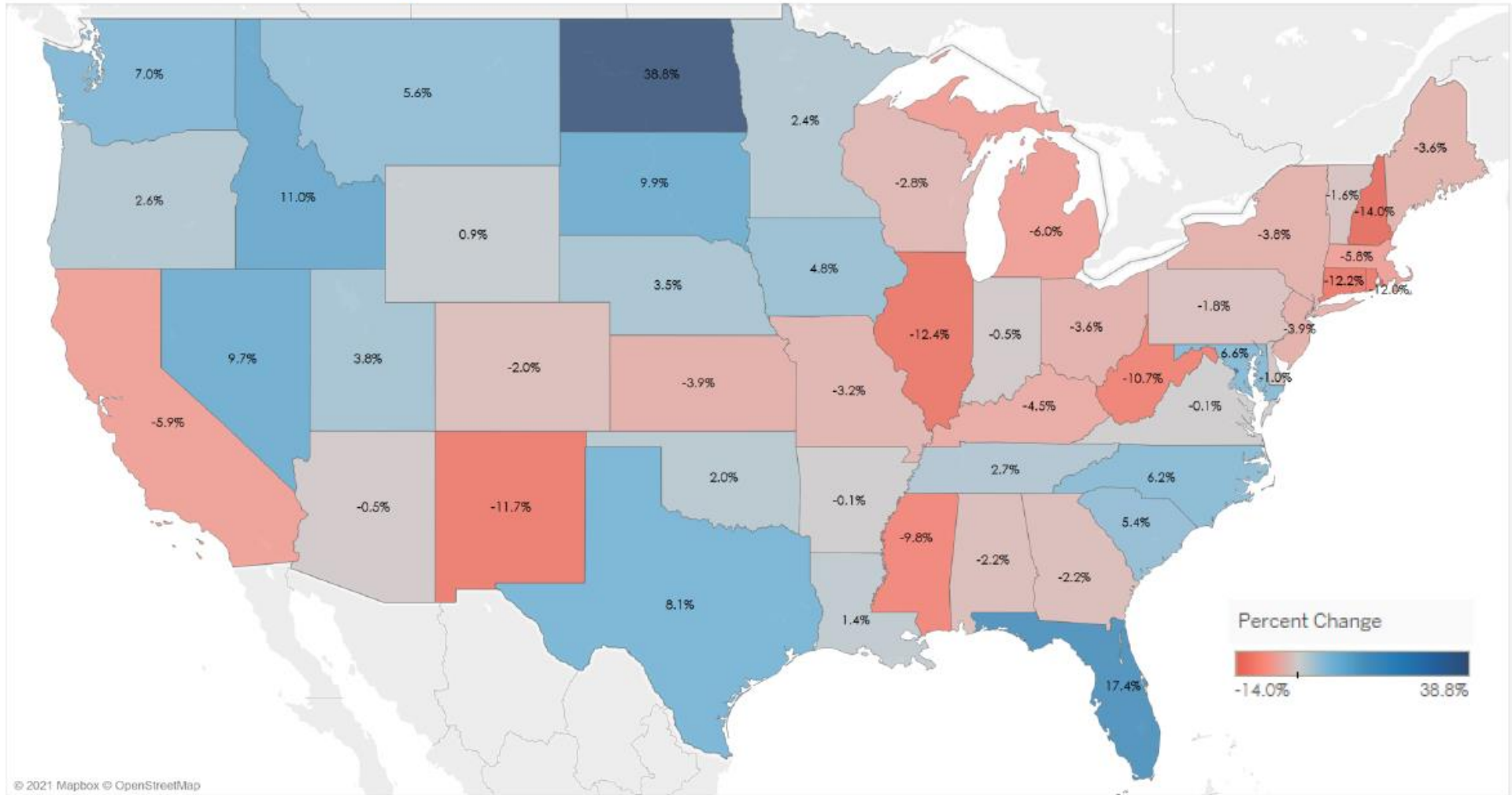
Public and Non-public, 2021-22 to 2026-27



