

# Board of Curators Meeting - Public Session

University of Missouri System  
Student Union, Multipurpose Room, UMKC  
Sep 2, 2021 8:30 AM - 9:30 AM CDT

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COMMITTEE MEETING - EXECUTIVE SESSION**

**XI. BOARD OF CURATORS MEETING - EXECUTIVE SESSION**

**Board of Curators Meeting  
September 2, 2021  
Public Session**



## 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.

UNIVERSITY OF MISSOURI  
BOARD CHAIR REPORT

There are no materials for this information item.

UNIVERSITY OF MISSOURI  
PRESIDENT'S REPORT

There are no materials for this information item.

STUDENT REPRESENTATIVE TO THE  
BOARD OF CURATORS REPORT

There are no materials for this information item.



No. 1

Recommended Action - Approval of Board of Curators Executive Committee and Standing Committees Appointments, 2021

It was recommended by Chair Chatman, moved by Curator \_\_\_\_\_ and seconded by Curator \_\_\_\_\_, that the following Board of Curators Executive Committee and Standing Committees appointments be approved for 2021:

**Executive Committee**

Darryl M. Chatman, Chair  
Greg E. Hoberock  
Jeff L. Layman

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

Todd P. Graves, Chair  
Greg E. Hoberock  
Jeff L. Layman  
Robin R. Wenneker

**Audit, Compliance and Ethics Committee**

Jeff L. Layman, Chair  
Julia G. Brncic  
Maurice B. Graham  
Keith A. Holloway

**Finance Committee**

Greg E. Hoberock, Chair  
Todd P. Graves  
Jeff L. Layman  
Michael A. Williams

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**Governance, Compensation and Human Resources Committee**

Michael A. Williams, Chair

Julia G. Brncic

Keith A. Holloway

Robin R. Wenneker

**Health Affairs Committee**

Robin R. Wenneker, Chair

Maurice B. Graham

Keith A. Holloway

Michael A. Williams

Ronald G. Ashworth (non-curator)

John R. Phillips (non-curator)

Roll call vote:

YES

NO

Curator Brncic

Curator Chatman

Curator Graham

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

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

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## REVIEW CONSENT AGENDA

There are no materials for this information item.

CONSENT

Recommended Action - Consent Agenda

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

**CONSENT AGENDA**

Action

- A. Minutes, June 24, 2021 Board of Curators Meeting
- B. Minutes, June 24, 2021 Board of Curators Committee Meetings
- C. Minutes July 8-9, 2021 Board of Curators Retreat
- D. Minutes, July 21, 2021 Special Board of Curators Meeting
- E. Minutes, August 10, 2021 Special Board of Curators Meeting
- F. Degrees, Fall Semester 2021 for all universities
- G. Investment Consultant Annual Approval, UM
- H. Amendment, Collected Rules and Regulations 140.013 Investment Policy for Endowment Pool, UM
- I. Sole Source – 340B Contract Pharmacy & Specialty Pharmacy Distribution Services, MUHC
- J. Security Resolution, 2021

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

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

Consent A

Recommended Action - Minutes, June 24, 2021 Board of Curators Meeting  
Minutes

It was moved by Curator \_\_\_\_\_ and seconded by Curator \_\_\_\_\_, that the minutes of the June 24, 2021 Board of Curators meeting be approved as presented.

Roll call vote: YES NO

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

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

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Consent B

Recommended Action - Minutes, June 24, 2021 Board of Curators Committee Meetings

It was moved by Curator \_\_\_\_\_ and seconded by Curator \_\_\_\_\_, that the minutes of the June 24, 2021 Board of Curators committee meetings, be approved as presented.

Roll call vote:	YES	NO
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Curator Brncic

Curator Chatman

Curator Graham

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

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

September 2, 2021

Consent C

Recommended Action - Minutes, July 8-9, 2021 Board of Curators Retreat

It was moved by Curator \_\_\_\_\_ and seconded by Curator \_\_\_\_\_, that the minutes of the July 8-9, 2021 Board of Curators retreat be approved as presented.

Roll call vote:	YES	NO
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Curator Brncic

Curator Chatman

Curator Graham

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

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

September 2, 2021

Consent D

Recommended Action - Minutes, July 21, 2021 Board of Curators Special Meeting

It was moved by Curator \_\_\_\_\_ and seconded by Curator \_\_\_\_\_, that the minutes of the July 21, 2021 Board of Curators special meeting be approved as presented.

Roll call vote: YES NO

Curator Brncic

Curator Chatman

Curator Graham

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

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

September 2, 2021



Consent E

Recommended Action - Minutes, August 10, 2021 Board of Curators Special Meeting

It was moved by Curator \_\_\_\_\_ and seconded by Curator \_\_\_\_\_, that the minutes of the August 10, 2021 Board of Curators special meeting be approved as presented.

Roll call vote:	YES	NO
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Curator Brncic

Curator Chatman

Curator Graham

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

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

September 2, 2021

Consent F

Recommended Action – Approval of Degrees, Fall Semester 2021, for all universities

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

that the action of the President of the University of Missouri in awarding degrees and certificates to candidates recommended by the various faculties and committees of the four University of Missouri System campuses who fulfill the requirements for such degrees and certificates at the end of the Fall Semester 2021, shall be approved, and that the lists of said students who have been awarded degrees and certificates be included in the records of the meeting.

Roll call vote of Board:

YES

NO

Curator Brncic

Curator Chatman

Curator Graham

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

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

Investment Consultant Annual Approval  
UM

Management is recommending for Board of Curators approval the retention of Verus. Verus, a fiduciary to the Board, provides general investment consulting services for the University's \$11 billion in assets under management across the Retirement Plan, Endowment Pool, and General Pool.

In 2018, after a formal RFP process, the Board of Curators retained Verus as the general investment consultant. As has been past practice, the Board of Curators approves the appointment of the general investment consultant on an annual basis. The proposed fee for the upcoming year beginning on October 1, 2021 is \$561,000. This represents a fee increase of approximately \$150,000, driven by the University's increased demand for Alternatives Consulting services following recent asset allocation changes approved by the Board of Curators.

At the November 2020 and February 2021 Board meetings, new asset allocation mixes were approved for the Retirement Plan and Endowment Pool, respectively. Target allocations to private equity were increased from 10% to 12% in Retirement and from 10% to 15% in Endowment. Target allocations to private debt were increased from 3% to 6% in Retirement and from 3% to 7% in Endowment. Further, recent modeling exercises for the General Pool have established a 15% target allocation to private debt. Verus plays a critical role in assisting staff with sourcing activities as well as initial and ongoing diligence efforts.

An overview of Verus is attached for your review.

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No. G

Recommended Action - Investment Consultant Annual Approval, UM

It was recommended by Executive Vice President Rapp, endorsed by President Choi, recommended by the Finance Committee, moved by Curator \_\_\_\_\_ and seconded by Curator \_\_\_\_\_, that the investment consulting firm, Verus, be retained for one year:

Roll call vote of the Committee:	YES	NO
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Curator Graves  
Curator Hoberock  
Curator Layman  
Curator Williams

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

Roll call vote of The Board of Curators:	YES	NO
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Curator Brncic  
Curator Chatman  
Curator Graham  
Curator Graves  
Curator Hoberock  
Curator Holloway  
Curator Layman  
Curator Wenneker  
Curator Williams

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

September 2, 2021



**PERSPECTIVES  
THAT DRIVE  
ENTERPRISE  
SUCCESS**

JULY 2021

**Verus Overview**

September 2, 2021

[VERUSINVESTMENTS.COM](http://VERUSINVESTMENTS.COM)

SEATTLE 206-622-3700

LOS ANGELES 310-297-1777

SAN FRANCISCO 415-362-3484

PITTSBURGH 412-784-6678

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## Firm Background

Verus was established in 1986 to provide independent consulting services to institutional investors. With offices in Seattle, Los Angeles, San Francisco and Pittsburgh, our professionals advise over \$607 billion in client assets for 153 clients. The firm has 31 shareholders and employs 84 people, 74 of whom are investment professionals. Our clients include corporate retirement plans, universities, endowment and foundations, public retirement plans, sovereign wealth funds, and multi-employer pension and welfare funds.

Our core competencies follow a clear and consistent approach, and offer research-driven solutions that enable our clients to prudently discharge their fiduciary responsibilities:

- Thoughtful strategic asset allocation based on your enterprise objectives and risk tolerance, viewed through multi-faceted risk and scenario analytics.
- Effective and efficient implementation, combining best-in-class investment managers, low-cost passive exposures, and appropriate operations.
- Comprehensive asset class research coverage across traditional and alternative investments
- Ability to identify and capture attractive valuation-based market opportunities.
- Application of risk management best practices across the portfolio to maximize risk-adjusted return.
- Customized reporting that ties investment results to selected milestones in order to better represent true progress.
- Proactive communication and educating clients about the economy, markets, and portfolio construction are key components of our service.

Since our last reporting, we have added 2 new shareholders as part of our effort to broaden the breadth of ownership among our key employees. We will continue to focus on pursuing a client-centric approach to consulting and strengthening the depth and breadth of the research teams that will be made available to our clients.

## Resources

Functional Group	Number	Avg. Industry Experience		Avg. Firm Experience	
		< 2 Years	2-5 Years	5-10 Years	Over 10 Years
Consultants	31			●	●
Manager Research	14			●	●
Strategic Research	3			●	●
Risk Advisory & Portfolio Management	6		●		●
Performance Analytics	13			● ●	
Finance, operations and administration	14			●	●
Information technology	3				● ●
<b>Total</b>	<b>84</b>				● ●

## VERUS OVERVIEW

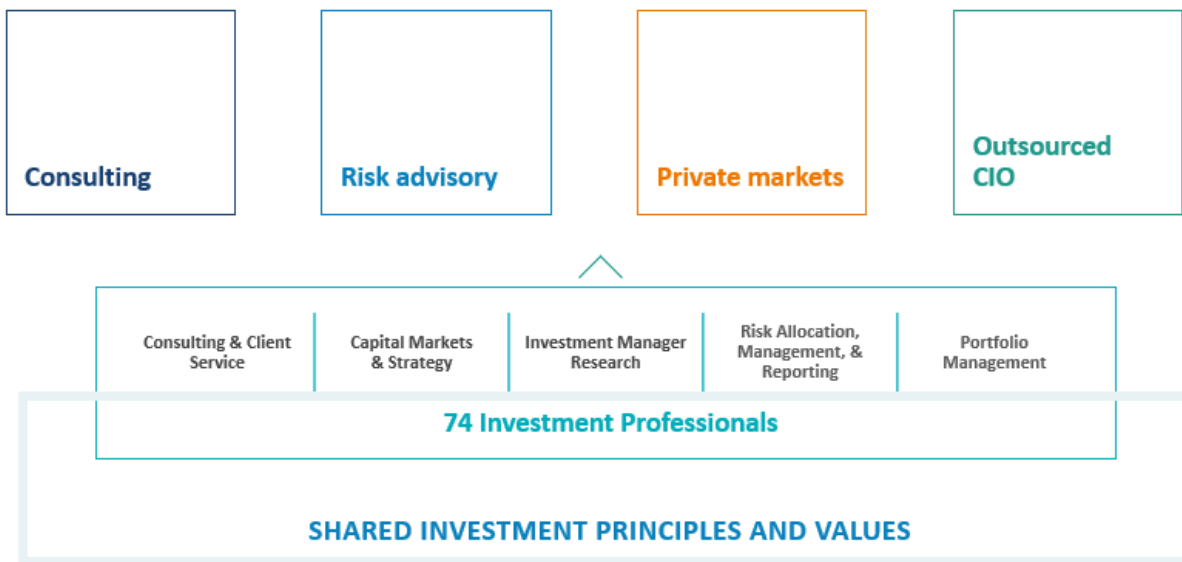
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We currently employ the following software and databases in aid of our consulting practice:

— eVestment Alliance	Public markets database
— MPI Stylus	Returns-based style analysis, regression analysis
— MSCI BarraOne	Risk analysis
— Morningstar Direct	Mutual fund information, analytics, index information
— Aksia	Hedge fund research library and portal
— Burgiss Group “Private I”	Private markets analytics and performance
— Pitchbook	Private markets database
— Cambridge Associates	Private markets database
— Thomson One VentureXpert	Private equity database
— Private Informant	Private equity database

## Services

We have a centralized investment team that supports service delivery for varied client governance models.





## Clients

Verus currently has 152 retainer clients with total of more than \$607 billion\* in assets under advisement. \$603 billion in traditional consulting services, and \$4.5 billion in discretionary services. Below is a representative client list.

NOT-FOR-PROFIT		CORPORATE	PUBLIC	MULTI-EMPLOYER		
501(c) Services	Miller Foundation	AbbVie, Inc.	Fresno County Employees' Retirement Assn.	112/73 Retirement Trust Fund NECA-IBEW	Northwest Ironworkers	Southern California Floor Covering
American University in Cairo	Pacific Lutheran University	Apria Healthcare 401K Savings Plan	Imperial County Employees' Retirement System	Alaska Ironworkers	Oregon and Southwest Washington Painters	Southern California Painting & Drywall Industries
Archdiocese of Seattle	Puget Sound Energy Foundation	Avista Corporation	Indiana Public Retirement System	Alaska Plumbing & Pipefitting	Oregon Retail Employees	Teamsters 206
AVID Center	Riverside Community Foundation	Barrick Gold Corporation	Kern County Employees' Retirement Assn.	Alaska Teamsters	Oregon Sheet Metal Workers	Teamsters Local 631
Barry Foundation	The Salvation Army – Western Division	Carollo Engineers	Los Angeles Metropolitan Transportation Authority	Arizona Bricklayers'	Painters & Allied Trades Paint Makers	U.A. Local #290 (Portland Plumbers)
Bellarmine Preparatory School	The San Diego Foundation	Eastside Retirement Association	Massachusetts PRIM	Employer-Industrial Sheet Metal Workers Local No. 16	Pension Plan for Employees of CA Labor Federation, AFL CIO	U.A. Local No 343
Carroll College	Seattle Country Day School	Forever Living Products	Montebello Teachers Association	Gunite Workers	Pipe Trades District Council No. 36	U.A. Local #447
College Spark	Sherwood Trust	Group Health Cooperative	Missouri State Employees' Retirement System	IATSE Local 720	Washington State Plumbers	Washington State Plumbers
Community Foundation of N. Central WA	Sisters of St. Dominic	Hanford Site	Pasadena Fire and Police Retirement System	IBEW #76	Plasterers Local No. 82	Western Glaziers
Community Foundation for Monterey County	Skagit Valley Regional Health	Harnish Group	Public School Retirement System of Missouri	IBEW #100	Puget Sound Electrical Workers	Western Washington Laborers
Community Foundation of Southern Arizona	St Paul & Minnesota Community Foundation	H.D. Fowler Company	Sacramento County Employees Retirement System	IBEW #684	San Diego County Cement Masons	Western Washington Laborers
Concordia College	University Corporation at Monterey Bay	Independent Guard Association of Nevada	San Jose Federated City Employees Retirement System	IBEW #1710	San Diego Theatrical Engineers	Western Washington Laborers
Confluence Health	University of Colorado Health	Jack in the Box, Inc.	San Jose Police & Fire Department Retirement	IBEW Pacific Coast	Sheet Metal Local 88	Western Washington Laborers
Congregation of the Sisters of Mercy	University of Missouri System	Karsten Manufacturing	San Luis Obispo County Pension Trust	Idaho Operating Engineers	Signatory Employers – Idaho Laborers	Western Washington Laborers
Diocese of San Bernardino	UC San Diego Foundation	Moss-Adams LLP	San Mateo County Employees Retirement Association	Inlandboatmen's Union	Solano and Napa Counties Electrical Workers	Western Washington Laborers
Evergreen Healthcare	Virginia Mason Medical Center	Mutual of Enumclaw Insurance Company	Stanislaus County Employees' Retirement Association	Inland Empire Electrical Workers	Sound Retirement Trust	Western Washington Laborers
Gonzaga University	Vitalent	NECA Puget Sound Chapter	Tennessee Consolidated Retirement System	Juan de la Cruz Farm Workers	Southern California Cement Masons	Western Washington Laborers
Group Health Foundation	Whitworth University	The Seattle Times	Tulare County Employees' Retirement Assn.	Laborers AGC Pension Trust of Montana		
Hospice Foundation		Unibail-Rodamco-Westfield	West Virginia Investment Management Board	Marine Carpenters		
Huntington Hospital			Wisconsin State Investment Board	Northern California Pipe Trades		
Idaho Community Foundation				Northwest Ironworkers		
Inland Empire Community Foundation						
Leichtag Foundation						

*This is excerpt of Verus clients as of July 1, 2021 who have provided permission to use their name. It is not known whether the listed clients approve of Verus or the advisory services provided.*

\*Preliminary assets under advisement as of June 30, 2021.

## Our Philosophy

Our consulting capabilities follow a consistent and research-driven approach that is governed by the following principles:

**1. Return objectives, tolerance for risk, and the strategic mission of the enterprise should guide all decision-making and drive strategic asset allocation**

**2. Good results can best be achieved by managing uncertainty using a varied risk management and investment toolkit, combined with the discipline of humility**

**3. Risk-free rates and risk premia drive most market returns, and are themselves influenced by market and economic fundamentals**

**4. Investment skill exists, and the deployment of active management where inefficiencies can be exploited is essential to achieving investment success in both public and private markets**

**5. Fees and costs must be managed and appropriate. Simplicity in portfolio structure is often preferable to and more effective than fashionable complexity**

## Manager Search and Research

Our due diligence and manager search process follows a disciplined approach in assessing and selecting managers. In evaluating current investment managers, we employ quantitative and qualitative criteria to evaluate the following: (1) firm, process, people and product set; (2) asset class investment and competitive environment; (3) appropriate balance between fee structures and opportunity set over the long term and in current market conditions; (4) risk, style, size and other factor exposures, and the effect of different market environments on expected outcomes.

In selecting managers, we evaluate the role of the potential manager within the context of the total plan, specifically: (1) specific need in the client portfolio: the risk factor exposures and market beta exposures required, along with appropriate fee and cost levels, (2) manager's expected contributions to total and active risk; (3) assessment regime through which the manager will be viewed and ensuring time frame and approach are appropriate; (4) set clear expectations and expected outcomes on multiple dimensions for both client and manager.

Our manager research process goes beyond mere provision of data and focuses instead on finding investment solutions with a reliable, repeatable approach capable of producing return over the long term. Investment products we recommend have been through a multi-stage vetting process. At each stage, the universe becomes narrower and the investigation into the individual product is done in greater depth. A key feature of our manager research approach is the use of multiple lenses to evaluate and test investment managers and investment products. We recognize that skillful investment management relies on a combination of philosophies, attributes, ownership structures, incentive compensation schemes, professional capabilities, and organizational resource in addition to the standard metrics defined as process. We take a skeptical approach to evaluation of investment products, testing the thesis that an investment product can add value over multiple business cycles and also meet various client requirements.

## Database

Verus tracks thousands of managers across the full range of asset classes at varying levels of depth, as follows:

- Client Managers – We closely monitor thousands of unique strategy exposures that are being employed by more than 152 clients.
- Approved List of Investment Products and Strategies – Verus maintains a list of 150 strategies in which we have the highest conviction, and which we believe to be most appropriate to addressing varying client performance objectives. These comprise the strategies that we recommend to our clients for new allocations and continue to proactively complete operational and investment due diligence on.

- In-house Database of Managers – Our proprietary database, which houses our history of meeting notes and analyses of investment managers and their products, contains data on hundreds of managers across hundreds of strategies that our research and consulting staff have met with.
- External Databases – Through our external database we can track and screen managers across the full range of asset classes, both traditional and alternative:
  - eVestment Alliance – Quantitative and qualitative data on over 1600 managers, over 30,000 traditional long-only vehicles and over 23,000 alternative investment strategies
  - Morningstar Direct – 131,000 open-end funds, 31,000 stocks, 14,600 closed-end funds, 9,300 separate accounts composites and 8,200 hedge funds
  - Aksia – More than 2,000 hedge funds tracked
  - Burgiss Group Private I – More than 9,500 funds (private equity, VC funds, real assets, real estate, distressed debt, energy and fund-of-funds)

Neither Verus nor the third-party providers charge fees for inclusion in the databases. A manager simply has to submit and periodically update firm and performance data to be included.

## Performance Measurement

Our performance measurement services cover the major public and private market asset classes. Our main tool for performance measurement is the InvestorForce Performance Reporting Network (iPRN), which allow us to drive greater operational efficiencies in several key areas including data aggregation, performance calculation and real-time analysis into client, manager and marketing movement as well as the timely, automated production of performance reports. Verus uses iPRN, Style Research, and our own proprietary systems to provide portfolio analytics.

Our standard performance measurement reporting package includes the following sections: Executive Summary, Capital Markets Review, Asset Allocation Review, Performance Detail and Total Fund, Asset Class and Manager Levels, and Performance Attribution and Analytics.

## Private Markets Consulting

Many of our clients allocate 3%-30% of their assets to the private markets (buyouts, venture capital, debt-related and international investments). As in public markets investments, we apply the “three legs” of managing an investment program to the private markets arena: strategic planning, policy implementation, and monitoring. Specifically, we assist our clients in the following areas:

- Review of current alternative investments program
- Private markets education
- Restructuring of current program
- Private markets asset class allocation program

- Development of private markets investment policy and guidelines
- Partnership reviews and recommendations
- Due diligence reviews of current and prospective partnerships
- Ongoing oversight and performance measurement of private markets investments

We have a dedicated consulting team, who specialize in private markets consulting. We use a combination of in-house research, due diligence, and third-party databases to support our efforts, including Private i, a robust database and performance measurement application developed by The Burgiss Group, and VentureXpert, published by Thompson Financial. We believe that success in this asset class is not a random occurrence, but a discipline that can be monitored and replicated – both by the general partners and the plan sponsor – and we help provide that discipline through our services.

## Trustee Education

Verus develops educational programs for our clients' trustees, typically as an integral part of the strategic planning/asset allocation process. We have conducted various types of on-site training and education workshops for institutional investors covering topics, such as:

- Fiduciary Responsibility
- Performance Measurement
- Securities Lending
- Mortgage-Backed Securities
- Asset Allocation
- Investment Industry Evolution
- New Trustee Education
- Option Strategies
- International Investing
- 401(k) Participation
- Capital Market Theory
- Venture Capital Investing
- Overlay Implementation
- Alternative Investments
- Manager Search
- Emerging Markets
- Hedge Funds

## Biographies

### Mr. Jeffrey MacLean

Chief Executive Officer

Mr. MacLean joined Verus in 1992 and is primarily responsible for managing the firm and providing investment advice to several clients. He has over 33 years of investment and consulting experience, working with all asset classes for a range of clients including corporate defined benefit plans, public institutions, multi-employer trusts, endowments, and foundations. He chairs the firm's management committee, as well as the investment committee, which provides strategic guidance on research initiatives and vets investment manager recommendations. He also is a member of the OCIO investment committee and a majority shareholder of the firm.

Mr. MacLean often speaks at investment forums regarding the macro-economic environment, asset allocation, risk management, alternative investments, and industry trends. Prior to joining Verus, Mr. MacLean was Vice President of Shurgard Realty Group, a real estate advisory firm, and a consultant for Arthur Andersen & Company.

Mr. MacLean currently volunteers for Children's Hospital of Los Angeles and he serves on the advisory board for the University of Washington Foster School of Business. He holds a master's degree in business administration (MBA) from the Darden School of Business and a bachelor's degree in business administration (BBA) from the University of Washington, where he served as student body president in his senior year.



### Mr. Faraz Shooshani

Managing Director | Senior Private Markets Consultant

Mr. Shooshani has more than 23 years of investment and consulting experience, with over 10 years focused on private equity. He joined Verus in 2016 from Strategic Investment Solutions. Mr. Shooshani is a shareholder, sits on the management committee, and he oversees private markets research and consulting at Verus. Additionally, he is the lead consultant on a number client relationships, helping the firm's endowment & foundations, healthcare, and public clients build and manage their private markets and alternatives investments. Mr. Shooshani is a frequent speaker at investment industry conferences globally.

Prior to becoming an investment consultant, Mr. Shooshani was part of the investment management team at the California Institute of Technology (Caltech), where he helped restructure and diversify the university's endowment, charitable income trust, operating cash, and technology transfer stock portfolios. Previously he founded Catapult Ventures, a venture catalyst practice that launched seed- and early-stage startups as venture backed concerns in Silicon Valley.

Mr. Shooshani started his professional career with Booz Allen, a global management consulting firm focused on business strategy, operations efficiency, and information systems across sectors. Additionally, he held finance and sales and marketing roles at a number of operating companies in real estate, textiles, and semiconductor industries.

Mr. Shooshani is an active member and a volunteer at Congregation Emanu-El in San Francisco. He earned his master's in business administration (MBA) from the Yale School of Management, and a bachelor of arts (BA) degree in Economics from the University of California, Berkeley.



### Paul Kreiselmaier, CFA

Director | Hedge Funds

Mr. Kreiselmaier has over 20 years of investment experience in various roles in both manager due diligence and quantitative research and portfolio management. At Verus, he is primarily responsible for investment strategy, due diligence, portfolio construction recommendations and relationship building across the hedge fund universe, and oversight of the firm's hedge fund program.

Prior to joining Verus, he was a senior research analyst at Russell Investments where he was responsible for evaluating, recommending and monitoring hedge fund managers for inclusion in client portfolios. He began his career at Russell evaluating US large cap equity and Global Tactical Asset Allocation (GTAA) managers. He also worked at Mellon Capital Management where he held both research and portfolio management related roles focused on both equity and GTAA mandates.

Mr. Kreiselmaier graduated from Trinity University with a bachelor of arts (BA) degree in economics. He also holds a master's degree in business administration (MBA) from the University of Texas at Austin. He is a CFA charterholder (Chartered Financial Analyst) and a member of both the CFA Institute and the CFA Society of Seattle. Mr. Kreiselmaier is also a member of the Chicago Quantitative Alliance (CQA).



**Marcel Gesell, CFA**  
Consultant

Mr. Gesell originally joined Verus in 2016 with the merger of Strategic Investment Solutions, rejoining in 2019. Working out of the San Francisco office, he provides general consulting services to a select group of institutional clients. He was also previously responsible for risk-related client support, thought leadership, and contributions to the firm's risk consulting practice. He has more than fifteen years of experience helping large institutional investors design and maintain risk-efficient asset mixes appropriate to their liabilities and their particular level of risk tolerance.

Mr. Gesell joined Strategic Investment Solutions in 2000. Before that, he served as a portfolio manager at First Interstate Bank (now Wells Fargo), where he managed \$200 million in private client accounts. He was responsible for establishing his clients' strategic plans, investment objectives, asset allocation mixes, and portfolio structure.

Mr. Gesell is a CFA charterholder (Chartered Financial Analyst) and a member of the CFA Society of San Francisco. He has a bachelor of science degree (BS) in computational mathematics from Arizona State University and holds a master's degree in business administration (MBA) in finance from San Francisco State University. Prior to his investment management career, he served as a commissioned officer in the United States Army.

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*Past performance is no guarantee of future results. This document is provided for informational purposes only and is directed to institutional clients and eligible institutional counterparties only and is not intended for retail investors. Nothing herein constitutes investment, legal, accounting or tax advice, or a recommendation to buy, sell or hold a security or pursue a particular investment vehicle or any trading strategy. This document may include or imply estimates, outlooks, projections and other "forward-looking statements." No assurance can be given that future results described or implied by any forward looking information will be achieved. Investing entails risks, including possible loss of principal. Verus Advisory Inc. also known as Verus.*

Approval of Collected Rules & Regulation 140.013  
Investment Policy For Endowment Pool  
UM

Management is presenting for Board approval one additional investment policy change resulting from the asset allocation study for the Endowment Plan originally presented to the Board for approval in February 2021.

More specifically, we would like to change the allowable range around the “Diversifiers” component of the Endowment Pool portfolio as follows:

	Sub-Class	Asset Class	Existing	<b>Proposed</b>
	<u>Target</u>	<u>Target</u>	<u>Range</u>	<u>Range</u>
Diversifiers		25%	20% - 30%	<b>15% - 35%</b>
Risk Balanced	12%			
Commodities	3%			
Real Estate / Infrastructure	10%			
Opportunistic	0%			

Increasing the allowable range from +/- 5% to +/- 10% would mirror what the Board had already approved for the Retirement Plan on November 19, 2020. This change was intended to be presented to the Board in February 2021 along with other Endowment Pool policy changes; however, due to investment staff oversight, this change to the Diversifiers range was not included in the February board materials.

September 2, 2021

No. H

Recommended Action - Approval of Collected Rules and Regulations 140.013  
Investment Policy for Endowment Pool, 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 140.013,  
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 Graham

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

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

September 2, 2021



# 140.013 Investment Policy for Endowment Pool

Bd. Min 7-22-11. 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 and including 140.016.) Revised Bd. Min 6-14-13; Revised 9-12-13; Revised 6-25-15; Revised 2-4-16; Revised 4-14-16; Revised 6-23-17; Revised Bd. Min. 9-28-17; Revised Bd. Min. 2-4-21.

- A. **Introduction** -- The University's Endowment Pool contains gifts, bequests and other funds directed to be used to support a University program in perpetuity. Some donors require such a commitment as a condition of their gift ("true endowments"). Also, funds may be assigned to function as endowments by the Board of Curators or by University administration ("quasi endowments").
- B. **Responsibilities and Authorities** – See CRR 140.010 "*Policy for Management and Oversight of Selected University Investment Pools.*"
- C. **Investment Objectives** -- The Endowment Pool must be managed to provide ongoing support of endowed programs in perpetuity, in conformance with donor stipulations. To accomplish this, investment returns, net of inflation, should be sufficient over time to cover annual spending distributions while maintaining or growing the underlying purchasing power of each endowed gift.  
Endowment Pool investments should be managed in a manner that maximizes returns while attempting to minimize losses during adverse economic and market events, with an overall appetite for risk governed by the objectives noted above. This will be accomplished through a more 'risk-balanced' portfolio that seeks meaningful diversification of assets, which necessarily means less equity risk and more long-term bond exposure relative to peers. To offset potentially lower returns from a more risk-balanced portfolio, a key component of this strategy includes a less common, yet prudent, program of return enhancement commonly referred to in the investment industry as portable alpha. These investment objectives seek to prioritize the long-term structural needs of the Endowment Pool over short-term performance comparisons of the investment portfolio relative to peers.
- D. **Authorized Investments** – The Endowment Pool shall be invested in externally managed funds, consistent with the guidelines established in CRR 140.011, "*Policy for Investment Manager Selection, Monitoring and Retention*" and CRR 140.017, "*Allowable Investments,*" in the following asset classes:

Asset Class	Economic Environment	Risk Factor(s)	Sub-Class Target	Asset Class Target	Range
<b>Public Equity</b>	<i>Rising Falling Inflation</i>	<i>Growth</i>	<i>Equity Currency</i>	<b>35%</b>	<b>25%-45%</b>
<b>Private Equity</b>	<i>Rising Falling Inflation</i>	<i>Growth</i>	<i>Equity Currency Liquidity</i>	<b>15%</b>	<b>10%-20%</b>
<b>Public Debt</b> <i>Sovereign Bonds Inflation-Linked Bonds Opportunistic</i>	<i>Falling Falling Inflation Falling Rising Inflation</i>	<i>Growth Growth Growth Growth</i>	<i>Interest Rates Currency Inflation Interest Rates Interest Rates Credit spreads</i>	<b>18%</b>	<b>8%-28%</b>
<b>Private Debt</b>	<i>Rising Falling Inflation</i>	<i>Growth</i>	<i>Credit Spreads Liquidity</i>	<b>7%</b>	<b>2%-12%</b>
<b>Diversifiers</b> <i>Risk Balanced</i>				<b>25%</b>	<del><b>20%-30%</b></del> <del><b>15%-35%</b></del>
<i>Commodities</i>	<i>Rising Falling Rising Falling Inflation</i>	<i>Growth Growth Inflation Growth</i>	<i>Diversified Inflation</i>	<i>12% 3%</i>	
<i>Real Estate / Infrastructure</i>	<i>Rising Inflation Rising Rising Inflation</i>	<i>Growth Growth</i>	<i>Equity Credit Spreads Inflation Liquidity</i>	<i>10% 0%</i>	
<i>Opportunistic</i>	<i>Rising Rising Inflation</i>	<i>Growth</i>	<i>Equity Interest Rates</i>		
<b>Total Portfolio</b>				<b>100%</b>	

#### E. Portfolio Rebalancing

Asset allocations shall be monitored on an ongoing basis as changes in market behavior may cause variations from the target asset mix. Rebalancing of the portfolio shall be considered at least quarterly, and more often if necessary to maintain allocations within the allowable range. The need to rebalance shall take into account any logistical issues associated with fully funding a particular asset sector, as well as any tactical decisions to overweight or underweight a particular asset sector based on current market conditions. The University may utilize external managers to rebalance portfolio exposures consistent with targets and allowable ranges established by this policy. In those instances, conventional derivative instruments commonly accepted by other institutional investors, such as futures, swaps, options, forward contracts and reverse repurchase agreements may be utilized.

Actual asset class allocations shall not fall outside of the allowable ranges, with the exception of violations caused solely by periods of extreme market distress,

September 2, 2021

when it may not be possible or advisable to immediately bring such allocations back to within the allowable ranges.

**F. Currency Risk Management**

In the context of a global investment portfolio, currency risk exists to the extent that investments contain exposures to foreign currencies. The desirability of this currency exposure is not necessarily aligned dollar for dollar with the desired exposure to assets denominated in foreign currencies. As such, external managers in any asset class may implement currency strategies to alter the currency exposure of the portfolio when deemed prudent to do so in the context of the particular investment mandate. In addition, the University may utilize external managers to implement currency strategies to alter exposures in an active or passive manner as part of a portfolio or asset class overlay when deemed prudent to do so.

**G. Portable Alpha Program**

Synthetic market exposures across asset classes including equities, sovereign bonds, inflation-linked bonds and commodities may be obtained through derivative instruments commonly accepted by other institutional investors, such as futures, swaps, options, forward contracts and reverse repurchase agreements. These derivative instruments shall be managed by external investment firms with appropriate expertise, experience and depth of resources.

When synthetic market exposures are obtained through derivative instruments, a portion of the resulting cash and cash equivalent balances may be invested by active alpha managers seeking to add returns over the benchmark. These alpha managers will possess broadly diverse strategies/styles and, in the aggregate, are expected to produce returns that show little or no relationship to the economic environment being experienced at any given time. Furthermore, this portfolio of managers will be constructed with a goal of low/no correlation to the synthetic market exposures obtained through the derivative instruments. The risk drivers with the portable alpha portfolio should generally be well-known, empirically-tested, sources of return that can be 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.

The allowable range of the portable alpha portfolio shall be 0-27% of the total Endowment Pool.

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.

The following table outlines the minimum cash requirements with associated replenishing guidelines:

	Cash Margin*	Replenishing Guidelines
Target	30%	n/a
Range 1	29.9% to 20%	Develop action plan to replenish to Target within 12 months
Range 2	19.9% to 10%	Develop action plan to replenish to Range 1 within 60 days, with subsequent plan to replenish to Target within 12 months
Range 3	9.9% or less	Take immediate action to replenish to Range 2 as quickly as possible. Follow with plan to replenish to Range 1 within 60 days, and subsequent plan to replenish to Target within 12 months

\* Cash Margin is defined as Portable Alpha Program cash and cash equivalents divided by the total of synthetic market exposures outstanding across all asset classes with the program.

- H. **Spending Policy** – To provide ongoing support to endowed programs in perpetuity, the spending policy must be managed in conjunction with investment objectives and other factors in compliance with applicable law, such that the spending rate plus an inflationary assumption shall not exceed expected investment returns over time. At minimum, the spending policy should be reviewed in conjunction with asset/liability studies performed by the Investment Consultant not less than once every three years.
1. The formula used to determine the Endowment Pool spending distribution for each fiscal year shall apply a rate of 4.0% to a base equal to the 28-quarter trailing average of market values as of December 31<sup>st</sup> of the prior fiscal year. Endowment spending distributions shall be paid on a monthly basis.  
The transition of the rate from 4.5% to 4.0% shall be accomplished in a methodical manner over a period not to exceed the seven years ended June 30, 2024. In no case shall the transition from 4.5% to 4.0% cause the actual spending distribution to decrease from one year to the next during the transition phase.
  2. In addition to the spending distribution noted above, the President shall have the discretion to distribute from the Endowment Pool an administrative fee each fiscal year to be used for support of internal endowment administration and development functions. Such administrative fee shall be calculated by applying a rate of up to 1.25% to a base equal to the 28-quarter trailing average of market values as of December 31<sup>st</sup> of the prior fiscal year. The administrative fee shall be paid on a monthly basis. In addition, internal investment management, accounting and legal expenses may be charged directly to the Endowment Pool.

3. The spending policy, spending distribution formula and administrative fee may be adjusted over time by the Board to respond to general economic conditions and other factors as appropriate and in compliance with applicable law.
4. Implementation of the spending policy is delegated to the Vice President for Finance or her/his designees.

# 140.013 Investment Policy for Endowment Pool

Bd. Min 7-22-11. 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 and including 140.016.) Revised Bd. Min 6-14-13; Revised 9-12-13; Revised 6-25-15; Revised 2-4-16; Revised 4-14-16; Revised 6-23-17; Revised Bd. Min. 9-28-17; Revised Bd. Min. 2-4-21.

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<b>Diversifiers</b> <i>Risk Balanced</i>	<i>Rising Falling Rising Falling Inflation Rising Rising Inflation Rising Rising Inflation</i>	<i>Growth Growth Inflation Growth Growth</i>	<i>Diversified  Inflation Equity Credit Spreads Inflation Liquidity Equity Interest Rates</i>	<b>25%</b>	<b>15%-35%</b>
<b>Total Portfolio</b>				<b>100%</b>	

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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.

The allowable range of the portable alpha portfolio shall be 0-27% of the total Endowment Pool.

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.



The following table outlines the minimum cash requirements with associated replenishing guidelines:

	Cash Margin*	Replenishing Guidelines
Target	30%	n/a
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Range 3	9.9% or less	Take immediate action to replenish to Range 2 as quickly as possible. Follow with plan to replenish to Range 1 within 60 days, and subsequent plan to replenish to Target within 12 months

\* Cash Margin is defined as Portable Alpha Program cash and cash equivalents divided by the total of synthetic market exposures outstanding across all asset classes with the program.

H. **Spending Policy** – To provide ongoing support to endowed programs in perpetuity, the spending policy must be managed in conjunction with investment objectives and other factors in compliance with applicable law, such that the spending rate plus an inflationary assumption shall not exceed expected investment returns over time. At minimum, the spending policy should be reviewed in conjunction with asset/liability studies performed by the Investment Consultant not less than once every three years.

1. The formula used to determine the Endowment Pool spending distribution for each fiscal year shall apply a rate of 4.0% to a base equal to the 28-quarter trailing average of market values as of December 31<sup>st</sup> of the prior fiscal year. Endowment spending distributions shall be paid on a monthly basis.

The transition of the rate from 4.5% to 4.0% shall be accomplished in a methodical manner over a period not to exceed the seven years ended June 30, 2024. In no case shall the transition from 4.5% to 4.0% cause the actual spending distribution to decrease from one year to the next during the transition phase.

2. In addition to the spending distribution noted above, the President shall have the discretion to distribute from the Endowment Pool an administrative fee each fiscal year to be used for support of internal endowment administration and development functions. Such administrative fee shall be calculated by applying a rate of up to 1.25% to a base equal to the 28-quarter trailing average of market values as of December 31 of the prior fiscal year. The administrative fee shall be paid on a monthly basis. In addition, internal investment management, accounting and legal expenses may be charged directly to the Endowment Pool.

3. The spending policy, spending distribution formula and administrative fee may be adjusted over time by the Board to respond to general economic conditions and other factors as appropriate and in compliance with applicable law.
4. Implementation of the spending policy is delegated to the Vice President for Finance or her/his designees.

Sole Source  
340B Contract Pharmacy & Specialty Pharmacy Distribution Services  
MUHC

In accordance with the Collected Rules and Regulations 80.010, MU Health Care (MUHC) requests approval for the sole source purchase of 340B Contract Pharmacy & Specialty Pharmacy Distribution Services from Cardinal Health Inc, Dublin, Ohio, for an estimated total of \$20,750,000 for a five-year term with the option to renew for two additional one-year terms.

The agreement for 340B Contract Pharmacy Distribution Services would be for the purpose of 340B pharmaceutical purchases as they relate to MUHC's 340B contract pharmacy services agreements with Optum, Kroger/Gerbes, and Hy-Vee. MUHC's 340B contract pharmacy arrangements with these pharmacies were originally effective as of April 13, 2017 (Hy-Vee), September 14, 2020 (Kroger/Gerbes), and April 1, 2021 (Optum). Under these arrangements, Hy-Vee, Kroger/Gerbes, and Optum serve as contract pharmacies that dispense 340B drugs purchased by MUHC to eligible patients of MUHC. These 340B contract pharmacy arrangements produce/will produce an estimated annual net revenue of \$6,350,000.

Optum and Kroger/Gerbes utilize, and Hy-Vee will utilize (as of December 1, 2021), Cardinal Health as their normal drug distributor. MUHC tried to utilize McKesson, its primary drug distributor, for these contract pharmacies, however McKesson cannot meet their operational needs due to these contract pharmacies not being primary customers of McKesson. These contract pharmacies require use of their primary distributor for drug acquisition in order to obtain daily deliveries and eliminate disruptions in their operations. MUHC evaluated whether a Vizient group purchasing contract could be used for this arrangement with Cardinal Health, but it is not an option. In order to maintain existing agreements with these contract pharmacies, MUHC would like to establish a distributor relationship with Cardinal Health only for these 340B contract pharmacies.

340B contract pricing is a national standard, so irrespective of the wholesaler utilized, pharmaceutical purchase prices are the same. MUHC will not see cost increases due to the addition of a secondary wholesaler. MUHC also reviewed our current contract with McKesson and Vizient and found this change would not negatively impact MUHC's contract compliance with McKesson. This conversion would add minimal operational changes and provide significant value to the contracted pharmacies.

In addition, MUHC Specialty Pharmacy has a need to purchase specialty pharmaceuticals from Cardinal Health that cannot be purchased directly from the manufacturers or McKesson. More and more specialty drugs are being routed to different wholesalers as the only avenue for procurement. As a result, in order for MUHC Pharmacy to purchase these specialty pharmaceuticals like Oncaspar, an oncology drug, it needs to establish a distributor relationship with Cardinal Health. The Vizient group purchasing organization

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contract does not allow for secondary contracts through Vizient; however, Vizient allows members to establish secondary relationships on their own, as long as the relationship does not conflict with the primary distributor contract. Because these specialty pharmaceuticals are only available through Cardinal, this relationship will not negatively impact MUHC's contract compliance with McKesson. Annual revenue for purchases made from Cardinal for the specialty pharmacy is estimated to be \$1,500,000.

The annual pharmaceutical expenditures will be paid from the Optum, Kroger/Gerbes, Hy-Vee Contract Pharmacy, and Mizzou Pharmacy - Specialty operating funds.