© 2021 Mapbox © OpenStreetMap

10-Yr Projected Change in High School Graduates

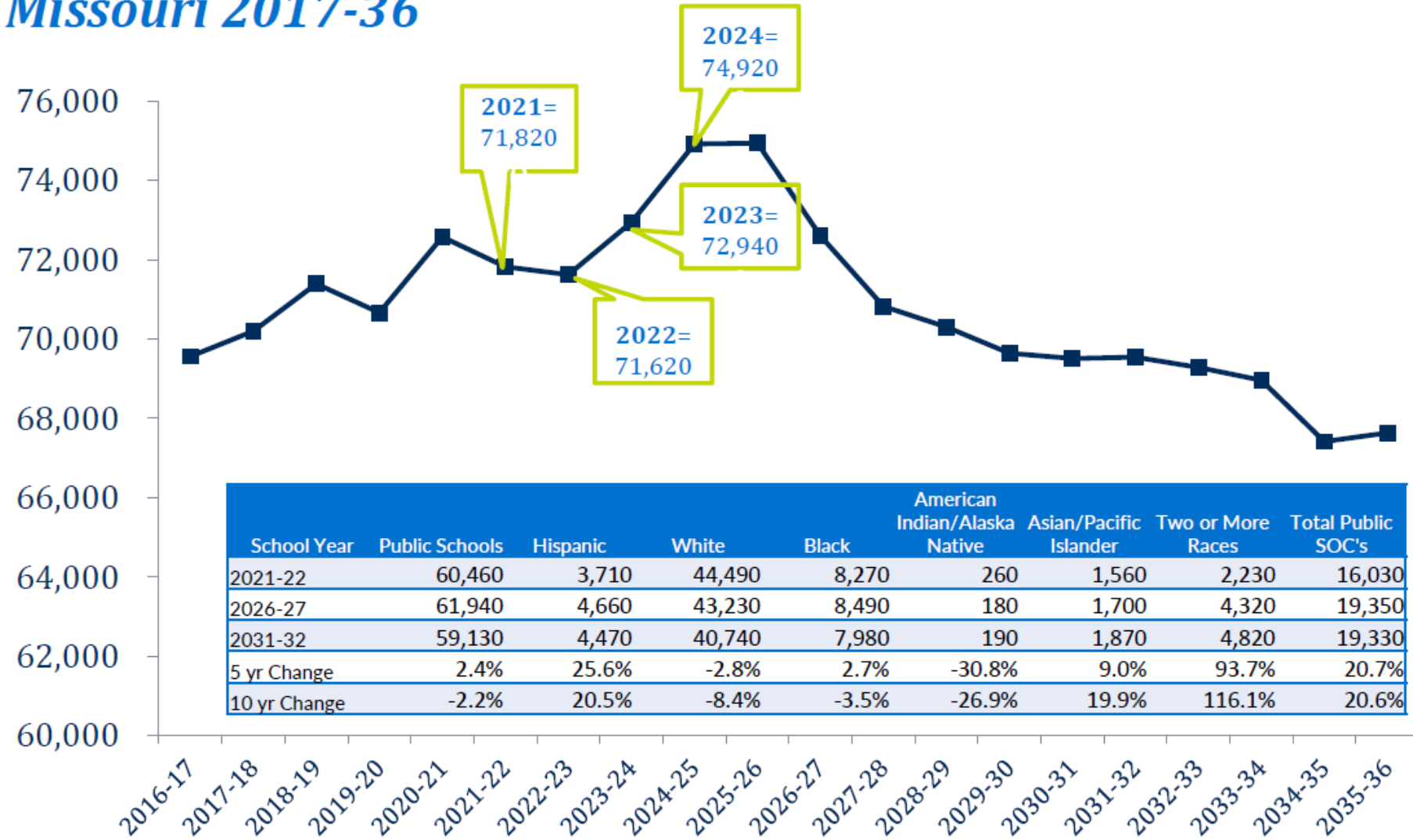
Public and Non-public, 2021-22 to 2031-32



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Projected Change in High School Graduates

Missouri 2017-36



Missouri

Where do Missouri high school graduates attend college?