No. I

Recommended Action – Sole Source – 340B Contract Pharmacy & Specialty Pharmacy Distribution Services, MUHC

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

that MUHC be authorized to purchase 340B Contract Pharmacy & Specialty Pharmacy Distribution Services from Cardinal Health Inc., Dublin, Ohio, at an estimated total cost of \$20,750,000 for a five-year term with the option to renew for two (2) additional one-year terms.

Funding is as follows:

Optum Contract Pharmacy Operating Fund	H5131 733870
Kroger/Gerbes Contract Pharmacy Operating Fund	H4967 733870
Hy-Vee Contract Pharmacy Operating Fund	H3782 733870
Mizzou Pharmacy – Specialty Operating Fund	H3763 733870

Roll call vote of the Committee: YES NO

Curator Graves  
Curator Hoberock  
Curator Layman  
Curator Williams

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

Roll call vote of The Board of Curators: YES NO

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

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

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## September 2021 Security Resolution

The Security Executive Committee, first formed by Curator resolution in 1999, has the authority and responsibility for the negotiation, execution and administration of Department of Defense (DoD) and its User Agencies classified contracts. To perform their duties, these individuals are required, by the DoD's Defense Counterintelligence and Security Agency (DCSA), to obtain personnel security clearances for access to classified materials to the level of the University's facility security clearance (currently at the TOP SECRET level). To date, there has been only one relatively minor policy decision decided by this committee.

The DoD's Defense Counterintelligence and Security Agency (DCSA) requires that personnel security clearance exemptions be by individual name and not by position, so now that DCSA has recommended that the Chancellors and Provosts at all campuses with faculty engaged in classified research, a designated member of the Board of Curators, and the MU Vice Chancellor for Research be cleared and become committee members once fully cleared, and there have been additional changes in the personnel requiring clearances, a new resolution must be passed by the Board of Curators.

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OPEN – CONSENT – J-1

Consent J

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

Resolution

The Curators of the University of Missouri agree that the following individuals occupying the designated offices shall constitute a Security Executive Committee with full authority and responsibility for the negotiation, execution and administration of Department of Defense, or User Agency classified contracts as described in 32 CFR §117, formerly DoD 5520.22-M, “National Industrial Security Program Operating Manual”:

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

Once the following personnel complete all the requirements for a Department of Defense Top Secret personnel security clearance, they too will become full voting members of the Security Executive Committee.

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

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

The following officers and members of the University of Missouri Board of Curators shall not be required, shall not have, and can be effectively excluded from access to all classified information in the possession of the Curators of the University of Missouri, and do not occupy positions that would enable them to affect adversely the policies and practices of the Curators of the University of Missouri in the performance of classified contracts for the

September 2, 2021

Department of Defense or User Agencies awarded to the Curators of the University of Missouri, and need not be processed for a personnel security clearance:

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

- Julia G. Brncic
- Darryl M. Chatman
- Maurice B. Graham
- Greg E. Hoberock
- Keith A. Holloway
- Jeffrey L. Layman
- Robin R. Wenneker
- Michael A. Williams

Officers:

- General Counsel, Stephen J. Owens, J.D.
- Chief Audit and Compliance Officer, Michelle Piranio
- Executive Vice President, Finance and Chief Financial Officer, Ryan Rapp
- Vice President, Human Resources and Chief Human Resources Officer, Marsha Fischer
- Vice President, Information Technology, Beth Chancellor
- Chief Marketing and Communications Officer, Kamrhan Farwell
- Chancellor, University of Missouri-St. Louis, Kristin Sobolik, Ph.D.
- Provost, University of Missouri-St. Louis, Marie T. Mora, Ph.D.

Roll Call Vote:	YES	NO
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Curator Brncic  
Curator Chatman  
Curator Graham  
Curator Graves  
Curator Hoberock  
Curator Holloway  
Curator Layman  
Curator Wenneker  
Curator Williams

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

September 2, 2021



# 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.

Approved by the Board of Curators: Feb 4, 2021

Fiscal Year 2021 Investment Performance Review  
UM

Highlights of the enclosed Fiscal Year 2021 Investment Review will be presented at the September meeting of the Finance Committee of the Board of Curators. Also enclosed is an annual investments review letter from Verus, the University's General Investment Consultant.

The Collected Rules and Regulations require annual performance reporting to the Board for each of the following investment pools:

Retirement Plan	Represents the invested assets of the University's defined benefit plan, which serves more than 34,000 members.
Endowment Pool	Holds more than 6,200 endowment accounts from across the UM System.
General Pool	Contains the cash, reserves and invested assets of more than 25,000 unique operating units within the UM System.



**University of Missouri System**  
COLUMBIA | KANSAS CITY | ROLLA | ST. LOUIS

# Investment Performance Review Fiscal Year 2021



## Update from the CIO

Driven by exceptional performance across the board, assets under management grew to \$11 billion in Fiscal Year 2021, with net investment income boosting the Retirement Plan, Endowment Pool and General Pool by approximately \$1 billion, \$500 million and \$175 million, respectively.

	FY21 - One Year Returns		
	Retirement	Endowment	General Pool
Actual Return	28.7%	29.5%	7.7%
Policy Benchmark	24.0%	25.4%	4.6%
Excess Return	4.7%	4.1%	3.1%
% Excess Return - Beta Portfolio	2.8%	2.3%	3.1%
% Excess Return - Alpha Portfolio	1.9%	1.8%	-
% Excess Return - Total	4.7%	4.1%	3.1%
\$ Excess Return - Beta Portfolio	\$89 million	\$35 million	\$81 million
\$ Excess Return - Alpha Portfolio	\$62 million	\$28 million	-
\$ Excess Return - Total	\$151 million	\$63 million	\$81 million

Beyond the strong absolute returns provided by markets, we were able to deliver exceptional value through manager selection and tactical portfolio positioning with excess returns over benchmark totaling approximately \$295 million across the three portfolios.

Our portable alpha program delivered strong results, providing 1.9% of the Retirement Plan's 4.7% excess return and 1.8% of the Endowment Pool's 4.1% excess return.

Across asset classes, nearly everything delivered meaningful returns with particularly strong performance from Private Equity, Commodities, and Public Equity. In fact, the 62% return delivered by our Private Equity portfolios was the strongest in that program's 17-year history. Risk Balanced continued to exceed expectations with an impressive 22% return. US Treasuries were the only asset class to deliver slightly negative returns due the rebound in the economy, which brought increases in interest rates.

Clearly, every institutional portfolio has enjoyed the tailwinds of strong fiscal and monetary policy as the world emerged from the depths of the initial COVID-19 market shock in March 2020. Our alpha portfolio was hit particularly hard during that time, adversely impacting our performance in FY20 relative to benchmark. It's helpful to revisit the worst of that period given the context of what followed:

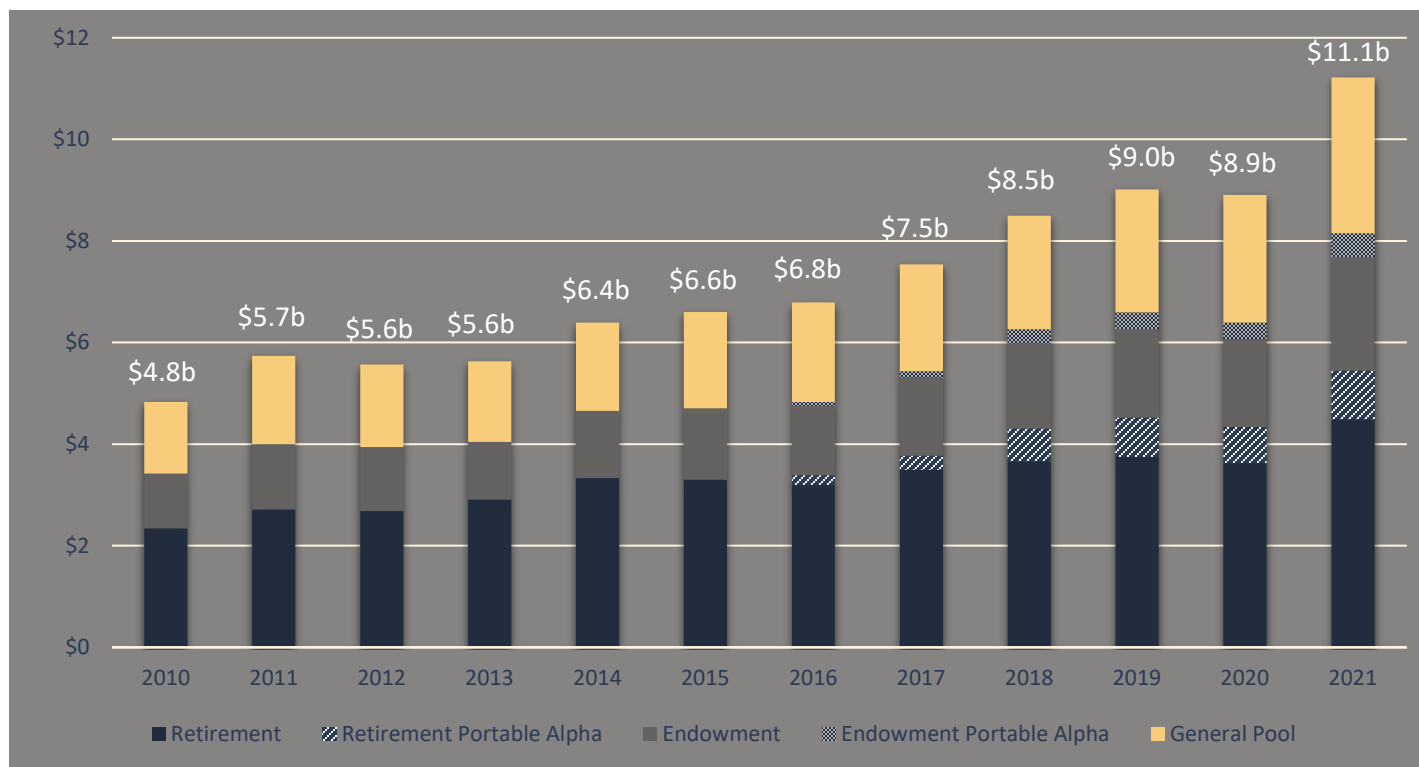
	January – June 2020 (6 Months)			January 2020 – June 2021 (Cumulative)		
	Actual	Benchmark	Excess	Actual	Benchmark	Excess
Retirement	(4.4%)	(1.7%)	(2.8%)	23.0%	21.9%	1.1%
Endowment	(4.2%)	(2.0%)	(2.2%)	24.1%	22.9%	1.2%
General Pool	(1.3%)	1.5%	(2.8)	6.3%	6.2%	0.1%

The data illustrates two main points, the first being that the performance of markets during FY21 was much more than just "climbing out of the hole" created by COVID-19 as the growth in FY21 has far exceeded losses sustained in the prior fiscal year. The second point is that our portfolios came back strongly in FY21, easily making up for the underperformance relative to the policy benchmark that occurred in FY20.

As we look forward into FY22, caution prevails after booking these near historic returns in FY21. Yet the Federal Reserve continues to maintain extraordinarily accommodative monetary policy at the same time the government's fiscal policy remains historically stimulative. How much more can markets run, with valuations across asset classes at all-time highs? Will inflation continue to exceed Fed forecasts and, if so, what impact will that have on interest rates? How will equities react to inflation and rising interest rates? Despite the uncertainty at every turn, we will stick to our strategy, maintaining reasonably diversified portfolios managed by world-class investment partners.

September 2, 2021

## Total Assets Under Management



## Retirement and Endowment Performance

Asset Class	Retirement Plan				Endowment Pool			
	Mix	Total Return	Benchmark	Excess Return	Mix	Total Return	Benchmark	Excess Return
Public Equity	37.2%	41.2%	39.3%	1.9%	39.0%	41.8%	39.3%	2.5%
US Treasuries	8.0%	-1.5%	-1.5%	0.0%	7.5%	-1.2%	-1.5%	0.3%
ILB's	9.9%	6.5%	6.6%	-0.1%	9.4%	6.7%	6.6%	0.1%
Commodities	7.2%	47.8%	35.9%	11.9%	7.2%	54.9%	45.6%	9.3%
Risk Balance	14.5%	22.1%	22.1%	0.0%	14.1%	21.6%	21.6%	0.0%
Private Equity	11.2%	62.1%	54.9%	7.2%	11.4%	62.5%	57.6%	4.9%
Real Estate	6.8%	11.7%	1.5%	10.2%	7.0%	10.5%	1.5%	9.0%
Private Debt	4.9%	11.4%	12.1%	-0.7%	3.9%	11.5%	12.8%	-1.3%
Cash/Other	0.3%	-0.1%	-	-0.1%	0.5%	-2.8%	-	-2.8%
<b>Total Beta Portfolio</b>	100.0%	26.8%	24.0%	2.8%	100.0%	27.7%	25.4%	2.3%
<b>Alpha Portfolio</b>	-	7.8%	-	-	-	7.7%	-	-
<b>Total Portfolio</b>	100.0%	28.7%	24.0%	4.7%	100.0%	29.5%	25.4%	4.1%

## Office of Investments Annual Report: Fiscal Year 2021

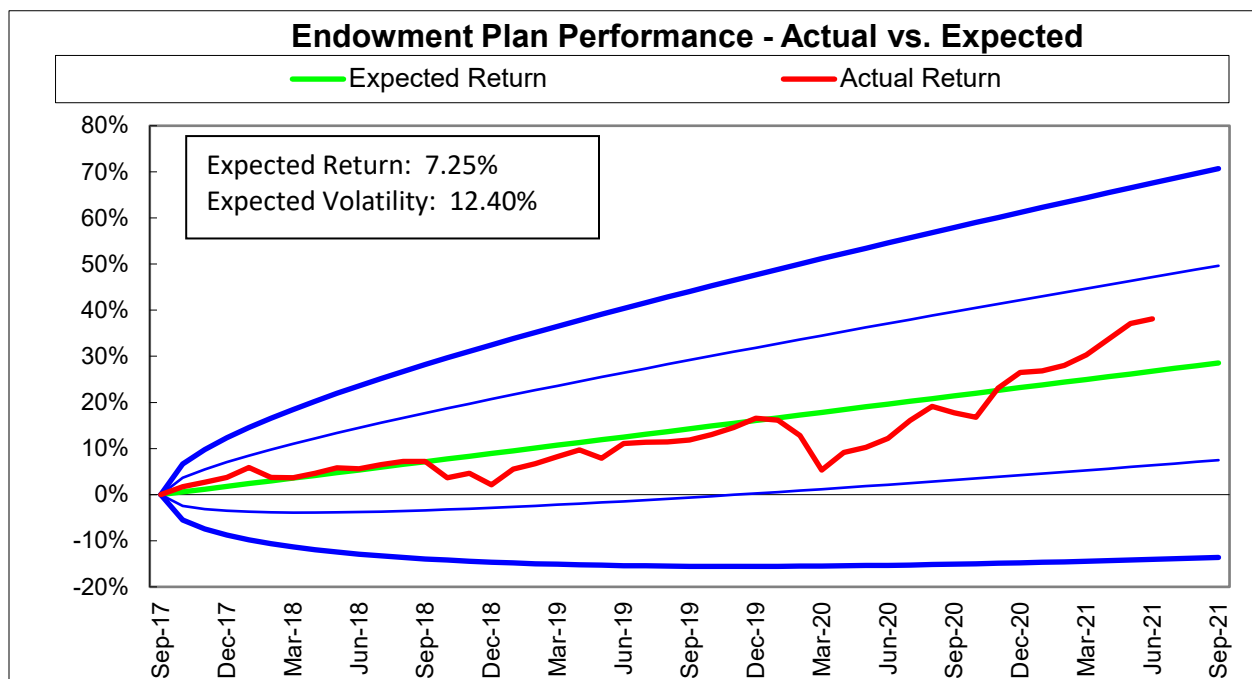
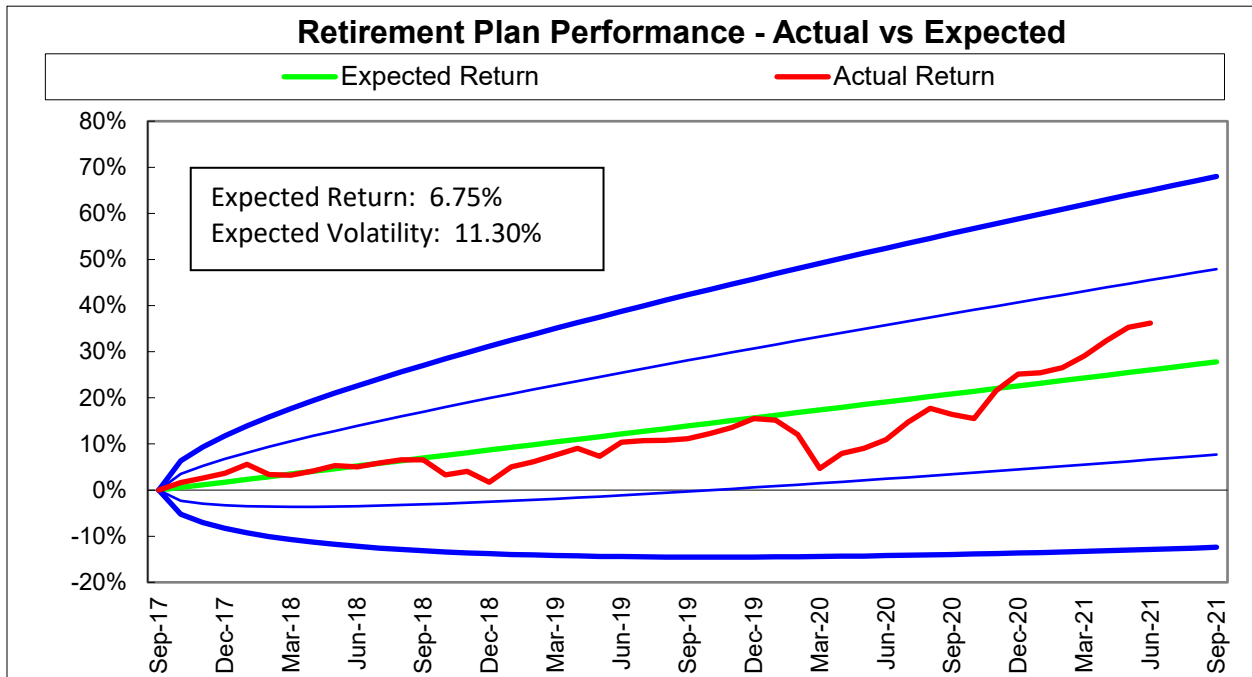
	Retirement Plan				Endowment Pool			
	3 Years	5 Years	7 Years	10 Years	3 Years	5 Years	7 Years	10 Years
<b>Actual</b>	11.0%	10.8%	7.7%	8.1%	11.5%	11.5%	8.4%	8.6%
<b>Benchmark</b>	10.8%	10.1%	7.3%	8.1%	11.2%	10.6%	7.8%	8.4%
<b>Excess Return</b>	0.2%	0.7%	0.4%	-	0.3%	0.9%	0.6%	0.2%

### Rollforward of Activity Fiscal Year – 2021

	Beginning <u>Balance</u>	Contributions <u>or Gifts</u>	Benefits or <u>Distributions</u>	Investment <u>Income</u>	Ending <u>Balance</u>
<i>Retirement</i>	\$3,630,000,000	\$130,000,000	\$(284,000,000)	\$1,017,000,000	\$4,493,000,000
<i>Endowment</i>	\$1,732,000,000	\$87,000,000	\$(90,000,000)	\$509,000,000	\$2,238,000,000

Performance: Actual vs. Expected

The cone charts below present each 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 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. Despite the extremes of market performance experienced over the past 18 months, these charts provide a longer-term perspective – with reassurance that we are on track relative to expectations, with results well within expected ranges.

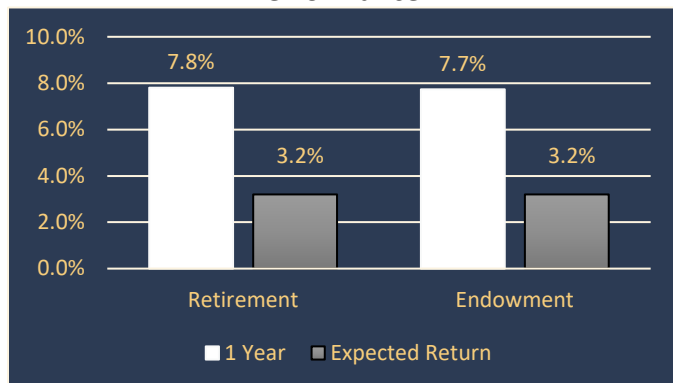




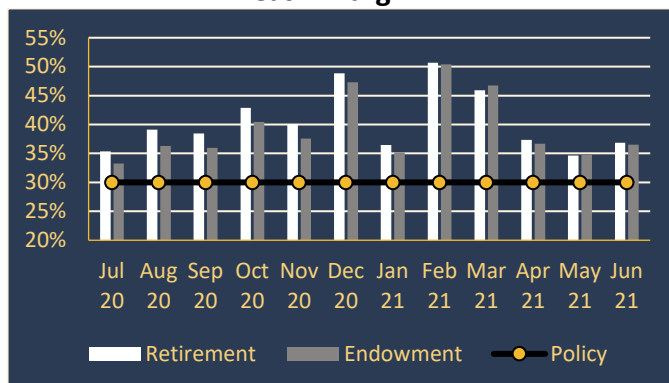
Portable Alpha

Retirement \$955 Million | Endowment: \$468 Million

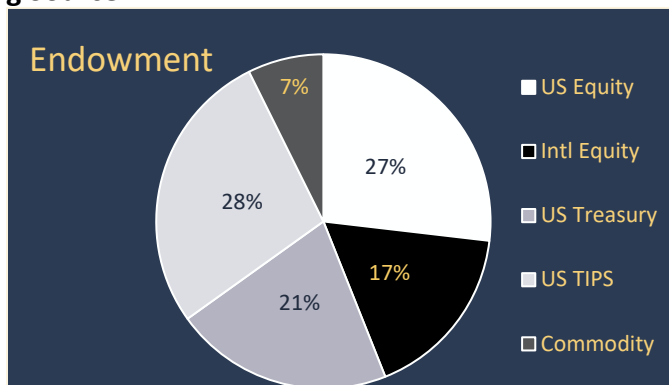
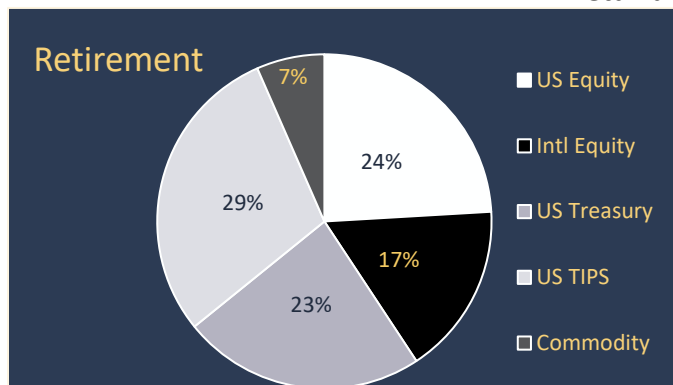
Performance



Cash Margin



Beta Funding Source

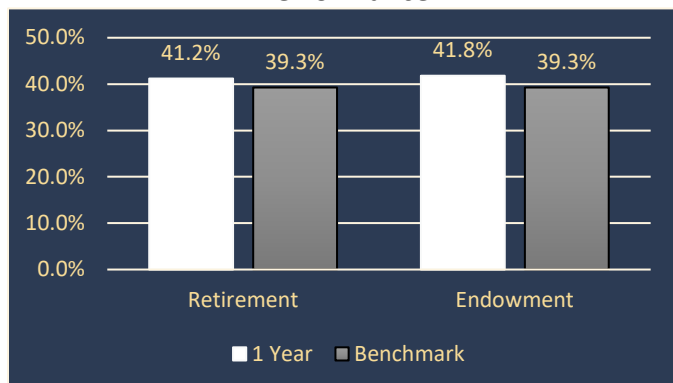


After some challenging performance in Q1 2020, the portable alpha portfolio had an exceptional year in FY21, returning 7.8% and 7.7% in Retirement and Endowment, respectively. This performance easily beat the alpha portfolio’s modeled expected return of 3.2%. These one-year returns from the alpha portfolio translate into approximately \$69 million and \$33 million in net investment income for the Retirement and Endowment portfolio. About two-thirds of the alpha managers generated returns above expectations. We will continue our search for new alpha managers, as we strive to diversify our sources of alpha and limit our exposure to any single manager to levels consistent with our risk appetite. Cash margins within the portable alpha program have remained comfortably above our 30% targeted level. Our confidence remains strong that the portable alpha program will continue to be additive to the total portfolios over the long term.

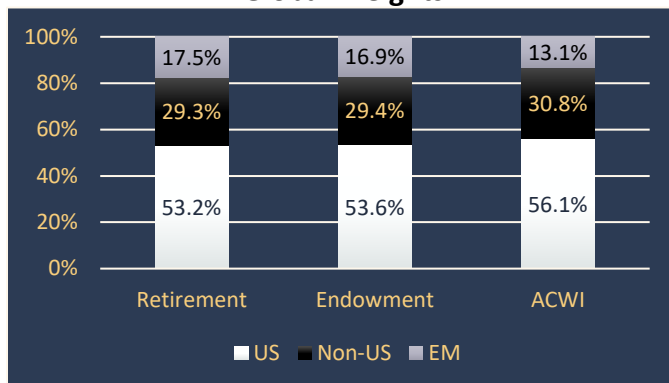
**Public Markets: Public Equity**

Retirement \$1.67 Billion | Endowment: \$ 874 Million

**Performance**



**Global Weights**



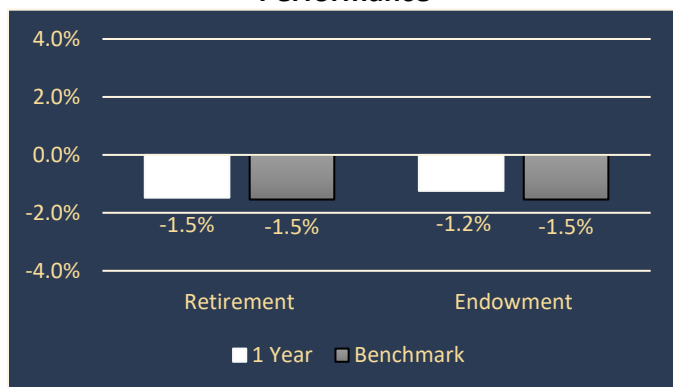
Public Equity had an incredible year on both an absolute basis and relative to benchmark. Retirement and Endowment returned 41.2% and 41.8%, exceeding the benchmark by 1.9% and 2.5%, respectively. Active management was particularly strong, with all global equity managers outperforming the benchmark, contributing approximately two-thirds of the excess return. The remaining one-third of the excess return was driven by a staff decision to overweight emerging markets relative to the benchmark – a decision driven by a belief that emerging market countries such as China and South Korea were in a better position to handle COVID-19 relative to developed nations, a bearishness on the U.S. Dollar, and a positive outlook for commodities.

One potential headwind for public equity over the next 12 months is inflation, which we are tracking carefully. Historically, higher than expected inflation has led to public equity underperformance, since companies face lower profit margins and the Federal Reserve typically increases rates to slow down the economy. This led us to shift our allocation to the asset class from overweight back to target with two months remaining in the fiscal year.

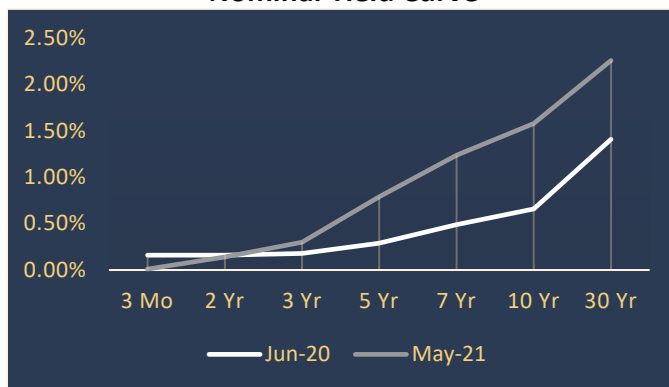
**Public Markets: US Treasuries**

Retirement \$360 Million | Endowment: \$167 Million

**Performance**



**Nominal Yield Curve**



With interest rates increasing throughout the fiscal year, Retirement and Endowment portfolios returned (1.5%) and (1.2%), respectively. This performance was consistent with benchmark.

Yields remained relatively unchanged over Q3 of 2020 (with the 10-year yield at 0.7%), but saw a sharp increase during Q4 2020 and Q1 2021 with the 10-year yield rising to 1.7%. This sharp increase in yields was largely due to the market’s anticipation of stronger growth and inflation following additional fiscal stimulus and the start of the COVID-19 vaccine

## Office of Investments Annual Report: Fiscal Year 2021

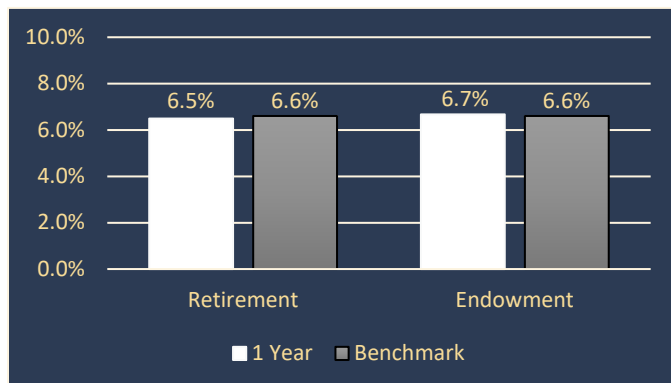
rollout. Over the final quarter of the fiscal year, yields fell and the yield curve flattened on very strong demand for bonds. The 10-year closed the fiscal year at 1.5%.

During the fiscal year, the policy benchmark was adjusted from the US Total Treasury Index, to the US Intermediate Treasury Index, in anticipation of a rising rate environment. While this adjustment did not contribute to performance relative to benchmark, it was additive to the absolute performance of the portfolio. Following the policy benchmark adjustment, the US Total Treasury Index returned (2.8%) while the Intermediate Index returned (1.1%).

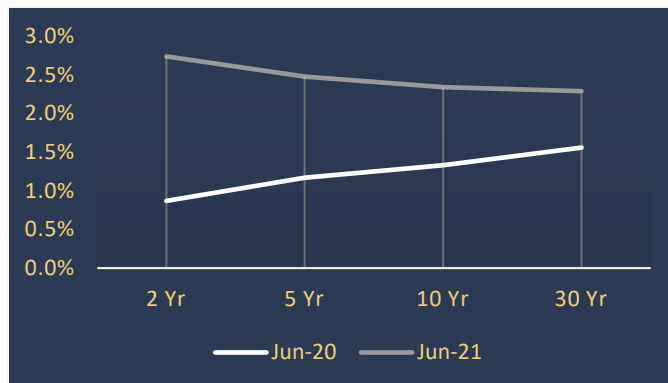
### Public Markets: Inflation-Linked Bonds

Retirement \$447 Million | Endowment: \$211 Million

#### Performance



#### Breakeven Inflation Rate



Inflation-Linked Bonds (ILBs) posted strong returns of 6.5% and 6.7% in Retirement and Endowment, respectively, consistent with benchmark.

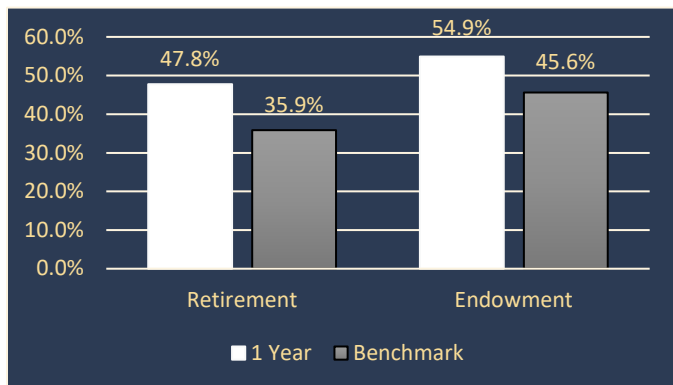
ILBs benefited from across-the-board favorable conditions: monetary easing that pushed discount rates (the forward real yield of cash) deeply negative, central bank bond buying that flattened yield curves and pushed risk premiums lower, and a rise in discounted inflation.

Breakeven inflation rates rose over the fiscal year, with the ten-year breakeven inflation rate increasing significantly, from 1.3% to a high of 2.6% in May, before falling over the last few weeks of the fiscal year, closing at 2.33%. This increase in expectations for inflation to be higher was led by the Federal Reserve's monetary policy framework, progress in the distribution of vaccines, higher commodity prices and a potentially substantial Federal infrastructure deal.

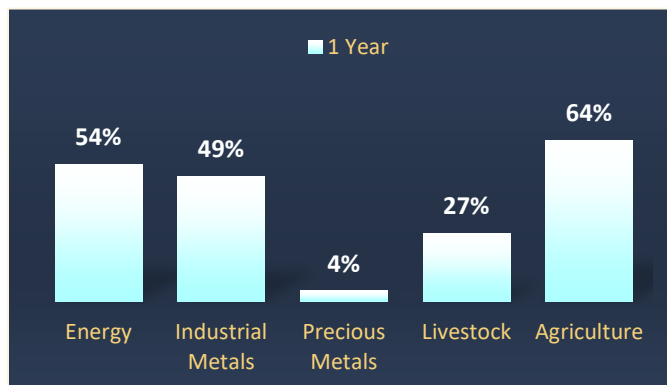
### Public Markets: Commodities

Retirement \$326 Million | Endowment: \$161 Million

#### Performance



#### Sector Performance



## Office of Investments Annual Report: Fiscal Year 2021

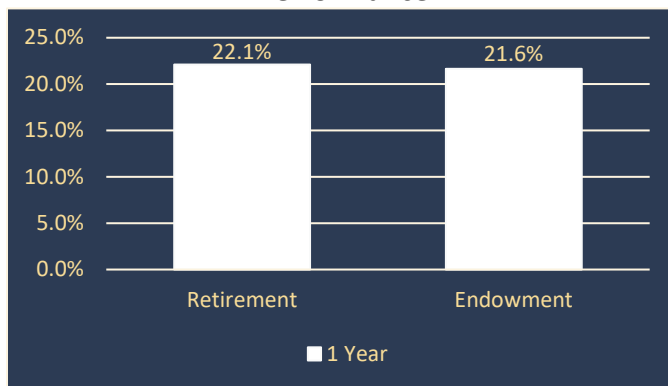
Commodities were a strong contributor in FY21, with returns of 47.8% and 54.9% for Retirement and Endowment, respectively, outperforming the benchmark by 11.9% and 9.3%. The outperformance was driven by our active commodities strategy, which beat the benchmark by 19.5%. We continue to have strong confidence in the active strategy and expect the long-term excess return to be middle to high single digits.

Although the asset class has recovered all its early 2020 losses, commodities still have not returned to peak levels in 2008. Since the global economy has not yet fully recovered because of the uneven vaccine rollout and recent rise in COVID-19 cases of the “delta” variant, we believe the asset class continues to have more upside. In addition, some commodities prices stand to benefit from some structural supply deficits in the near term given the underinvestment in the previous decade. Accordingly, we will continue to overweight the asset class.

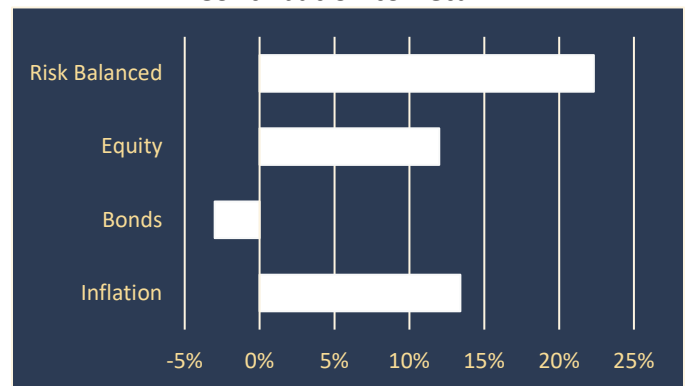
### Public Markets: Risk Balanced

Retirement \$650 Million | Endowment: \$316 Million

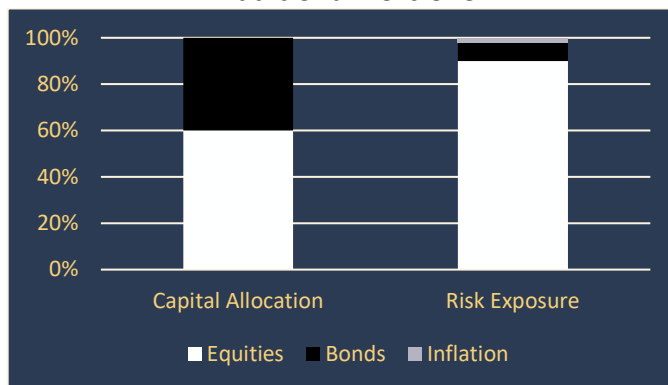
#### Performance



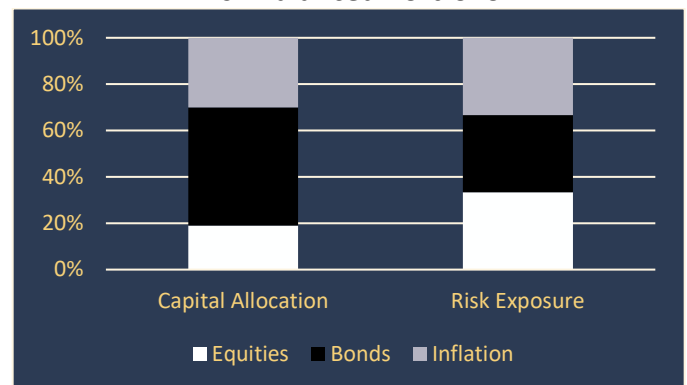
#### Contribution to Return



#### Traditional Portfolio



#### Risk Balanced Portfolio



The Risk Balanced allocation experienced an exceptional year, returning 22.1% in Retirement and 21.6% in Endowment. Over the past year, strong returns in equities, commodities, and inflation-linked bonds were all positive contributors to performance, with nominal bonds the only detractor.

Risk Balanced seeks to balance the contribution to risk from each asset class that composes a diversified portfolio. A traditional portfolio, comprised of 60% equity / 40% fixed income, is not diversified from a perspective of investment risk, as approximately 90% of the portfolio risk is driven by the 60% capital allocation to equities. Risk Balanced seeks to avoid this concentration of equity risk through the construction of a truly diversified portfolio, spreading risk exposures equally across each sector of the portfolio.

Considerable efforts have been made over the past two years to enhance the risk balanced allocation, creating what we believe is a mix of managers effectively equipped to navigate unpredictable market environments.

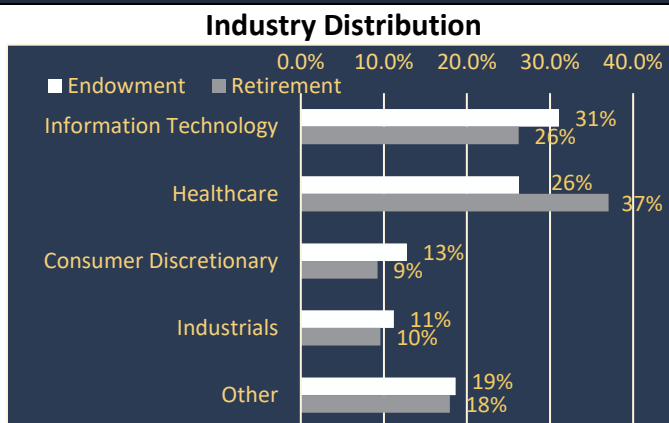
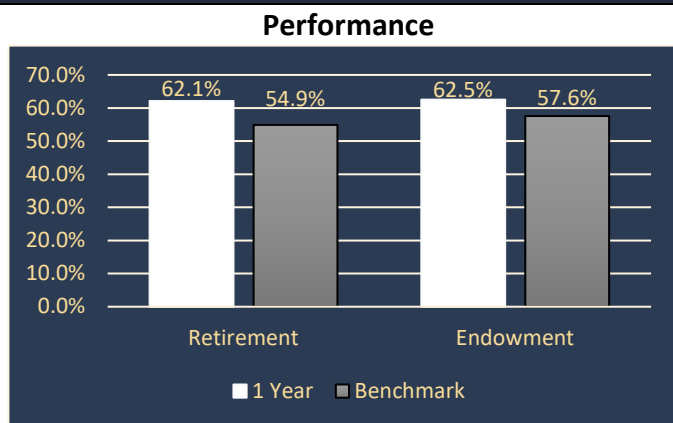
September 2, 2021

## Office of Investments Annual Report: Fiscal Year 2021

**Note:** Private market asset classes report changes in valuation (i.e. performance) once per quarter on a one quarter lag. This means that the performance reported for private markets through June 30, 2021 is based on March 31, 2021 valuations. This one-quarter lag in reporting is common among institutional investors.

### Private Markets: Private Equity

Retirement \$502 Million | Endowment: \$255 Million



FY21 delivered the best one-year performance in our Private Equity program's 17-year history, with returns of 62.1% and 62.5% for Retirement and Endowment, respectively, with both easily beating its benchmark.

Venture capital fund investments are responsible for a large portion of these exceptional returns, with several very successful IPOs over the past year. While the equity in some of the underlying company IPOs has been sold (realized), there are still meaningful holdings of these public equities within our venture capital funds due to mandatory lock-up periods, etc. These remaining public equity holdings will magnify the volatility of our venture fund valuations going forward, based on changes in public equity markets.

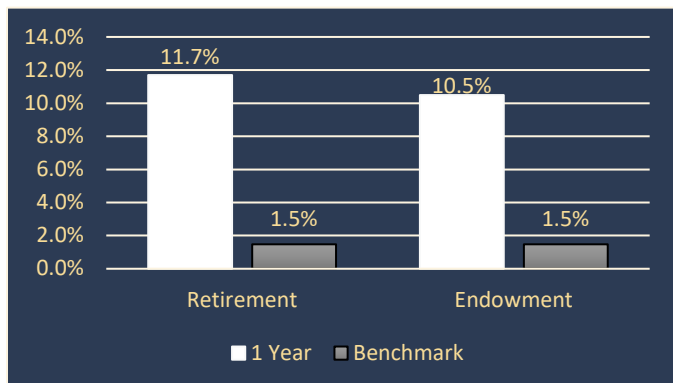
Private Equity is a long-term investment with success measured over years, not quarters. The 10-year annualized returns of our private equity portfolios have been approximately 15%, consistent with benchmark. Perhaps the more interesting comparison is with our own public equity portfolios. Over the past 10 years, on an annualized basis, our private equity returns have significantly exceeded our public equity returns by approximately 5.0%, which represents tremendous value over a long-time horizon. While there are often concerns expressed about fees paid to private equity managers, the value – net of fees – is undeniable.