43,989 Missouri high school graduates attend college (in any state)			
Rank	Where do they go?	How many?	Share of total enrollment
1	Missouri	34,754	79.0%
2	Kansas	1,641	3.7%
3	Illinois	1,023	2.3%
4	Arkansas	615	1.4%
5	Iowa	465	1.1%
6	Indiana	405	0.9%
7	Ohio	354	0.8%
8	Arizona	331	0.8%
9	Texas	290	0.7%
10	Colorado	286	0.7%
Sum (of top 10)		40,164	91.3%

Missouri

Where do college freshmen in Missouri come from?

45,927 Enrolled students in Missouri			
Rank	From Where?	How many?	Share of total enrollment
1	Missouri	34,754	75.7%
2	Illinois	3,235	7.0%
3	Kansas	1,105	2.4%
4	Texas	725	1.6%
5	Foreign countries	595	1.3%
6	California	474	1.0%
7	Arkansas	409	0.9%
8	Iowa	371	0.8%
9	Nebraska	324	0.7%
10	Oklahoma	282	0.6%
Sum (of top 10)		42,274	92.0%

Where Missouri Public HS Graduates Go After High School

	2017	2018	2019	2020	2021
2 Year College	16,439 (26.7%)	16,287 (26.6%)	16,048 (26.1%)	15,451 (25.2%)	14,930 (24.6%)
4 Year College	23,484 (38.1%)	23,307 (38.0%)	23,487 (38.1%)	22,204 (36.2%)	20,778 (34.3%)
Technical School	1,551 (2.5%)	1,285 (2.1%)	1,540 (2.5%)	1,554 (2.5%)	1,431 (2.4%)
Military	1,933 (3.1%)	1,873 (3.1%)	1,770 (2.9%)	1,940 (3.2%)	1,719 (2.8%)
Employment	14,018 (22.8%)	14,298 (23.3%)	14,536 (23.6%)	15,112 (24.7%)	15,318 (25.3%)

Source: Western Interstate Commission for Higher Education, Knocking at the College Door, 10th edition, 2020.

Pandemic Short- and Long-Term Impacts

Short-Term Disengagement

+2.3M

increase in **Absent Students** Grades 8–12

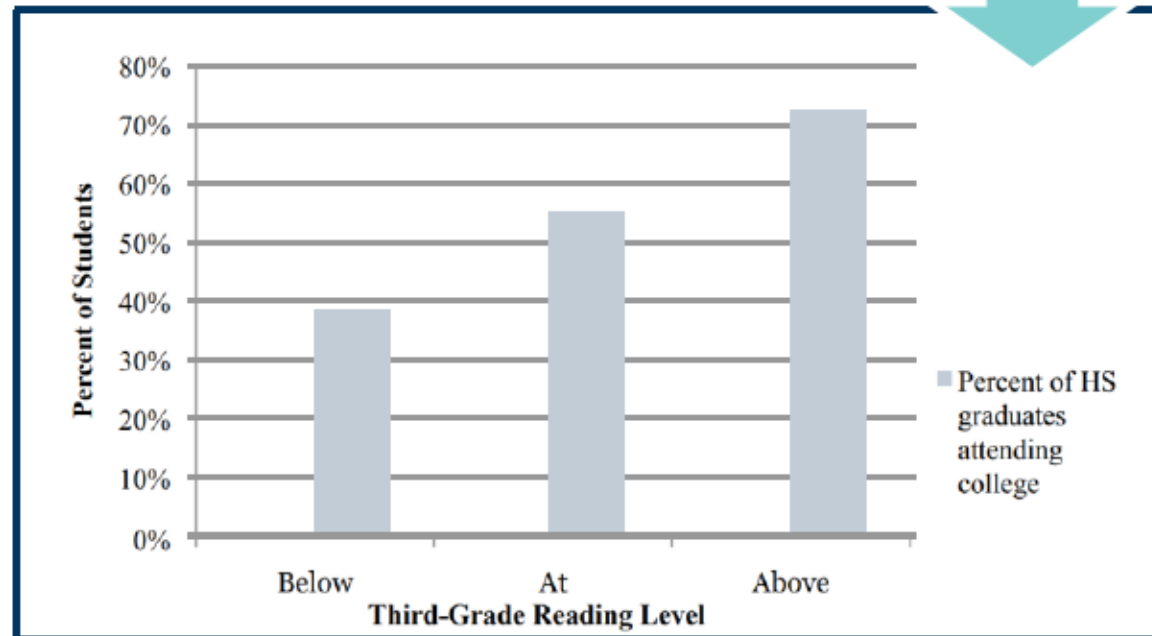
17%

of seniors **abandoned college plans**

Long-Term Barriers

25%

of third-graders behind in reading **catch up** by end of HS



Who are the Non-Consumers?