September 2, 2021

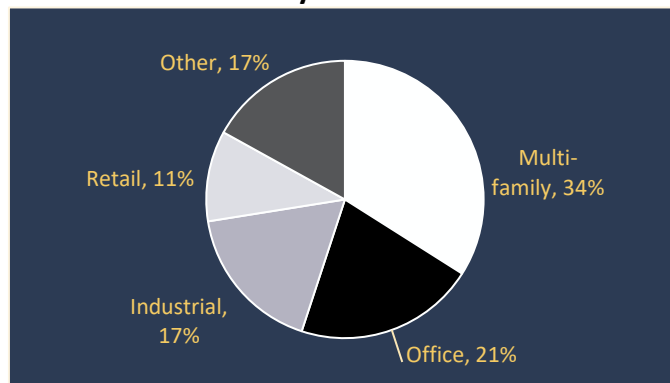
Private Markets: Real Estate

Retirement \$307 Million | Endowment: \$156 Million

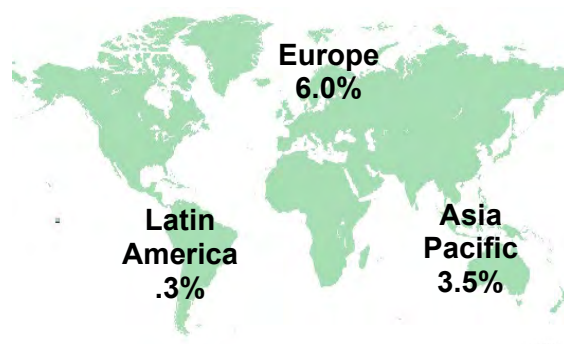
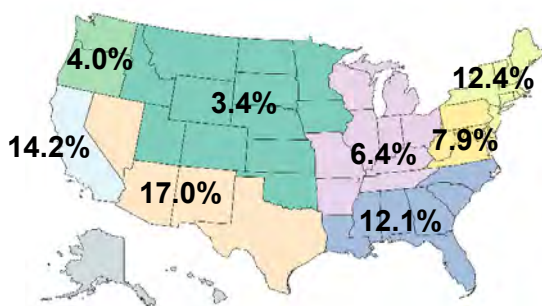
Performance



Industry Distribution



Geographical Distribution



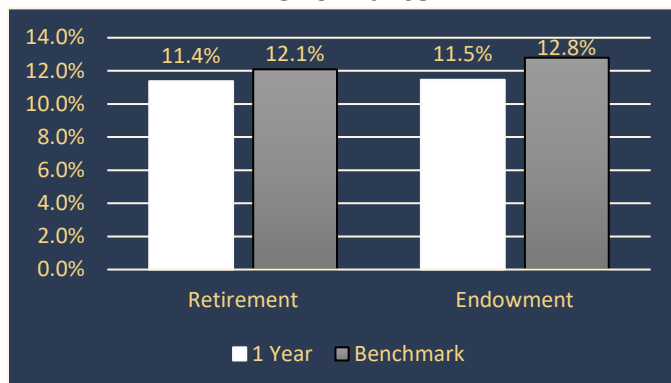
Real Estate exceeded expectations from the start of the fiscal year, outperforming the benchmark by 10.2% and 9.0% in the Retirement and Endowment, respectively. The excess performance is attributed to approximately one-half of the real estate exposure allocated to multi-family and industrial assets – both representing overweight positions relative to the benchmark. These two property types also provided the best return opportunities over the past year. A corresponding underweight to retail and office properties also contributed to our excess return.

Given the long-term nature of private real estate investments, success is measured over a longer time horizon. Over the past ten years, the real estate portfolio has delivered an annualized return of 10.2% and 10.3% for the Retirement and Endowment, respectively, outperforming the benchmark return of 7.3%.

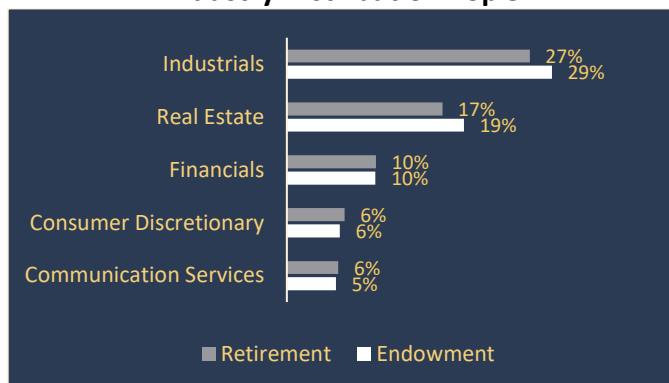
Private Markets: Private Debt

Retirement \$220 Million | Endowment: \$88 Million

Performance



Industry Distribution Top 5



Private Debt returned 11.4% and 11.5% in Retirement and Endowment, respectively, trailing the benchmark by 0.7% and 1.3% over the past year. While the Private Debt portfolio has trailed the benchmark over the past one-year period, it has outperformed the benchmark over the longer-term, exceeding the benchmark by 0.5% over three years and 1.2% over five years.

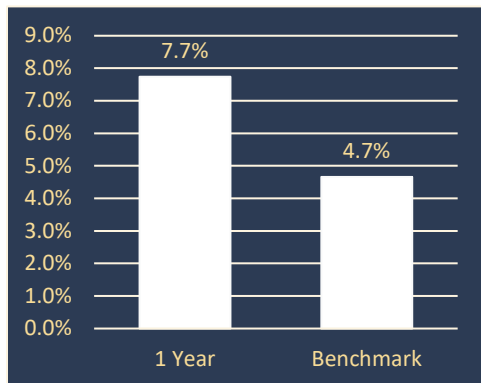
The underperformance over the past year is largely due to a mismatch caused by using a public markets benchmark for private market assets. During periods of market volatility, this mismatch stands out in short term reporting. In March 2020, the public markets benchmark experienced a deep contraction, followed immediately by a strong recovery that lasted into the first part of FY 2021.

Private assets are slower to respond, and as we continue to move further away from the market turmoil of Q1 2020, many of our distressed and opportunistic strategies began seeing significant recoveries. Over the past six months, Private Debt has outperformed the benchmark by 2.1% in Retirement and 1.3% in Endowment, and as noted above, our longer term-performance remains above benchmark at three and five years.

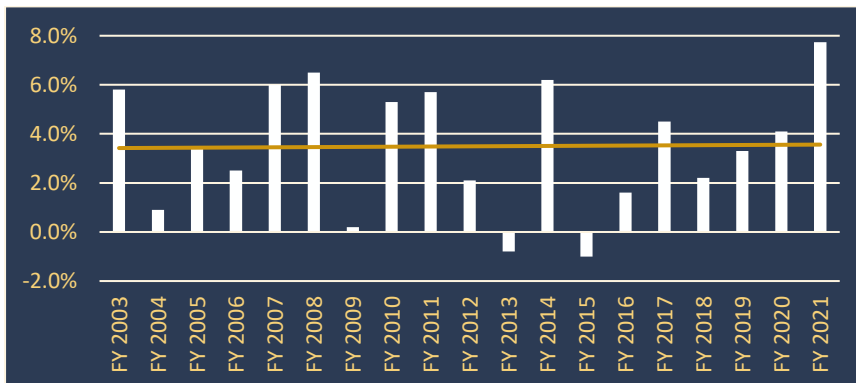
General Pool

\$3.06 Billion

Performance



Historical FY Performance



In terms of performance, the General Pool experienced a historic year, returning 7.7% while beating the benchmark by 3.0%. This excess return above benchmark equates to an additional \$81 million in investment income for the General Pool. As a result of this exceptionally strong performance, we were able to generate a record high Strategic Dividend of \$56.5mm for FY 2021.

Benchmark outperformance was driven by strong active management in our fixed income and private debt allocations. Overall, significant gains in these sectors, as well as from our risk balanced allocation, helped offset the low interest rate environment that has significantly reduced our earning power within the liquidity portfolio (which represented approximately 36% of the overall General Pool balances as of June 30, 2021).

The fixed income allocation returned 7.1%, easily beating its benchmark of 0.05%. As the economy continued to recover, holdings in corporate credit, as well as agency and non-agency mortgage-backed securities, contributed to the strong outperformance.

The Risk Balanced portfolio had similar strong performance, returning 21%, with gains in equities, commodities, and inflation all adding to the positive performance.

The General Pool represents the working capital of all entities across the University System. As would be expected, the risk we are willing to take in the General Pool is lower than for the Retirement Plan or Endowment Pool.



# APPENDIX

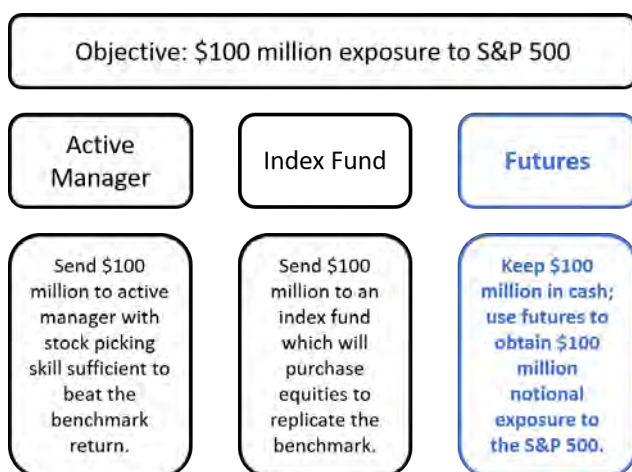
## Understanding a Portable Alpha Program

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 obtaining \$100 million in notional exposure<sup>1</sup> 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.

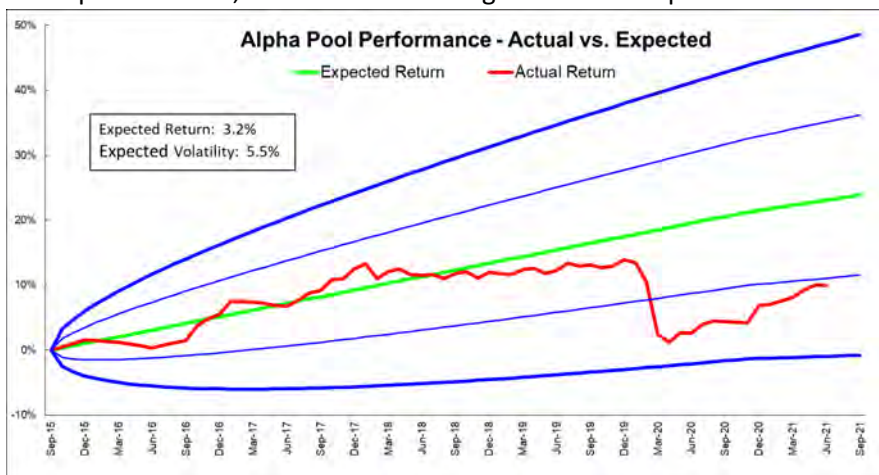
<sup>1</sup> The notional amount of a derivatives instrument represents the market exposure upon which returns are exchanged. As an example, holding S&P 500 futures contracts with a notional amount of \$100 million means we gain exposure to the S&P 500 index without having to expend \$100 million in 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.

## 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 less<sup>2</sup>. 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 underperformance, 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 bounds of the thin blue lines. By definition, this means that 32% of possible outcomes 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 FY21, headed back toward the expected return.

<sup>2</sup> Correlations 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.

### 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 2020 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 FY21, the actual returns delivered by the portable alpha portfolio were approximately \$62 million and \$28 million in Retirement and Endowment, respectively. This incremental return can make a big difference over time on many levels.

## Investment Management Fees: Calendar Year 2020

The contribution of each asset class to total investment portfolio fees has been calculated by multiplying the underlying asset class fees by the weight of the asset class within each total portfolio.

	<u>Retirement</u>	<u>Endowment</u>	<u>General Pool</u>
Public Equity	9.6	11.1	-
Private Equity	17.0	17.2	-
US Treasuries	0.9	1.0	-
Inflation-Linked Bonds	0.5	0.4	-
Private Debt	8.6	5.8	-
Risk Parity	5.1	4.8	-
Real Estate	13.1	13.6	-
Commodities	0.3	0.3	-
Liquidity Portfolio	-	-	1.3
Core Portfolio	-	-	17.0
Strategic Portfolio	-	-	22.7
<b>Total Beta Portfolio</b>	<b>55.1</b>	<b>54.2</b>	<b>41.0</b>
Alpha Portfolio	26.7	25.7	-
<b>Total Investment Portfolio</b>	<b>81.8</b>	<b>79.9</b>	<b>41.0</b>
Custodial Services*	2.0	4.3	1.5
Investment Consulting*	0.6	1.3	0.3
Professional Services (Legal and Tax)*	0.1	0.3	0.1
Office of Investments Staff*	1.3	2.7	0.9
<b>Total</b>	<b>85.8</b>	<b>88.5</b>	<b>43.8</b>

\*Based on analysis of cost drivers, administrative costs are allocated: 40% Retirement, 40% Endowment, 20% General Pool.

## Investment Manager Activity: Second Quarter 2021

<u>Manager</u>	<u>Asset Class</u>	<u>Action</u>	<u>Investment (\$millions)</u>	<u>Portfolio</u>	<u>Description</u>
Baillie Gifford Positive Change	Public Equity	Hire	\$62	R,E	Global Equity
NeoTribe Ignite Fund	Private Equity	Hire	\$15	R,E	Venture Capital
Thompson Street Capital Partners VI	Private Equity	Hire	\$41	R,E	Buyout
Torchlight VII	Private Debt	Hire	\$35	R,G	Private Credit

## Retirement Plan Policy Benchmark Composition History

	<u>Dec-20</u>	<u>Jan-21</u>	<u>Feb-21</u>	<u>Mar-21</u>	<u>Apr-21</u>	<u>May-21</u>	<u>Jun-21</u>
<b>Public Equity</b>							
<i>MSCI ACWI Net Total Return USD Index</i>	37.0%	37.0%	37.0%	37.0%	37.0%	37.0%	37.0%
<i>Policy Allocation Target (transition: holding excess private equity)*</i>	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%
<b>Private Equity</b>							
<i>Burgiss US All Private Equity Index</i>	10.0%						
<i>Burgiss US All Private Equity Index Weighted</i>		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
<i>Policy Allocation Target (transition: unused allocation held in public equity)*</i>	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%
<b>US Treasuries</b>							
<i>Total Return Index Unhedged USD</i>	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
<i>Policy Allocation Target</i>	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
<b>Inflation-Linked Bonds</b>							
<i>1-10 Years (Series L) Total Return Index</i>	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
<i>Policy Allocation Target</i>	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
<b>Private Debt</b>							
<i>S&amp;P/LSTA Leveraged Loan Total Return Index</i>	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
<i>Policy Allocation Target</i>	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
<b>Risk Balanced</b>							
<i>Benchmark Return = Actual Return</i>	14.0%	14.0%	14.0%	14.0%	14.0%	14.0%	14.0%
<i>Policy Allocation Target (transition: holding unused real estate allocation)*</i>	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%
<b>Commodities</b>							
<i>Bloomberg Commodity Index Total Return</i>	4.5%	4.0%	3.5%	3.5%	3.5%	3.5%	3.5%
<i>Bloomberg Gold Subindex Total Return</i>	0.5%	1.0%	1.5%	1.5%	1.5%	1.5%	1.5%
<i>Policy Allocation Target</i>	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
<b>Real Estate</b>							
<i>NCREIF-ODCE Index</i>	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%
<i>Policy Allocation Target (transition: unused allocation held in risk balanced)*</i>	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
<b>Benchmark Total</b>	100%	100%	100%	100%	100%	100%	100%
<b>Policy Asset Allocation Total</b>	100%	100%	100%	100%	100%	100%	100%

\*Footnote follows General Pool Policy Benchmark Composition History

## Endowment Pool Policy Benchmark Composition History

	<u>Dec-20</u>	<u>Jan-21</u>	<u>Feb-21</u>	<u>Mar-21</u>	<u>Apr-21</u>	<u>May-21</u>	<u>Jun-21</u>
<b>Public Equity</b>							
<i>MSCI ACWI Net Total Return USD Index</i>	35.0%	35.0%	40.0%	40.0%	40.0%	39.0%	39.0%
<i>Policy Allocation Target (transition: holding excess private equity)*</i>	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%
<b>Private Equity</b>							
<i>Burgiss US All Private Equity Index</i>	10.0%						
<i>Burgiss US All Private Equity Index Weighted</i>		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
<i>Policy Allocation Target (transition: unused allocation held in public equity)*</i>	10.0%	10.0%	15.0%	15.0%	15.0%	15.0%	15.0%
<b>US Treasuries</b>							
<i>Total Return Index Unhedged USD</i>	14.0%	14.0%	8.0%	8.0%	8.0%	8.0%	8.0%
<i>Policy Allocation Target</i>	14.0%	14.0%	8.0%	8.0%	8.0%	8.0%	8.0%
<b>Inflation-Linked Bonds</b>							
<i>1-10 Years (Series L) Total Return Index</i>	15.0%	15.0%	11.0%	11.0%	11.0%	10.0%	10.0%
<i>Policy Allocation Target</i>	15.0%	15.0%	10.0%	10.0%	10.0%	10.0%	10.0%
<b>Private Debt</b>							
<i>S&amp;P/LSTA Leveraged Loan Total Return Index</i>	3.0%	3.0%	4.0%	4.0%	4.0%	4.0%	4.0%
<i>Policy Allocation Target</i>	3.0%	3.0%	7.0%	7.0%	7.0%	7.0%	7.0%
<b>Risk Balanced</b>							
<i>Benchmark Return = Actual Return</i>	10.0%	10.0%	14.0%	14.0%	14.0%	14.0%	14.0%
<i>Policy Allocation Target (transition: holding unused real estate allocation)*</i>	10.0%	10.0%	12.0%	12.0%	12.0%	12.0%	12.0%
<b>Commodities</b>							
<i>Bloomberg Commodity Index Total Return</i>	5.0%	5.0%	5.0%	5.0%	5.0%	7.0%	7.0%
<i>Policy Allocation Target</i>	5.0%	5.0%	3.0%	3.0%	3.0%	3.0%	3.0%
<b>Real Estate</b>							
<i>NCREIF-ODCE Index</i>	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%
<i>Policy Allocation Target (transition: unused allocation held in risk balanced)*</i>	8.0%	8.0%	10.0%	10.0%	10.0%	10.0%	10.0%
<b>Benchmark Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Policy Asset Allocation Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

\*Footnote follows General Pool Policy Benchmark Composition History



## General Pool Policy Benchmark Composition History

	<u>Jul-20</u>	<u>Oct-20</u>	<u>Jan-21</u>	<u>Apr-21</u>
<b><u>Liquidity Portfolio</u></b>				
<i>Bloomberg Barclays 1-3 Month T-Bill</i>	33.8%	33.4%	37.0%	37.0%
<b><u>Core Portfolio</u></b>				
<i>Bloomberg Barclays Intermediate US Agg Bond Index</i>	38.4%	38.7%	36.6%	36.6%
<b><u>Strategic - Risk Balanced</u></b>				
<i>Benchmark Return = Actual Return</i>	18.1%	18.2%	17.0%	17.0%
<b><u>Strategic - Private Debt</u></b>				
<i>S&amp;P/LSTA Leveraged Loan Total Return Index</i>	9.7%	9.7%	9.4%	9.4%
	100%	100%	100%	100%

\* With respect to policy benchmarks, CRR 140.010 (B)(2)(c) provides a deliberate and transparent process for approval and adoption of any changes. The approval process follows the same mechanism used for the hiring and firing of investment managers; changes to the policy benchmark can occur with the unanimous approval of the Chief Financial Officer, Chief Investment Officer and General Investment Consultant, followed by consultation with the President. Similar to the hiring and firing of investment managers, any changes to the policy benchmarks will be reported to the Board as part of quarterly investment updates.

\* Increases to the allocation to private equity and real estate take time to fund. As the portfolio moves to its new allocation target the benchmark will move up with it. In the meantime, the excess allocation is held in public equity and risk balanced.



University of Missouri System



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## Office of Investments

University of Missouri System

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August 2, 2021

**To the Honorable Greg E. Hoberock, Chair, Finance Committee**

**The Honorable Todd P. Graves**

**The Honorable Jeff L. Layman**

**The Honorable Michael A. Williams**

University of Missouri Board of Curators  
316 University Hall  
Columbia, Missouri 65211-3020

Verus is pleased to provide the University of Missouri Board of Curators with brief overview the performance of the Retirement Fund and Endowment, highlights of our engagement with the University of Missouri investment staff during the fiscal year ended June 30, 2021, and our summary of the Market Environment.

#### **Plan Performance<sup>1</sup>**

Total return over the fiscal year was significantly positive for the Retirement Fund at 28.7% (net of fees) and slightly more positive for the Endowment Pool at 29.6% (net).

Returns on the funds' policy benchmarks were similar, 24.0% for Retirement Fund and 25.4% for the Endowment, implying outperformance of their respective benchmarks by 4.7% and 4.1%. Both funds also greatly exceeded the return of the passive 60/40 benchmark, with the Retirement Fund and Endowment Pool outperforming by 5.4% and 6.3% for the year, respectively.

Public equities were a major driver of total fund performance for both plans. Public equity has a 32% target allocation in the Retirement Fund and 35% target in the Endowment Pool. Public equity performance was 41.2% for the year for the Retirement Fund and 41.8% for the Endowment. Equity sentiment can be seen in the U.S. market, with the S&P 500 achieving several milestones during the fiscal year, most notably closing at 3,500 in August 2020 and 4,000 in April of 2021, a sign that U.S. markets were soaring as the pandemic progressed toward its hopeful end. Global and international equities followed suit, with major indices also posting all-time highs during the fiscal year.

Private equity was another lead driver of total fund performance. The Retirement Fund private equity returned 62.1% for the year, led by very strong performance in the venture capital space. The Endowment's private equity returned 62.5% for the year. These returns are significant for total performance, with a 10% target allocation to private equity in each plan.

September 2, 2021

Real estate posted the largest excess return relative to policy during the year. The Retirement Fund real estate outperformed its benchmark by 10.2% and the Endowment outperformed by 9.0%. The composite features core, value add, and opportunistic real estate. Opportunistic real estate was the top performer in both plans, returning 14.5% for Retirement Fund and 12.6% in the Endowment Pool. Value add real estate has the largest allocation in each plan and also performed well, producing returns of 12.2% and 10.9% for the Retirement Fund and Endowment Pool, respectively.