Summer Melt Drives Nearly a Quarter of Nonconsumption

21–25%

Of 8.3M non-consumers



Applied



Accepted



Didn't Enroll

253K - 310K

Seniors Accepted but Not Enrolled Each Year, 10% of First-Time Attendees

Estimated¹ for pre-pandemic years

Majority of Non-Consumers Are Recent Applicants

61%

of 18–24-year-olds who had never attended college before said they **applied to college in the past year.**¹

Retention and Re-engaging Stopouts

- 30 million stop-outs nationwide
- Stopouts are most likely to return within a year – and more than half do
- 63% of stopouts are women, 50% are working full-time and 65% had HH incomes of \$50,000 or below
- 42% reported financial reasons for stopping out and 32% left for family or personal commitments

Similar, Yet Different Institutions

Fall 2022	MU	S&T	UMSL	UMKC
FTC	4,983	1,146	454	1,165
1st Gen	18%	11%	5%	53%
Pell eligible	18%	21%	48%	46%
MO Res	70%	76%	73%	69%
URM	14%	10%	33%	39%

Fall 2022	MU	S&T	UMSL	UMKC
Transfers	1,280	245	1,122	846
1st Gen	35%	25%	7%	45%
Pell eligible	25%	26%	40%	39%
MO Res	81%	80%	73%	64%
URM	16%	15%	22%	31%

Unique Attributions of MU

- **FTC**

- 26.5 average ACT
- 62% with dual, AP and/or IB Credit
- Top Feeder States – MO, IL, KS, TX, MN, CO, IA, CA

- **Transfers**

- 3.23 GPA with more than 50 hours of college credit
- Feeder institutions
 - Missouri Community Colleges.....606 (47%)
 - US, Non-Missouri 4-Year Institutions.....255 (20%)
 - Missouri 4-Year Institutions.....246 (19%)
 - US, Non-Missouri Community Colleges.....149 (12%)

Marketing and Enrollment Growth Strategies

Doug Swink,
Assistant Vice Provost for Enrollment Management, UMKC



Unique Attributes of UMKC

- Undergraduate populations are changing
- UMKC's geography plays a role in a student's decision-making process
- Dedicated programming in place for KC Scholars, Bloch Scholars and First Gen Students and Professional Career Escalators, MOCA, AACE and Avanzando
- New Program: Professional Career Escalators
- New Scholarship Model Implemented to Increase Need Based Aid

Everchanging Landscape to Drive Enrollment Growth

- Vendor solutions used to recruit and retain continue to evolve and consolidate
- Students expect personalization in the recruitment process driven by the following:
 - Authenticity
 - Transparency
 - Streamlined processes
 - Career outcomes

Factors in the Decision to Enroll

Four-year public institutions

Enrollment factors rated for four-year public institutions	Importance
Cost	82%
Financial aid	80%
Academic reputation	75%
Geographic setting	63%
Campus appearance	59%
Personalized attention prior to enrollment	59%
Size of institution	58%
Recommendations from family/friends	49%
Opportunity to play sports	34%

Percentages indicate the proportions of “important”/“very important” scores

Attracting Students Requires Innovative Communication Strategies

- Each campus must work to showcase their brand and the ROI to move student to enroll and persist
- Showcasing affordability must be prioritized as an ongoing strategy throughout the student lifecycle (e.g., scholarships, financial wellness, micro grants)
- Provide students with the available resources up front to show how student success will be fully integrated inside and outside of the classroom

Enrollment Growth Requires Innovative Solutions



- Campuses must enhance their Strategic Digital Marketing and embed these tactics with Geo Coding to target Specific Markets
- Fully implement technology platforms such as the Customer Relationship Management System (CRM) to reach students through various communication channels (drip campaigns, texting, videos, etc.)
- Leverage a student's support networks through the recruitment process and beyond

Student Pipeline for Higher Education

Reggie Hill

Vice Chancellor for Strategic Enrollment, UMSL



Unique Attributions of UMSL

- **First-Year Students**

- 25 Average ACT
- 3.4 Average GPA
- Top Feeder States – MO & IL
- Trending States – AR, KS, TN, OK, WI, TX, KY, IN, MI
- 50% increase in first-year students

- **Transfer Students**

- 3.0 Average GPA
- 70% of our undergraduate incoming class
- Growth is relatively flat
- Feeder Institutions
 - Missouri Community Colleges.....70%
 - Missouri 4-Year Institutions.....20%
 - Missouri 4-Year Private.....9%
 - US, Non-Missouri Institutions.....1%

- **Graduate and Professional School**

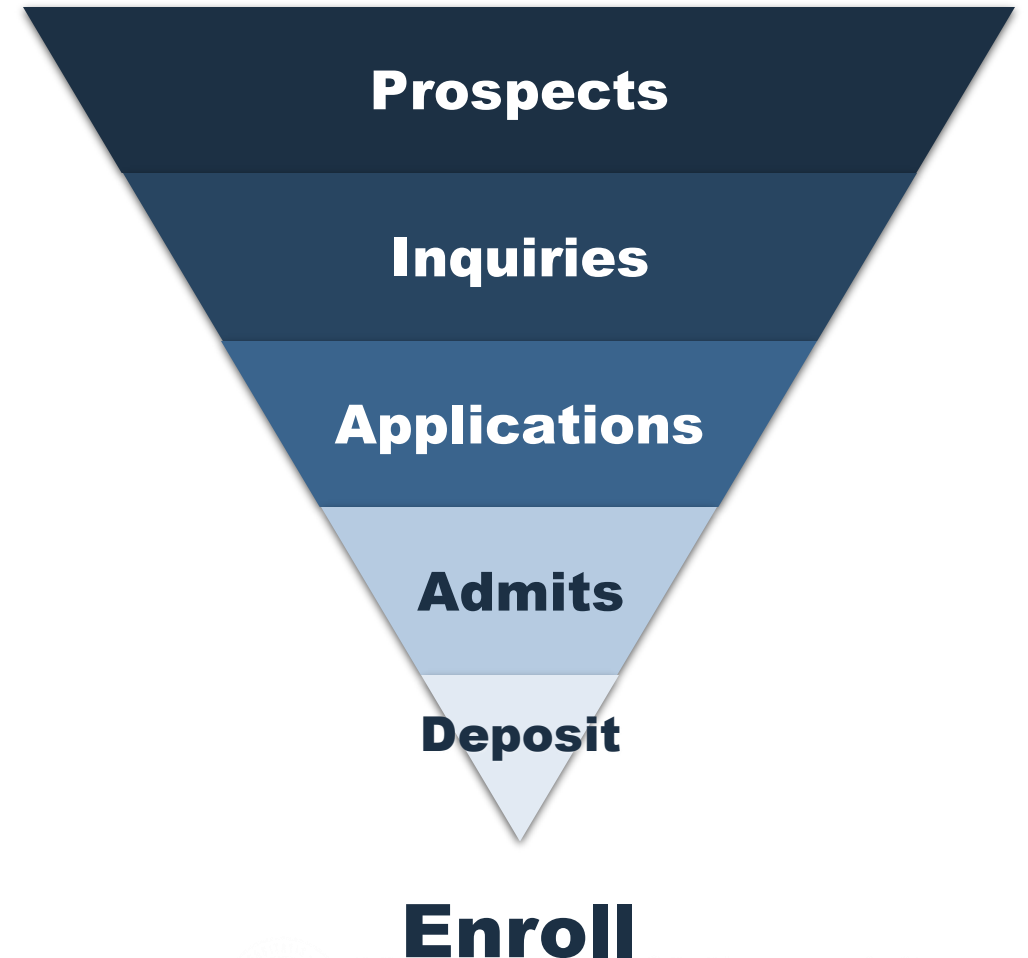
- Sustained enrollment
- Top Feeder States – MO & IL
- Top Country – India

Traditional Student Pipeline

- The traditional student pipeline consisted of lead acquisition and “search” and then nurturing prospective students and inquiries through the “enrollment “funnel.”
- After purchasing large volumes of prospective student data from companies like ACT, College Board (SAT), Cappex, etc.—colleges and universities developed linear email campaigns and sent bulk print materials to prospective students.
- Finally, we scoured the region, nation, and sometimes the globe attending recruitment events (high school visits and college fairs).