The long-term (10-year) results of both portfolios remain ahead of University objectives, with the Retirement Fund returning 8.1% (net) and the Endowment Pool returning 8.6% (net). These results are currently exceeding the 7.2% investment return actuarial assumption. This was a significant year for both plans. Ten-year annualized returns are up 0.8% for the Retirement Fund and 0.7% for the Endowment Pool since the end of last fiscal year.

#### **Plan Activity**

Verus collaborated with System staff on several projects during the fiscal year. Among these were the completion of the asset-liability work begun in the previous year. This resulted in adjustments to the strategic asset allocation of the Retirement Fund which are designed to preserve much of the Fund's expected return in the face of the challenging market conditions described above, while also preserving the Fund's high level of risk-efficiency.

The first half of the fiscal year also saw substantial work on both the structure of the Portable Alpha program and a search for high quality additions to the existing manager line-up, with full consideration given to each candidate's potential contribution to the overall risk level of the program. This resulted in the addition of one high conviction strategy and the termination of a lower conviction strategy.

Work in the second half of the fiscal year began with the completion of a fee study which found that the University's investment costs are generally in line with the peer benchmark when adjusted for the plan's asset allocation. During the same quarter, Verus was pleased to participate in the addition of Baillie Gifford's Positive Change strategy to both the Retirement Fund and Endowment Pool. Positive Change is a 100% ESG strategy focused on investing in companies which manufacture products or deliver services targeted towards solving societal challenges in the realms of the environment and society at large.

Miscellaneous work during the year included several benchmark improvements, and an annual assessment of the risk level of the General Pool, which was in progress at fiscal year-end. Also in progress was an analysis of the tracking error of the portfolio of global public equity managers to its benchmark, the purpose of which is to help minimize uncompensated risk.

September 2, 2021

## **Market Environment**

“Two steps forward, one step back” may be the phrase which best describes the trajectory of the global economy over the fiscal year. The faster-than-expected distribution of highly effective vaccines within the developed world paved the way for gradual reopening of developed economies, but emerging economies with less access to quality vaccines were less prepared to deal with the litany of more-virulent mutations and had to respond with more draconian social distancing controls to mitigate increases in case growth.

Risk-on sentiment propelled financial markets forward, backstopped by continued support from global central banks, the light at the end of the tunnel provided by vaccines, and the inclination of markets to shrug off big surprises on earnings and economic data. Expectations for a strong rebound in economic growth and inflation over the intermediate-term sparked a rotation from the growth sectors that had performed well through the crisis toward more value-orientated sectors prospectively positioned to outperform in a period of rising interest rates. This reflation trade thrived from mid-August until mid-May but began to unravel late in the fiscal year as a result of concerns about the delta Covid-19 variant and a hawkish pivot from the Federal Reserve.

Looking ahead, the major questions investors are grappling with center around the staying power of high levels of inflation, the timeframe over which the Federal Reserve may begin to taper asset purchases, the outlook for fiscal stimulus, and the capability of companies to sustain high enough levels of earnings growth to justify elevated valuations.

### *U.S. Equity*

“Up and to the right” has been the story for U.S. equity prices over the fiscal year as investors largely looked through the shorter-term impact of pandemic-related shutdowns and bet that fiscal and monetary support would be able to build a bridge to a post-pandemic world. At the beginning of the fiscal year, the S&P 500 Index remained -8.4% beneath its previous high-water mark. By mid-August, the index had reached a fresh all-time high and would proceed to close at record high levels in 53 of the 218 remaining trading days in the fiscal year, delivering a 40.8% total return along the way. Both realized and implied volatility receded to levels more in line with longer-term historical averages.

Corporate revenues began to recover during the year, and the higher operating leverage ratios which resulted from a litany of cost-saving initiatives implemented during the pandemic worked to supercharge earnings growth. Per FactSet, the estimated year-over-year earnings growth for the S&P 500 Index as of Q2 2021 is 64%. If that rate were to materialize, it would mark the highest year-over-year rate reported by the index since Q4 2009 (109%). Despite the massive increase in corporate earnings, increasing stock prices prevented a material re-rating of U.S. equity valuations, which remain at stretched levels relative to recent history. By fiscal year-end, the forward 12-month price-to-earnings ratio of the S&P 500 Index remained near 21x – well above both the five-year (18x) and ten-year (16x) averages. It is worth noting, however, that

forward earnings estimates 12 months ago proved far too pessimistic, as analysts underestimated the strength of profit growth.

Regarding equity size and style, small-cap equities made back some lost ground (Russell 2000 Index +62.0%) relative to large-cap (Russell 1000 Index +43.1%), and the value factor (Russell 1000 Value Index +43.7%) narrowly outperformed the growth factor (Russell 1000 Growth Index +42.5). Much of the outperformance of the value factor was driven by the reflation trade, which favored sectors more heavily-weighted in the value benchmarks, including financials, industrials, and materials.

### International Equity

Global equities largely tracked U.S. equities over the fiscal year, and the MSCI ACWI Index returned 39.3% in U.S. dollar terms, with weakness in the U.S. dollar providing a slight boost to returns experienced by unhedged U.S. investors. Emerging market equities delivered a total return of 40.9% in U.S. dollar terms, edging out U.S. equities (S&P 500 Index +40.8%) and outpacing international developed equities (MSCI EAFE +32.4%).

The superior performance of emerging market equities was driven by a rebound in the Latin American contingent broadly, and Brazil and Mexico specifically. In Mexico, stocks advanced 55.9%, as the Mexican peso appreciated 15.4% relative to the dollar. The recovery in crude oil prices from around \$41 to \$75 per barrel undoubtedly played a huge role in the resurgence, but that recovery also coincided with a material pickup in inflation which led many central banks within the index to begin tightening the reins with regard to monetary policy. There exists some concern that given the general lack of access to quality vaccines in some emerging market countries, persistently high inflation rates could force monetary policymakers to prematurely tighten financial conditions.

In emerging Asia, Taiwanese (+70.5%) and Korean (+66.2%) equities delivered impressive returns, but Chinese equities returned just 27.4%, materially lagging the global opportunity set. Chinese equities began to sell off in late February, with the initial catalyst being a decision from the People's Bank of China to shift its focus away from ensuring accommodative financial conditions and toward limiting the risks of excessive leverage in certain segments of the economy. Losses accelerated in the second quarter of calendar year 2021 when regulators cracked-down on some national champions in the IT industry. While it appears that both general liquidity conditions have begun to improve and the tech crackdown has showed signs of easing, these issues remain front and center for the broader emerging market equity universe.

In developed markets, European stocks returned just 26.6% in local terms, but the strong run of the euro relative to the dollar boosted performance for unhedged U.S. investors in European equities to 35.1%. Inflation in Europe has picked up more slowly than in the U.S. or the emerging markets. This, combined with the Eurozone's relative inflexibility with regard to fiscal policy, likely supports the case that the European Central Bank will have the longest runway for continuing to provide monetary accommodation.

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Japanese equities underperformed in both local (+28.4%) and U.S. dollar (+24.8%) terms. The Japanese yen was one of the few currencies which depreciated relative to the dollar over the last year, due in part to the significant increase in U.S. Treasury yields above Japanese government bond yields, which officials at the Bank of Japan have committed to keeping within a relatively narrow range (within 25 basis points of 0.0%).

### Fixed Income

The reflation narrative and debate over the persistence of higher inflation largely directed the global fixed income markets over the fiscal year. In the U.S., the 10-year Treasury yield rose from 0.66% to a post-pandemic peak of 1.74% by the end of the first quarter of calendar year 2021, before moderating to 1.47% by the end of the fiscal year. Breakeven inflation rates tracked Treasury yields in terms of direction – the ten-year breakeven inflation rate rose from 1.34% to an eight-year high of 2.56% in May before moderating slightly during the last few weeks of the fiscal year.

In terms of performance, global treasuries returned 1.2% in U.S. dollar terms, with U.S. Treasuries underperforming (-3.5%), and longer-duration Treasuries in the U.S. faring the worst (-10.6%). Large increases in breakeven inflation rates helped to buffer Treasury inflation-protected securities from the impact of increasing interest rates, and the Bloomberg Barclays TIPS Index returned 6.5%.

Credit spreads compressed to the lowest level since the Global Financial Crisis and default rates fell to below average levels, supporting outperformance of riskier credit. In the U.S., corporates within the Bloomberg Barclays Aggregate Index delivered a return of 3.3%, high-yield credit returned 15.4% as spreads dipped from 6.26% to 2.68%, and bank loans advanced 11.7%.

Hard-currency denominated emerging markets debt climbed 6.8%, while local-currency emerging market debt returned 6.6%. While emerging market debt spreads have remained at compressed levels, increases in benchmark interest rates pushed forward by central bankers within the complex sent total yields slightly higher, which weighed on performance. The anticipation of further hikes could put pressure on prices.

### Outlook

Risk-on sentiment has driven global financial markets over the fiscal year, with equity benchmarks hitting fresh all-time highs, bond yields rising, credit spreads tightening to their lowest level in over a decade, and the dollar weakening. Investors appear to have priced in an eventual full recovery from the global pandemic, and the expectation for continued support over the intermediate term from developed market central banks appears to have emboldened market participants to continue to take risk.

More recently, concerns have built around the spread of the delta variant and its potential to limit the pace of global economic growth moving forward, as well as eventual asset purchase tapering from the Fed which looks less likely to allow inflation to run unchecked. As a result, the reflation trade has slowed down and investors have rotated out of shorter-duration energy stocks toward longer-duration tech stocks, and into bets on a flatter yield curve.

Corporate earnings have delivered to some extent on the promise implied by price action last year, but continued price increases this year have kept valuations at historically stretched levels. While it appears possible that risk assets could continue to rally into the next year, the road could well become bumpier from here, given the lack of value apparent across asset classes at present. We retain a cautiously optimistic view, but given the risks prefer a tight position relative to policy, given the uncertainty which continues to shroud the outlook.

### **Conclusion**

We at Verus value our relationship with the University of Missouri and we appreciate the privilege of working with the Board and staff in designing policies and supporting decisions aimed at meeting the University's investment objectives. We remain confident in the direction of the portfolios given the University's unique objectives, its fiscal strength, and its well-designed investment strategies. We look forward to continuing our partnership as we navigate ever-changing capital markets.

Sincerely,



Jeffrey J. MacLean  
Chief Executive Officer

cc: Members of the University of Missouri Board of Curators

<sup>1</sup> Rates of return are net of fees and based on calculations made by the System's custodian, Northern Trust, and are presented using a time weighted rate of return methodology based upon fair value.

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University of Missouri System  
Board of Curators  
Finance Committee

September 2, 2021

**FY2021 Investment Performance Review**  
**UM**

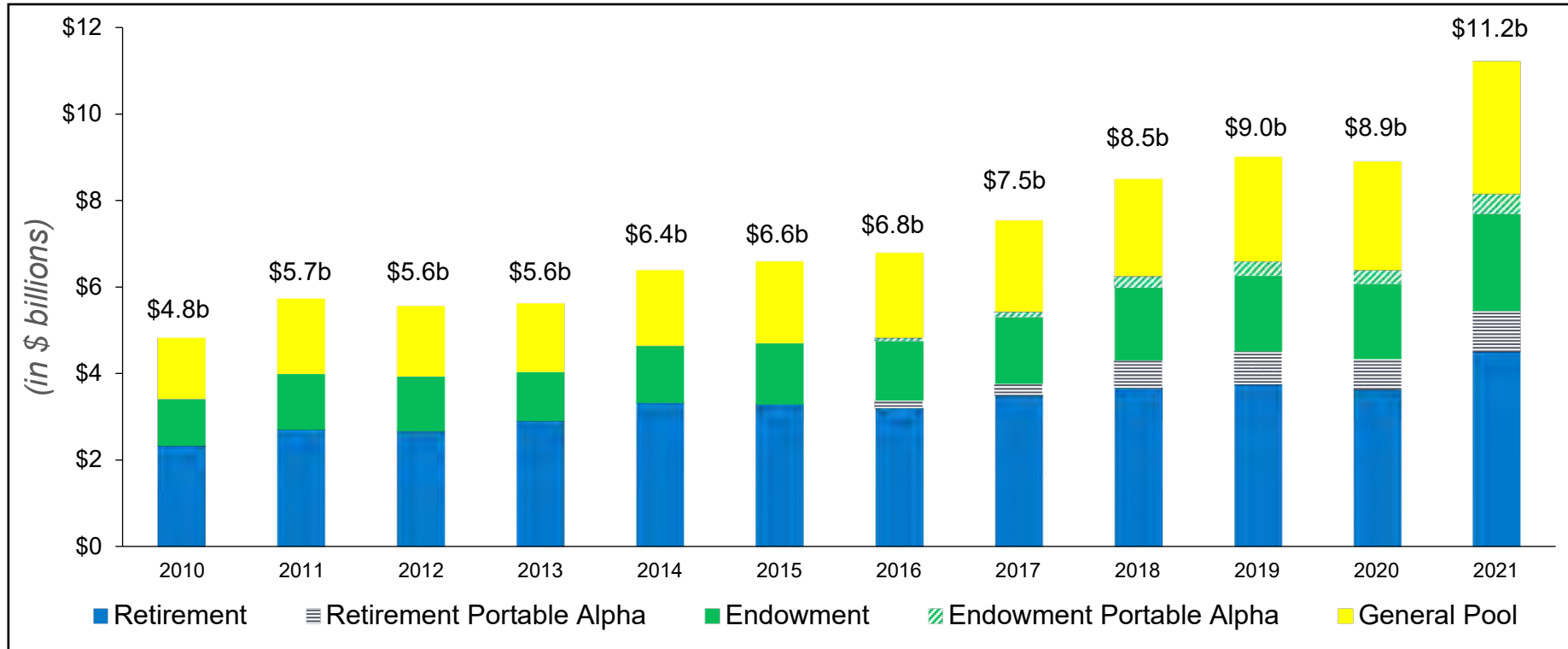


# General Investment Consultant

- Verus: Founded in 1986; 84 employees; 31 shareholders; 153 clients with \$607 billion in assets under advisement; offices in Seattle, San Francisco, Los Angeles and Pittsburgh.
- The University's consulting team continues under the leadership of Verus Chief Executive Officer Jeffrey MacLean.

# Investment Office

The Investment Office of the University of Missouri System is responsible for the management and oversight of the University's Retirement Plan, Endowment Pool and General Pool investment portfolios, in accordance with the University's Collected Rules and Regulations.



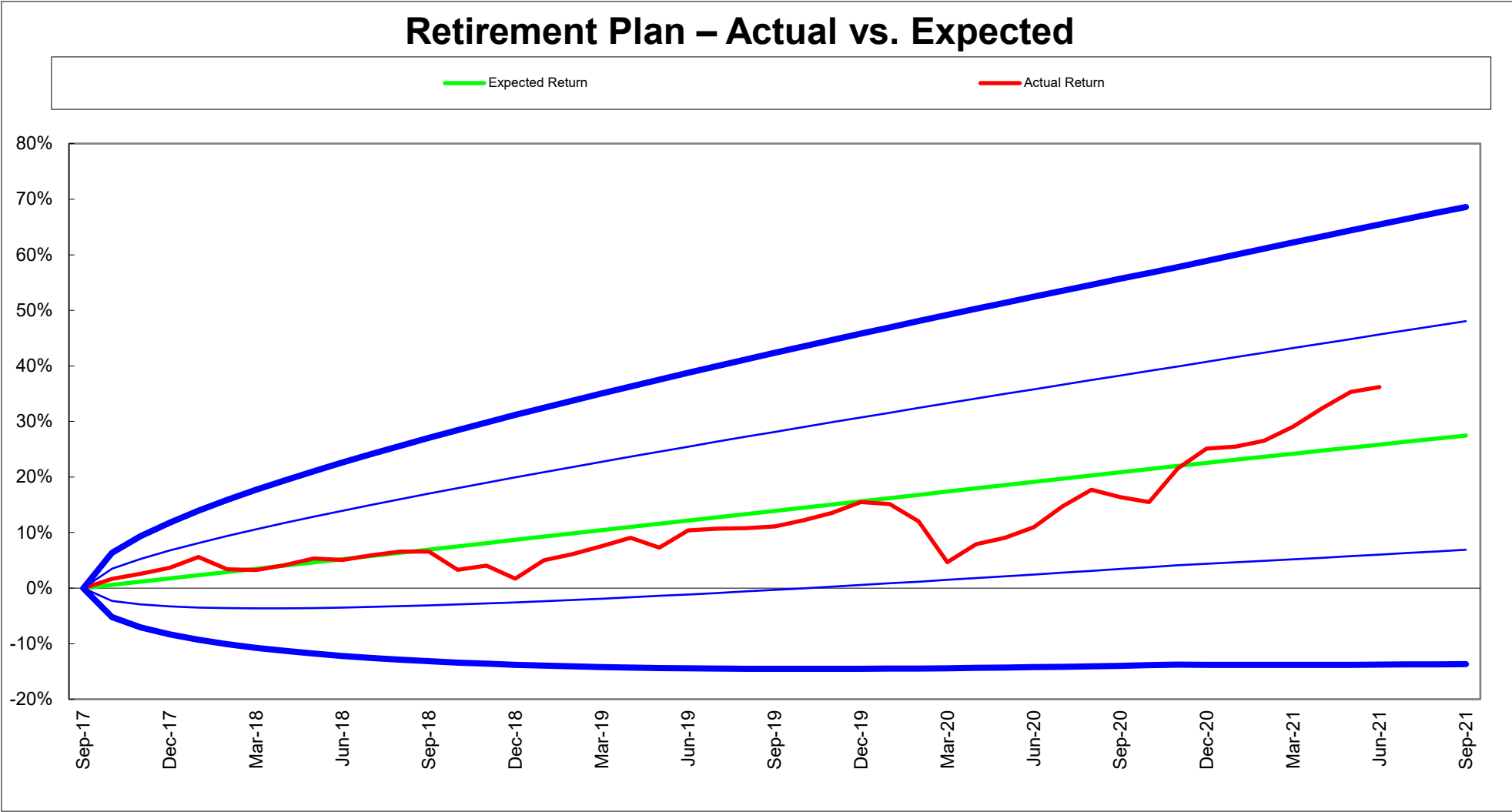
*Total assets under management increased by \$2.3 billion or 26% in FY 2021.*

# FY21 Performance

	FY21 - One Year Returns		
	<u>Retirement</u>	<u>Endowment</u>	<u>General Pool</u>
Actual Return	28.7%	29.5%	7.7%
Policy Benchmark	24.0%	25.4%	4.6%
Excess Return	4.7%	4.1%	3.1%
% Excess Return - Beta Portfolio	2.8%	2.3%	3.1%
% Excess Return - Alpha Portfolio	1.9%	1.8%	-
% Excess Return - Total	4.7%	4.1%	3.1%
\$ Excess Return - Beta Portfolio	\$89 million	\$35 million	\$81 million
\$ Excess Return - Alpha Portfolio	\$62 million	\$28 million	-
\$ Excess Return - Total	\$151 million	\$63 million	\$81 million

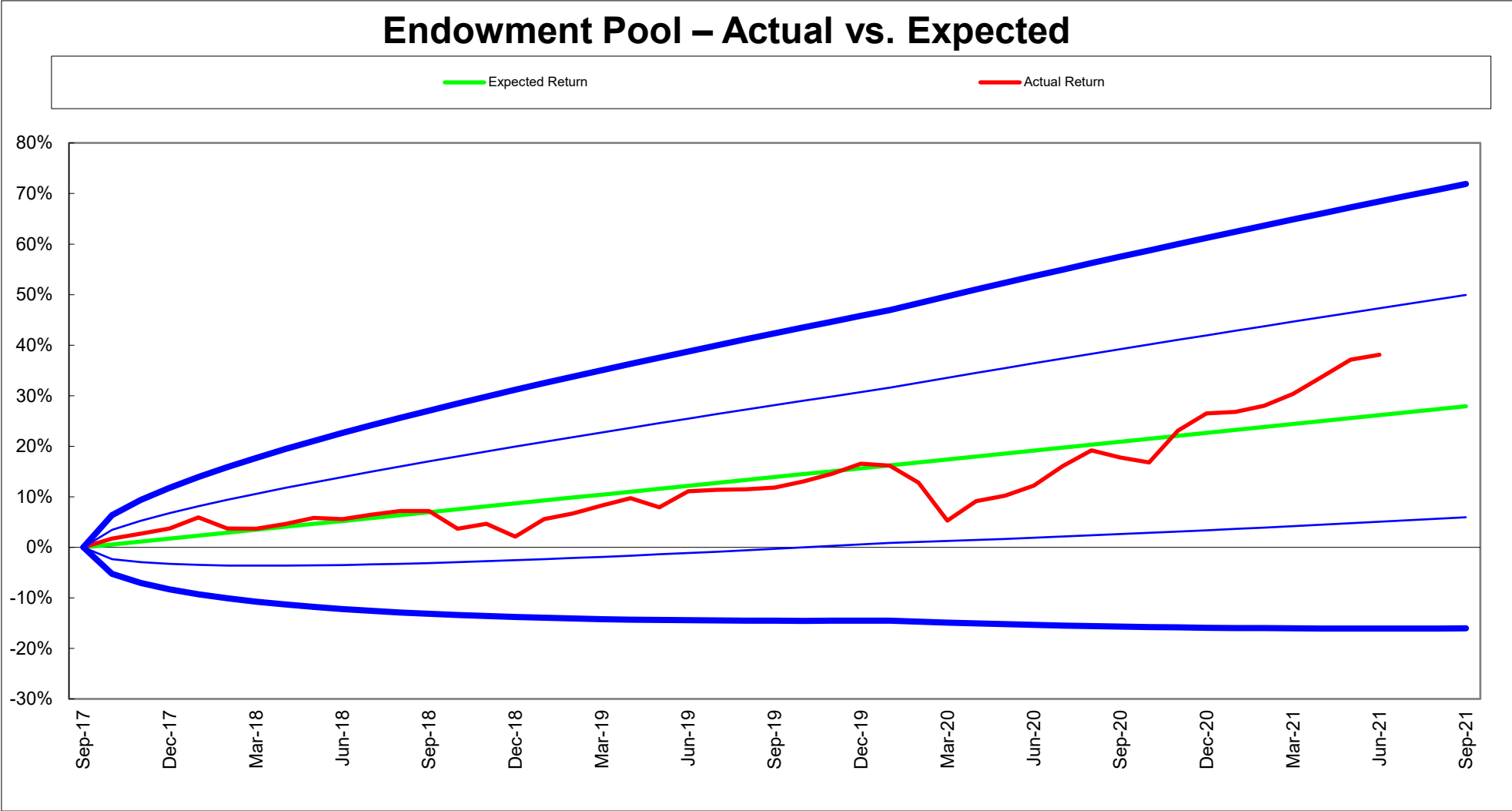
- Record returns were produced across all three portfolios in FY21, with aggregate net investment income approaching \$1.7 billion.
- Value created through performance in excess of policy benchmarks totaled nearly \$300 million across portfolios.
- Two-thirds of excess returns in Retirement and Endowment were generated by our portable alpha program.

# Progress Toward Investment Objectives



\*Through June 30, 2021

# Progress Toward Investment Objectives



\*Through June 30, 2021

# Summary of FY21 Activity

(As of June 30, 2021 – in \$ thousands)

	<b>Beginning Balance</b>	<b>Contributions or Gifts</b>	<b>Benefits or Distributions</b>	<b>Investment Income</b>	<b>Ending Balance</b>
Retirement Plan	\$3,630,000	\$130,000	(\$284,000)	\$1,017,000	\$4,493,000
Endowment Pool	\$1,732,000	\$87,000	(\$90,000)	\$509,000	\$2,238,000

The spending policy for the Endowment Pool is based on a 28-quarter market value average, which provides stability in distributions even in times of market volatility.

# One Year Returns by Asset Sector

(as of June 30, 2021)

	Retirement Plan			Endowment Pool		
Asset Sector	Actual	Benchmark	Variance	Actual	Benchmark	Variance
Public Equity	41.2%	39.3%	1.9%	41.8%	39.3%	2.5%
US Treasuries	-1.5%	-1.5%	0.0%	-1.2%	-1.5%	0.3%
Inflation-Linked Bonds	6.5%	6.6%	-0.1%	6.7%	6.6%	0.1%
Commodities	47.8%	35.9%	11.9%	54.9%	45.6%	9.3%
Risk Balanced	22.1%	22.1%	0.0%	21.6%	21.6%	0.0%
Private Equity	62.1%	54.9%	7.2%	62.5%	57.6%	4.9%
Real Estate	11.7%	1.5%	10.2%	10.5%	1.5%	9.0%
Private Debt	11.4%	12.1%	-0.7%	11.5%	12.8%	-1.3%
<b>Total Beta Portfolio</b>	<b>26.8%</b>	<b>24.0%</b>	<b>2.8%</b>	<b>27.7%</b>	<b>25.4%</b>	<b>2.3%</b>
Alpha Portfolio	7.8%	-	1.9%	7.7%	-	1.8%
<b>Total Portfolio</b>	<b>28.7%</b>	<b>24.0%</b>	<b>4.7%</b>	<b>29.5%</b>	<b>25.4%</b>	<b>4.1%</b>



# One Year Contribution to Total Return

	Retirement Plan	Endowment Pool
Public Equity	13.8%	14.6%
Private Equity	5.8%	5.9%
Risk Balanced	2.9%	2.7%
Commodities	2.1%	2.3%
Alpha Portfolio	1.9%	1.8%
Inflation-Linked Bonds	0.9%	0.9%
Real Estate	0.9%	0.9%
Private Debt	0.6%	0.5%
US Treasuries	-0.2%	-0.1%
<b>Total Portfolio</b>	<b>28.7%</b>	<b>29.5%</b>

*Contribution to Total Return is a function of asset class return and weighting within the investment portfolio. As an example, in the Retirement Plan, Commodities returned 48% for the year at an average portfolio weight of 4.4% ( $48\% \times 4.4\% = 2.1\%$ ).*

# Longer-Term Returns

(as of June 30, 2021)

	Retirement Plan		Endowment Pool	
	Actual	Benchmark	Actual	Benchmark
5 Year	10.8%	10.1%	11.5%	10.6%
7 Year	7.7%	7.3%	8.4%	7.8%
10 Year	8.1%	8.1%	8.6%	8.4%

Longer-term returns are all at, or comfortably above, policy benchmarks.

# General Pool - Portfolio Returns

(Year Ended June 30, 2021)

	Mix 6/30/21	FY21	Benchmark	Excess
Liquidity Portfolio	37%	0.2%	0.1%	0.1%
Core Portfolio	34%	7.1%	0.1%	7.0%
Strategic Portfolio	29%	19.1%	18.1%	1.0%
Total General Pool	100%	7.7%	4.6%	3.1%

The General Pool delivered historic returns in FY21, despite one-third of the portfolio held in cash equivalents at near-zero rates. Driven largely by active management within the Core Portfolio and strong results in the Strategic Portfolio, the General Pool produced strong absolute returns which were 3.1% above the policy benchmark. These excess returns equate to approximately \$81 million in value creation. Bottom line is that the General Pool produced a record strategic dividend of \$56.5 million.

# Retirement Plan Guidance – Plan Year End

Actuarial calculations utilize an investment return assumption of 7.20%, measured each year at September 30th

Quarterly Performance for the Year Ended June 30, 2021		Estimated Performance for the 10 Months Ended July 31, 2021	
September 30, 2020	5.6%		
December 31, 2020	9.1%	December 31, 2020	9.1%
March 31, 2021	4.0%	March 31, 2021	4.0%
June 30, 2021	7.4%	June 30, 2021	7.4%
Annualized Return	28.7%	July 31, 2021	1.03%
		10 Months through July 31, 2021	22.87%

# Questions?

Fiscal Year 2022 Strategic Dividend Distribution  
UM

Each University requests Board approval of the plans that follow for use of the dividend generated from investment earnings on the University’s General Pool. As outlined in the resource allocation principles established with the creation of the Council of Chancellors in November 2020, investment earnings are allocated based upon each University’s relative share of general pool assets that generated the income. Universities need to meet financial performance targets to utilize the dividend funds.

At the time of this mailing, the University’s close process is not yet complete. Each University is expected to meet financial performance targets for FY21 and will be able to utilize the dividend for FY22. The Board will receive an update on FY21 financial performance at the November 18 Board of Curators meeting.

The general pool returned 7.7% in FY21 and the dividend distribution on excess returns is \$56,339,449; the distribution is as follows based on operating cash balance.

	<b>S&amp;T</b>	<b>UMKC</b>	<b>UMSL</b>	<b>MU</b>
Dividend	\$6,507,206	\$5,746,624	\$4,940,970	\$39,144,649
% of General Pool	9.97%	9.37%	8.51%	72.15%

The investment performance review is included as a separate information item for the Finance Committee. Dividend amounts are distributed to each University based upon their proportional share of the University’s General Pool. The accompanying proposals outline plans for each University’s dividend amount listed above. Each University’s plans for use address a strategic priority or capital need for the campus:

- MU Research Investments: investment in startup costs and capital investments to support research growth
- S&T Student Experience Center: pairs dividend with giving to create a new student experience center
- UMKC Student Success Renovations: investment in campus infrastructure to recruit and retain students
- UMSL Space Consolidation: funds space consolidation to reduce operating costs and deferred maintenance

No. 1

Recommended Action - Fiscal Year 2022 Strategic Dividend Distribution, UM

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

- The strategic use of investment earnings from UM System as presented on the accompanying schedules.

Roll call vote of the Committee: YES NO

Curator Graves  
Curator Hoberock  
Curator Layman  
Curator Williams

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

Roll call vote of The Board of Curators: YES NO

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

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

**University of Missouri – Columbia**  
**Research Investments**  
**Executive Summary**

**Timeframe**

FY 22-23

**Dividend Request Amount**

\$39,144,649

**Operating Sources**

Tuition \$0

Research: \$0

Gifts \$0

Other Revenues \$0

**Operating Expenses**

Compensation \$0

Supplies, Services,

Other \$10,000,000

**Capital Sources**

State \$0

Capital Gifts: \$0

**Capital Investment:**

\$29,000,000

**Measures of Success:**

- Research Awards
- Research Expenditures
- Faculty Citations

**Project Description**

The dividend funding will be invested in the Mizzou's research growth initiative. The overall goal of the initiative is to become a stronger research university with research performance that is nationally competitive amongst flagship institutions. Investments seek to impact research rankings through higher citations, national recognition of our faculty and improve MU's economic impact on the state through licensing and industry partnerships.

As we recruit new faculty and assist current faculty to support research growth, it will be essential that we are able to provide the start up support necessary to foster research growth and provide the caliber of space and equipment necessary to conduct their research.

MU seeks to invest the dividend as follows:

- \$10M as startup packages for new research focused faculty to be recruited during the FY2022 cycle.
- \$29M as a portion of the internal funding required to carry out the research focused items on our capital plan.

**Project Justification**

The investments in startup funding will allow the University to provide competitive packages to faculty who can further advance the precision health initiative and generate additional competitively awarded research for the University. This additional funding will allow the University to offer approximately 10 startup packages to faculty who fit the University's strategic areas of focus.

The \$29M investment in our research focused capital plan will ensure that we equip our current and future faculty with the infrastructure it takes to successfully grow our research portfolio.

**Funding Strategy**

The \$39M dividend will support investments already made, including the \$225M NextGen Precision Health Center Building. Further funding plans will be developed for each faculty member as they are hired, with faculty salaries funded on research generated and additional tuition generated from teaching. The FY22 dividend will be stacked with future dividends and other sources of investment to continue making progress towards improving MU's research rankings over the coming years.

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**Missouri University of Science and Technology**  
**Student Experience Center**  
**Dividend Use Summary**

**Timeframe**

FY 22 – 24

**Dividend Request Amount**

\$6,507,206

**Operating Sources**

Tuition \$0

Research: \$0

Gifts \$0

Other Revenues \$0

**Operating Expenses**

Compensation \$0

Supplies, Services, Other \$0

**Capital Sources**

State \$0

Capital Gifts: \$23,500,000

**Capital Investment:**

\$30,000,000

**Measures of Success:**

- Improvement in freshmen retention rate
- Increase in FTC

**Project Description**

The new Student Experience Center will be a 52,860 gross square feet (gsf), three story facility located south of the Havener Center. This project will provide spaces and opportunities for all students to cultivate ideas leading to research, innovation, and creative expression that promotes entrepreneurship. It will provide various sized collaboration spaces from large (1,500 gsf) open study areas to small (100 gsf) rooms that accommodate smaller groups. A generous lobby; lounge; multipurpose space; spaces for augmented reality, virtual reality, and maker areas; and four active learning classrooms will give first-year students a shared experience in the building. This project also includes the removal of obsolete space through the demolition of three facilities.

This project is part of S&T's capital plan, and it is also funded through gifts.

**Project Justification**

This facility will improve recruitment and retention by providing first-year students a significantly improved experience for their required first-year courses through increased engagement with their peers and faculty in active learning classrooms, ideation labs, and a wide variety of collaborative spaces. The student experience center is planned to be located in the arrival district adjacent to the proposed welcome center and will be a key stop on the prospective student tour. This facility will be attractive to prospective students, and will be a critical component of S&T's recruitment strategy.

S&T's 2018 Strategic Plan includes five Compacts. The first compact is the Compact for Excellence in Student Success. The first Objective under this compact - "Increase the Quality of the Student Experience" – is in direct alignment with the purpose of the Student Experience Center. The new Center will provide experiences and student services to maximize career success, will enhance student access to quality tools and resources needed for first-year curriculum, and will improve the quality of the first-year experience. This Student Experience Center will have a significant positive impact to student retention rates.

The project will include the demolition of the Bureau of Mines Buildings 1, 2, and 3. This demolition will eliminate \$10.5M in facilities needs and reduce 44,437 gsf of obsolete space.

**Funding Strategy**

The remainder of the project will be funded by gifts from the Kummer Institute and other donors.

**University of Missouri - Kansas City**  
**Dividend Use Project: Classroom and Student Success Capital Renovations**  
**Executive Summary**

**Timeframe:** FY 22 - 23

**Dividend Request Amount**  
\$5,746,624

**Operating Sources**

Tuition \$0  
Research: \$0  
Gifts \$0  
Other Revenues \$0

**Operating Expenses**

Compensation \$0  
Supplies, Services, Other \$0

**Capital Sources**

State \$0  
Capital Gifts: \$500,000  
(already received)

**Capital Investment:**

**\$6,246,624**

**Measures of Success:**

- Positive reaccreditation, growth in student use of key wellness and career services support.
- Lower FCNI total by \$2,100,000

**Project Description**

UMKC has identified key classroom, academic training, and student success spaces that need capital renovation to maintain accreditation standards, adhere to safety expectations, and meet student demand for academic and student support services.

- 1) The capital renovation project will modernize classroom and student training space in Grant Hall and Olson Performing Arts Building, along with the creation of a centrally located student CARE Center (Food and necessities pantry) and state-of-the-art Career Services physical infrastructure to meet growing student demand, particularly that associated with our Professional Mobility Escalator program that will launch in Fall 2022. The aims of this project are:
  - a. Through renovation of current space, address physical infrastructure safety and academic concerns noted by NASM (National Association of Schools of Music) and NASD (National Association of Schools of Dance) in our most recent accreditation cycle. NASM is scheduled for a site visit in September 2021; NASD will return for a site visit in 2023. Renovations include acoustic modifications in rehearsal spaces in order to bring noise levels down to National Institute for Occupational Safety & Health guidelines and improved practice facilities for students
  - b. Through renovation of current space, relocate and rename the food pantry. It will move from its current location in a building north of campus to the Student Union and be rebranded the CARE Center. We aim to improve access for all students, increase capacity to provide food and basic necessities, and integrate the center as a destigmatized, basic student support program.
  - c. Through renovation of current space in the Atterbury Student Success Center, expand and reconfigure Career Services so that it can serve more students, particularly as UMKC expands career and professional development programming through the Professional Mobility Escalator program.
- 2) Collectively, the impact of these projects is to improve student recruitment and retention across all academic programs. These renovations will positively impact campus culture and climate, demonstrating an investment in students' health, safety, and wellness, as well as their academic and career success.
- 3) UMKC identified \$500K in gift revenue to match the renovations in Olson Performing Arts and Grant Hall. UMKC is seeking additional funding for Career Services personnel infrastructure and Professional Mobility Escalator infrastructure through multiple state and private sources, as well as reallocated operational funding for sustainability.

September 2, 2021

- 4) These capital renovations are all integrated in the most recent master plan are consistent with UMKC Forward and will support future fundraising for continued renovation to these academic and student success spaces.

### **Project Justification**

To recruit and retain students, as well as high quality faculty and staff, we need a campus physical infrastructure that demonstrates our commitment to health, safety, and wellness, and importantly students career success.

- 1) These capital renovation projects align with our strategic plan pillars focused on increasing our student body (recruitment and retention), as well as our commitment to diversity (economic/resource diversity of our student body). The improvements are in alignment with the master plan.
- 2) The capital renovations are targeted at campus locations/priorities that are both public facing and high profile from a community perspective. Not only will they address the most pressing accreditation concerns this fall, but they will be key to student recruitment for fall 2022. For example, the ability to showcase and expanded and vibrant career services center at the same time UMKC launches the professional mobility escalator program will help not only attract new students, but donors.
- 3) Success measures include a positive re-accreditation without significant physical space concerns and growth in student use of the CARE Center and Career Services by 25%.
- 4) The risk of not addressing the Olson Performing Arts and Grant Hall spaces is a negative accreditation review and negative student/family/community impact. The risk of not addressing the CARE Center and Career Services spaces is that UMKC will not have the capacity adequately serve students in areas that are most critical to their success outside of the classroom.

### **Funding Strategy**

Funding for the \$6.2M project will be \$500K from gifts (already received) and \$5.7M from the Strategic Dividend. This project will eliminate \$2.1 million in facilities needs.

**University of Missouri – St. Louis  
Facilities Consolidation Plan  
Executive Summary**

**Timeframe:** FY 22

**Dividend Request Amount**  
\$4,940,970

**Operating Sources**

Tuition \$0  
Research: \$0  
Gifts \$0  
Other Revenues \$0

**Operating Expenses**

Compensation \$0  
Supplies, Services, Other \$0

**Capital Sources**

State \$0  
Capital Gifts: \$500,000  
(already received)

**Capital Investment:**

\$3,240,970

**Operating Expenses:**

\$1,700,000

**Measures of Success:**

- Reduction of deferred maintenance of \$7.6M
- Reduction in annual utilities and maintenance of \$320k

**Initiative 1: Facilities Consolidation Plan \$4,540,970**

The University of Missouri – St. Louis (UMSL) campus has a footprint that encompasses 93 buildings and over 3.8 million square feet. Forty-eight percent of the buildings are over 50 years old with unfunded deferred maintenance estimated at \$390M. UMSL proposes use of \$4.5M FY22 dividend to consolidate 62,000 square feet of surplus space.

Consolidation has three primary objectives.

- Reduction in annual utilities/maintenance beginning in FY23 of \$320K
- Reduction in unfunded deferred maintenance \$7.6M
- Consolidation of academic and student service units to north campus central “quad” increasing vibrancy of daily campus life.

Project budget includes the following.

- Capital improvements including renovation and capital equipment purchases \$3.2M
- Non-capital expenses including moving costs and non-capital renovations \$1.3M

Specific projects include renovations and relocation related to Music Building, Sculpture & Ceramics Annex, Fine Arts Building and the Arts & Administration Building.

**Initiative 2: Consolidation of Student Financial Aid and Cashier’s Office \$400,000**

UMSL proposes use of \$400K to renovate space in the Millennium Student Center (MSC) to physically collocate the recently combined Offices of Student Financial Aid and the Cashier’s Office.

The primary objective of this project is the centralization of these vital student services in the MSC improving access, customer services and further improvements in staff cross-training and efficiency.

No material cost savings nor additional annual costs are anticipated from this physical consolidation.

Project budget includes the following:

- Capital improvements including renovation and capital equipment purchases \$370K
- Non-capital expenses including moving costs and non-capital renovations \$30K

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## Master Plan Missouri S&T

The Missouri University of Science and Technology requests approval of the 2020 Campus Master Plan.

In accordance with the University of Missouri Collected Rules and Regulations 70.060, each campus is required to bring updated Campus Master Plans for approval to the Board of Curators every five years, or when significant changes are proposed. The Campus Master Plan builds upon previous Master Plans and supports Missouri S&T's Strategic Plan.

### Missouri S&T Mission

Missouri S&T integrates education, research, and application to create and convey knowledge that serves our state and helps solve the world's great challenges.

### Missouri S&T Vision

Missouri S&T will be the leading public technological research university for discovery, creativity, and innovation. We will cultivate curiosity, creativity, and confidence in our graduates. We will be the institution of choice for partners around the world seeking a highly qualified, talented, and entrepreneurial workforce; innovative research; relevant educational programs, products and services; and technology and ideas to solve the great challenges of our time.

### The Five Missouri Compacts

The 2018 Strategic Plan identifies five "Compacts" that are foundational to the University's vision of institutional excellence. All five have implications to the physical campus and its facilities. The five compacts are:

- Excellence in Student Success
- Excellence in Research and Creative Works
- Excellence in Engagement and Outreach
- Inclusive Excellence
- Excellence in Planning, Operations and Stewardship

### Missouri S&T Master Plan

Missouri S&T's Campus Master Plan seeks to build upon the previous 2014 Master plan and 2017 update, while also addressing the 2018 Strategic Plan and the Chancellor's bold plan of growing the school's student enrollment by 50%. The Chancellor's plan focuses on enrollment and retention; research, innovation and entrepreneurial thinking; and regional economic development.

The Campus Master Plan is intended to be a flexible, living document and a means of making visionary, yet practical and cost-effective decisions on physical changes to the

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campus. As such, the analysis and recommendations of the master plan serve as a framework for campus development in the short and longer term. Improvements to the overall campus experience as well as new and improved physical spaces will be instrumental in addressing the priority areas that make up the Chancellor's plan.

The master plan process included an overall physical campus assessment, a space utilization analysis and a space needs assessment. This work was conducted through campus and building tours, focus groups, interviews with key stakeholders, an online survey to the entire campus community and many focused meetings with regards to the space analysis to ensure accuracy of the campus data. Through the process, four key themes emerged, becoming core planning principles which guided the development and priorities of the master plan:

- Improve Campus Experience for All  
The University should be a welcoming, inclusive campus that provides an exceptional experience for undergraduate students, graduate students, faculty, staff, and visitors.
- Improve Existing Space  
Maintaining and improving existing campus space is essential to provide equity in teaching and research spaces across campus facilities and to create environments that support instructional success. This also promotes financial, environmental, and operational sustainability.
- Improve Campus Connectivity and Safety  
Accessing and moving through campus should be a safe experience no matter where you are on campus. Key points of pedestrian and vehicular conflict must be addressed. A cohesive, branded site infrastructure should be leveraged to improve the aesthetics and safety of campus and edge conditions.
- Create Space for Strategic Partnerships  
Underutilized campus space should be repurposed to support formation of strategic partnerships that benefit Missouri S&T's strategic goals and, when feasible, provide economic benefit to campus through ground leases and/or other means.