The Enrollment Funnel

- In previous decades, students entered our system through what we coined as the “enrollment funnel.”
- This linear process served institutions well when the volume of prospective students was high.



From Pipeline to Ecosystem

To remain competitive well into the 21st century, Enrollment Management must develop a full-service agency model by integrating the following:

- data analytics and market insights
- enrollment marketing and communication
- financial aid leveraging and optimization
- the campus visit experience
- recruitment and full-service new student engagement

Complex & Integrated Systems

- Over the last decade, we've begun reimagining and developing a new language to articulate the prospective student enrollment journey.
- Now, students enter an enrollment ecosystem through various channels ranging from traditional recruitment methods to advanced customer and digital engagement.



Professionalizing Enrollment Management

David Spivey,

Vice Provost for Enrollment Management, Missouri S&T



Unique Attributions of Missouri S&T

- First Time College (FTC) population
 - Highly selective
 - Missouri resident majority
 - Recent growth of out-of-state
 - Focus on innovation in a STEM university setting
 - enabled by Kummer gift
 - Kummer Vanguard Scholars
 - Kummer Innovation and Entrepreneurship Doctoral Fellows
 - Experiential learning requirement
 - 19 student design teams
 - Co-op
 - Undergraduate research
- Transfer population decline
 - Recent growth 2022
 - Graduate level growth
 - International non-thesis
 - Highly Selective Definition:
<https://dhewd.mo.gov/policies/admissions-selectivity.php>

Enrollment Management Profession

- Demographic changes means greater competition
- Requires a more nuanced approach to enrollment management and a rethinking of how enrollment management offices are organized
- Attracting students requires professional staff, time, and skills
 - Data analysis
 - Student interaction and engagement
 - Hourly positions less appropriate – diminished applicant pool
- Partnership of university community to be seen as professionals

Enrollment Management Profession

Typical Enrollment Management Office 2012

- # of positions: 10-11 recruiters
- \$15.00 - \$16.00 - hourly compensation
- Typical skills include:
 - Travel and recruitment
 - Application review
 - Presentations/outreach/events
 - Inquiry management
 - Determine markets base on feeders/data
 - Manage articulation and partnerships

Successful Enrollment Management Office 2022

- # of positions: 10-11 recruiters*
- \$40,000-45,000/year
- Typical skills include:
 - Travel and recruitment
 - Application review
 - Presentations/outreach/events
 - Inquiry management
 - Proactively determine markets based on data analytics
 - Manage articulation and partnerships
 - Data Analytics – not accounted for above*
 - Lead Search – not accounted for above*
 - Marketing Staff – not accounted for above*
 - Social Media – not accounted for above*

Prior Enrollment Challenges

- Other states and regions have grappled with challenging enrollment trends in the past and have been successful
- Examples can be instructive to UM and MO
 - Florida:
 - Educational reform to increase college-preparedness
 - Low tuition costs, incentive programs, and articulation agreements (2+2)
 - Evaluate academic offerings and reduce time to graduation
 - Northeast
 - Focus on adult learner completion
 - Hybrid and online options for degree programs
 - Market-driven upskilling and credentialing

No. 1

Recommended Action - Election of Board of Curators Chair, 2023

Upon the motion of Curator _____, Curator _____ was nominated to serve as Chair of the Board of Curators for the term January 1, 2023 through December 31, 2023. The nomination was seconded by Curator _____.

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

The motion _____.

November 17, 2022

No. 2

Recommended Action - Election of Board of Curators Vice Chair, 2023

Upon the motion of Curator _____, Curator _____ was nominated to serve as Vice Chair of the Board of Curators for the term January 1, 2023 through December 31, 2023. The nomination was seconded by Curator _____.

Roll call vote:	YES	NO
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Curator Brncic

Curator Chatman

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

The motion _____.

November 17, 2022

GOOD AND WELFARE
OF THE BOARD

There are no materials for this information item.