No. 2

Recommended Action - Master Plan, Missouri S&T

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

that the 2020 Missouri University of Science & Technology Campus Master Plan be approved.

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

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

Roll call vote of The Board of Curators:	YES	NO
Curator Brncic		
Curator Chatman		
Curator Graham		
Curator Graves		
Curator Hoberock		
Curator Holloway		
Curator Layman		
Curator Wenneker		
Curator Williams		

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

Fiscal Year 2022 Mid-Year Deviation to Five-year Capital Plans for MU, MU  
Health Care, Missouri S&T, UMKC, and UMSL

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

The capital planning process and investment in existing facilities are two key components of Facilities Stewardship. Facilities stewardship is about taking a long and broad view of an institution's past and future. The University of Missouri System is comprised of over 1,500 buildings, four primary campuses and a health care system. Total valuation is over \$11 billion. Due to continued limited funding, we must be deliberate in setting capital priorities to uphold our stewardship responsibility. The capital planning process is critical in ensuring we uphold that responsibility.

Included herein is the FY 2022 Mid-Year Capital Project Plan Deviation for review and approval. The projects impacted are highlighted in red in the following tables with a description of the deviation below the table.



No. 3

Recommended Action - Approval, Fiscal Year 2022 Mid-Year Deviation to Capital Plans for MU, MU Health Care, UMKC, Missouri S&T, and UMSL

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

MU

Capital Plan included in Finance Plan:

- Added MU Research Reactor – West Expansion Project
- Added Radioisotope Facility at Discovery Ridge Project (Previously on the Aspirational Strategic Projects Plan)
- Added Medical Science Building – Renovations Project
- Added Swine Facility- South Farm Phase II Project
- Added Swine Facility- Middlebush Farm Phase II Project
- Added NextGen Precision Health- 4<sup>th</sup> Floor Fit-Out Project

Aspirational Strategic Project Plan Deviation:

- Removed Laboratory for Infectious Disease Research – Addition for CO6 Grant Funding
- Removed Laboratory for Infectious Disease Research – Addition for NSF Grant Funding
- Added Vivarium Facility Expansion Project
- Added Jesse Hall Exterior Masonry/Metal Repairs & Window Replacement Project
- Added Medical Science Building Replace Electrical Distribution System Project

MU Health Care

No Deviations

UMKC

No Deviations

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Missouri S&T

Capital Plan included in Finance Plan:

- Added Arrival District Site Development Project
- Modified Manufacture Missouri Ecosystem Building One Project
- Modified Welcome Center Project

Aspirational Strategic Project Plan Deviation:

- Added Subsurface Parking Structure Project

UMSL

Aspirational Strategic Project Plan Deviation:

- UMSL Consolidation Plan Modified

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

Roll call vote of the Committee: YES NO

Curator Graves

Curator Hoberock

Curator Layman

Curator Williams

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

Roll call vote of Board of Curators: YES NO

Curator Brncic

Curator Chatman

Curator Graham

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

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

University of Missouri – Columbia  
Fiscal Year 2022 Mid-Year Capital Plan Deviation

University of Missouri - Columbia: Capital Plan included in Finance Plan

MU	2022*	2023	2024	2025	2026	2027
	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
<b>New Construction</b>	<b>\$80,000,000</b>	<b>\$29,976,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Veterinary Medical Diagnostic Laboratory Addition	\$30,000,000					
Radioisotope Facility at Discovery Ridge		\$19,976,000				
MU Research Reactor – West Expansion	\$20,000,000					
Swine Facility- South Farm Phase II		\$5,000,000				
Swine Facility- Middlebush Farm Phase II		\$5,000,000				
NextGen Precision Health- 4 <sup>th</sup> Floor Fit-Out	\$30,000,000					
<b>Renovation/Infrastructure</b>	<b>\$20,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,000,000</b>	<b>\$0</b>	<b>\$0</b>
Med Sciences Building – Renovations	\$20,000,000					
Pickard Hall – Decommissioning & Mitigation				\$12,000,000		
<b>Total Project Cost</b>	<b>\$100,000,000</b>	<b>\$29,976,000</b>	<b>\$0</b>	<b>\$12,000,000</b>	<b>\$0</b>	<b>\$0</b>

\* Projects listed under 2022 are projects approved or will be approved during FY22.

University of Missouri – Columbia: Capital Plan included in Finance Plan Funding

					Funding Strategy					
#	Title	Type	Facilities Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	Veterinary Medical Diagnostic Laboratory Replacement Building	NC	\$8.1M	0.49	\$30,000,000	\$0	\$15,000,000	\$0	\$0	\$15,000,000
2	MU Research Reactor – West Expansion	NC	NA	NA	\$20,000,000	\$0	\$0	\$20,000,000	\$0	\$0
3	Radioisotope Facility at Discovery Ridge	NC	NA	NA	\$19,976,000	\$0	\$0	\$0	\$19,976,000	\$0
4	Medical Science Building - Renovations	RE	\$46.5M	0.46	\$20,000,000	\$0	\$0	\$20,000,000	\$0	\$0
5	Swine Facility- South Farm Phase II	NC	NA	NA	\$5,000,000	\$0	\$0	\$5,000,000	\$0	\$0
6	Swine Facility- Middlebush Farm Phase II	NC	NA	NA	\$5,000,000	\$0	\$0	\$5,000,000	\$0	\$0
7	NextGen Precision Health- 4 <sup>th</sup> Floor Fit-Out	NC	NA	NA	\$30,000,000	\$0	\$0	\$30,000,000	\$0	\$0
8	Pickard Hall – Decommissioning and Mitigation	Demo	\$5.45M	0.44	\$12,000,000	\$0	\$0	\$12,000,000	\$0	\$0
<b>Total</b>					<b>\$141,976,000</b>	<b>\$0</b>	<b>\$15,000,000</b>	<b>\$92,000,000</b>	<b>\$19,976,000</b>	<b>\$15,000,000</b>

## FY22 MU Capital Plan Deviations

The following projects have been added to the plan:

- MU Research Reactor – West Expansion

For more than 50 years, the faculty and staff of the MU Research Reactor (MURR) have promoted groundbreaking research and developed life-saving radiopharmaceuticals. MURR is the most powerful in the country, and the MURR expansion will allow for growth in space for R&D industry partners and researchers, scientists, engineers, and students at MU. Of note, MURR recently executed an exclusive multi-year agreement (worth over \$300M) with Advanced Accelerator Applications International, SA (AAA), a Novartis company, to provide a key ingredient in a targeted therapy for certain types of cancerous tumors.

- Budget: \$20,000,000
- A PPS has been completed for a \$15M project
- Schedule: 24 – 30 months

- Radioisotope Facility at Discovery Ridge (Previously on the Aspirational Strategic Plan)

The DOE Isotope Program (DOE IP) has collaborated with the University of Missouri Research Reactor (MURR) for decades. More recently that collaboration has grown such that MURR was one of the first to join DOE IP's University Network. This new partnering approach allows for economical supply of R&D grade Se-75 and Lu-177 by combining unique strengths. Building on the proven partnering abilities and taking a fresh look at core unique strengths of each organization leads to the concept of establishing a DOE Isotope Processing Center (DOE IPC) at the University of Missouri-Columbia. The proposed Center would leverage MURR's competency and experience in the weekly processing and supply of short-lived isotopes as active pharmaceutical ingredients (APIs). The partnership with DOE is under review, and if accepted, the total project funding will be by DOE. Details of the real estate agreement will be negotiated as the DOE considers and evaluates the MU proposal.

- Budget: \$19,976,000
- A PPS has been completed
- Schedule: 24 – 30 months

- Medical Sciences Building - Renovations

The Medical Sciences Building predominantly houses School of Medicine research faculty. The renovation will update research laboratories and infrastructure to accommodate new faculty hires through the School of Medicine (SOM) research excellence hiring initiative, which has created and approved 30 new positions to date. The project scope is identified as renovating the laboratories which have not been improved in 20 years or more. The space is a hinderance to recruitment of the "Rise Up" SOM recruiting plan that was approved.

- Budget: \$20,000,000
- Schedule: 30 – 36 months

- Swine Facility- South Farm Phase II

This facility at the South Farm Research Center will provide critical animal space to accommodate the research programs of new faculty in large animal genetic engineering and will serve two NIH-funded centers — the National Swine Research and Resources Center and the Center for Somatic Cell Gene Editing, both of which are supported by the NIH Office of the Director. Phase One will be completed in January 2022. This project is anticipated to add an additional module to this facility.

- Budget: \$5,000,000
- Schedule: 18 – 24 months.

- Swine Facility- Middlebush Farm Phase II

This facility at the Middlebush Farm will provide animal BSL-2 research and laboratory space to accommodate the new Center for Influenza and Emerging Infectious Disease, which has garnered over \$15M in NIH and CDC funding during the past two years. Phase One will be completed in August 2022. This project is anticipated to add an additional module to this facility.

- Budget: \$5,000,000
- Schedule: 18 – 24 months.

- NextGen Precision Health- 4<sup>th</sup> Floor Fit-Out

The 4<sup>th</sup> Floor of the NextGen Precision Health Facility was shelled for future fit-out, based on the needs of researchers. Building infrastructure was included to house both wet and dry laboratories consistent with the 2<sup>nd</sup> and 3<sup>rd</sup> floors. The 4<sup>th</sup> floor labs and PI office space has been designed as part of the NGPH building. The research program for the 4<sup>th</sup> floor has not been formally identified. If the current design does not facilitate the future program, the design will need to be started from scratch.

- Budget: \$30,000,000
- Schedule: depending on program

University of Missouri – Columbia: Aspirational Strategic Project Plan

Projects					Funding Strategy					
#	Title	Type	Facilities Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	Vivarium Facility Expansion	NC	NA	NA	\$15,000,000	\$0	\$0	\$15,000,000	\$0	\$0
2	Bond Life Sciences Center - Phase II	NC	NA	0.06	\$80,000,000	\$0	\$0	\$80,000,000	\$0	\$0
3	Facilities Needs and Operations Reduction Project	RE	\$169M	0.47-0.70	\$56,000,000	\$0	\$0	\$0	\$0	\$56,000,000
4	Jesse Hall Exterior Masonry/Metal Repairs & Window Replacement	RE	\$13.4M	0.27	\$11,000,000	\$0	\$0	\$0	\$0	\$11,000,000
5	Medical Science Building Replace Electrical Distribution System	RE	\$46.5M	0.46	\$8,000,000	\$0	\$0	\$0	\$0	\$8,000,000
<b>Total</b>					<b>\$170,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$95,000,000</b>	<b>\$0</b>	<b>\$75,000,000</b>

FY22 MU Aspirational Strategic Project Plan Deviations

The following projects were removed from the plan:

- Laboratory for Infectious Disease Research – Addition for CO6 Grant Funding
  - Project was not awarded a CO6 Grant
- Laboratory for Infectious Disease Research – Addition for NSF Grant Funding
  - Project was not awarded a NSF Grant

The following projects have been added to the plan:

- Vivarium Facility Expansion  
 The use of small animal models is a significant need in the type of research going forward given investments in faculty hiring in the School of Medicine and Molecular Imaging and Theranostic Center (MITC). The investment in the Medical Science Building vivarium completed in 2019 has been successful to meet current and near-term faculty. For the future, the plan to divest from the Dalton Building and added faculty recruited across campus and as part of NextGen Precision Health requires a comprehensive plan to add capacity for the small animal models.
  - Office of Animal Resources (OAR) will be developing a quantity plan in FY22 and how it relates to the current OAR vivarium facilities including the potential divestment from Dalton Cardiovascular Research Center.
  - Budget: \$15,000,000
  - Schedule: depending on program
- Bond Life Sciences Center - Phase II Construction  
 MU was among the first institutions to commit to interdisciplinary research. The Life Sciences Center was completed in 2004 and includes state-of-the-art laboratories, shared meeting areas and public spaces that provide unmatched opportunities for

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interdisciplinary research. The Center is the most productive in terms of current faculty research funding, and Phase II Construction will add considerable laboratory space to accommodate ORU and faculty hired through the Mizzou Forward! initiative. This is an addition to the east side of the building. The space program or research program has not been formally identified.

- Budget: \$80,000,000
- Schedule: 36 – 44 months

- Jesse Hall Exterior Masonry/Metal Repairs & Window Replacement

Jesse Hall has stood as a heart of the iconic campus fabric for more than a century. The building has a FCNI of 0.26 with facility needs over \$13 million. The project will repair the exterior deteriorating brick and stone masonry and ornamental and structural painted metal and replace the original wood windows which are in various stages of deterioration.

- Budget: \$11,000,000
- Schedule: 30 months

- Medical Science Building Replace Electrical Distribution System

The Medical Science Building is strategically located adjacent to the University Hospital and provides space 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 over \$47 million. This project would replace the electrical distribution system.

- Budget: \$8,000,000
- Schedule: 24 – 30 months



MU Health Care  
Fiscal Year 2022 Mid-Year Capital Plan Deviation  
(No Change)

MU Health Care: Capital Plan included in Finance Plan

	2022*	2023	2024	2025	2026	2027
	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
<b>New Construction</b>	\$0	\$66,000,000	\$0	\$0	\$0	\$0
Ambulatory Facility/Medical Office Building		\$66,000,000				
<b>Renovation/Infrastructure</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	\$0	\$66,000,000	\$0	\$0	\$0	\$0

\*Projects listed under 2022 are projects anticipated to have project approval during FY22.

MU Health Care: Capital Plan included in Finance Plan Funding

MUHC					Funding Strategy					
#	Title	Type	Facilities Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	Ambulatory Facility/Medical Office Building	NC	NA	NA	\$66,000,000	\$66,000,000	\$0	\$0	\$0	\$0
<b>Total</b>					<b>\$66,000,000</b>	<b>\$66,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

MU Health Care: Aspirational Strategic Project Plan

Project					Funding Strategy					
#	Title	Type	Facilities Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
<b>Total</b>					<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

\*MUHC currently does not have any projects on the Aspirational Strategic Project Plan

University of Missouri – Kansas City  
Fiscal Year 2022 Mid-Year Capital Plan Deviation  
(No Change)

University of Missouri – Kansas City: Capital Plan included in Finance Plan

<b>Projects</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
<b>New Construction</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
N/A						
<b>Renovation/Infrastructure</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
N/A						
<b>Total Project Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

UMKC currently does not have any projects in the five-year Finance Plan.

University of Missouri – Kansas City: Aspirational Strategic Project Plan

<b>Projects</b>					<b>Funding Strategy</b>					
<b>#</b>	<b>Title</b>	<b>Type</b>	<b>Facilities Needs</b>	<b>FCNI</b>	<b>Total Cost</b>	<b>Debt</b>	<b>Gifts</b>	<b>Internal</b>	<b>Federal</b>	<b>State</b>
1	Spencer Chemistry & Biological Science Renovation Phase II	RE	\$26.4M	0.33 - 0.35	\$37,657,000	\$0	\$0	\$0	\$0	\$37,657,000
2	Olson Performing Arts Center and Grant Hall Teaching Facilities Renovations and Additions	RE/NC	\$10.1M	0.39 – 0.48	\$32,900,000	\$0	\$22,900,000	\$0	\$0	\$10,000,000
3	Health Sciences Campus/ School of Medicine and School of Dentistry Renovations	RE	\$12.0M	0.23- 0.51	\$15,000,000	\$0	\$0	\$0	\$0	\$15,000,000
4	4747 Troost Renovation	RE	\$6.4M	0.42	\$8,000,000	\$0	\$0	\$0	\$0	\$8,000,000
5	Volker Campus Steam Heating Plant Renewal	RE	\$10M	NA	\$10,000,000	\$0	\$0	\$0	\$0	\$10,000,000
6	New Student Housing	NC	NA	NA	\$45,000,000*	\$0	\$0	\$0	\$0	\$0
7	UMKC Athletics Performance Center Additions and Renovations	NC/RE	\$3M	0.32	\$30,000,000	\$0	\$30,000,000	\$0	\$0	\$0
<b>Total</b>					<b>\$178,557,000</b>	<b>\$0</b>	<b>\$52,900,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$80,657,000</b>

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

Missouri University of Science and Technology  
Fiscal Year 2022 Mid-Year Capital Plan Deviation

Missouri University of Science & Technology: Capital Plan included in Finance Plan

Missouri S&T	2022*	2023	2024	2025	2026	2027
	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
<b>New Construction</b>	<b>\$157,662,488</b>	<b>\$20,281,000</b>	<b>\$0</b>	<b>\$49,562,000</b>	<b>\$0</b>	<b>\$0</b>
Welcome Center		\$20,281,000				
Engineering Research Lab Addition and Renovation	\$43,026,000					
Manufacture Missouri Ecosystem Building One	\$105,127,992					
Arrival District Site Development	\$9,508,496					
Schrenk Hall Addition and Renovation – Phase III				\$49,562,000		
<b>Renovation/Infrastructure</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Project Cost</b>	<b>\$157,662,488</b>	<b>\$20,281,000</b>	<b>\$0</b>	<b>\$49,562,000</b>	<b>\$0</b>	<b>\$0</b>

\*Projects listed under 2022 are projects anticipated to have project approval during FY22.

Missouri University of Science and Technology: Capital Plan included in Finance Plan Funding

Projects					Funding Strategy					
#	Title	Type	Facilities Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	Arrival District Site Development	NC	\$0 M	0	\$9,508,496	\$0	\$9,508,496	\$0	\$0	\$0
2	Engineering Research Lab Addition and Renovation	NC/RE	\$13.0 M	0.49	\$43,026,000	\$0	\$43,026,000	\$0	\$0	\$0
3	Manufacture Missouri Ecosystem Building One	NC	\$5.3M	0.38	\$105,127,992	\$0	\$50,000,000	\$0	\$50,127,9920	\$5,000,000
4	Welcome Center	NC	\$0 M	0	\$20,281,000	\$0	\$14,281,000	\$6,000,000	\$0	\$0
5	Schrenk Hall Addition and Renovation – Phase III	NC/RE	\$19.1M	0.57	\$49,562,500	\$0	\$0	\$0	\$0	\$49,562,500
<b>Total</b>					<b>\$227,245,988</b>	<b>\$0</b>	<b>\$116,815,496</b>	<b>\$6,000,000</b>	<b>\$50,127,992</b>	<b>\$54,562,500</b>

## FY22 S&T Capital Plan Deviation

The following project has been added:

- Arrival District Site Development

The Arrival District will be a prominent campus entrance, providing a front door from Interstate 44 to the main academic campus. The arrival district is comprised of landmarks, landscape elements, roads, and walkways. A grand entrance plaza and an events plaza to create gathering spaces for campus events will be constructed. Landscaping will include green spaces, trees, and planting beds. The street entrance will be from the new Highway 63 roundabout. This project was previously planned as a two-phase project. Since resources are available and site constraints better suit a single-phase project, this project is now planned as a larger, single-phase project.

- Budget: \$9,508,496
  - o Funding is anticipated to be gifts
- A PPS has been completed.
- Schedule: 30 months.

The following projects have been modified:

- Manufacture Missouri Ecosystem Building One

This project has increase from a two-story, 84,300 gross square feet (gsf) to a three-story, 223,762 gsf facility

Project is now phase:

- Phase One of this project includes the demolition of Compressible Flow Laboratory, Dangerous Materials Storage Facility, Temporary Research Facility, Maintenance Shed #1, Transit Depot, and the General Services Building. This phase will construct of a new 29,750 gsf General Service Building on Fraternity Circle adjacent to the existing Grounds Equipment Storage Building to accommodate offices and shop space for the facilities services unit. The project will also construct a new 2,800 gsf dangerous materials storage facility on Fraternity Circle. Project Cost of Phase One is estimated at \$11,071,251.
  - Phase 2 includes construction of the Manufacture Missouri Ecosystem Building 1 and additional site development. Total Project Cost for Phase 2 is \$94,056,741
- Operating Cost has increased from \$504,114 to \$1,452,447
  - Budget has been revised from \$50M to \$105,127,992.
    - Funding is anticipated to be \$50,000,000 in gifts, \$50,127,992 in federal funds, and \$5,000,000 in state funds. Previously the project was anticipated to be funded by gifts only.

### Welcome Center

- This project has increase from a two-story, 21,554 gross square feet (gsf) to a three-story, 43,714 gsf facility

Project is now phase:

- Phase One will accommodate large groups with a flexible interior for a variety of events. An auditorium and theater will have operable walls that open to a lobby/gallery area, creating one large, 500-seat presentation space. Small conference rooms for meetings with faculty advisors will also be provided.
- Phase 2 will provide offices, meeting rooms, and prospective student consultation rooms to accommodate the enrollment management unit: admissions, student financial aid, new student programs, and registrar.
- Operating Cost has increased from \$128,893 to \$299,985.
- Budget has been revised from \$12,000,000 to \$20,281,000.
  - Funding is anticipated to be \$14,281,000 in gifts and \$6,000,000 in University funds. Previously the project was anticipated to be funded by \$5,000,000 in gifts and \$7,000,000 in University funds.



Missouri University of Science and Technology: Aspirational Strategic Project Plan

Project					Funding Strategy					
#	Title	Type	Facility Needs	FCNI	Total Cost	Debt	Gifts	Internal	Federal	State
1	Subsurface Parking Structure	NC	\$0	0.00	\$9,920,026	\$0	\$9,920,026	\$0	\$0	\$0
2	University Center West	NC	\$0	0.00	\$7,267,050	\$0	\$0	\$7,267,050	\$0	\$0
3	McNutt Hall Addition	NC	\$0	0.00	\$10,956,750	\$0	\$10,956,750	\$0	\$0	\$0
<b>Total</b>					<b>\$27,797,776</b>	<b>\$0</b>	<b>\$20,876,776</b>	<b>\$7,267,050</b>	<b>\$0</b>	<b>\$0</b>

FY22 S&T Aspirational Strategic Project Plan Deviations

The following project has been added:

- Subsurface Parking Structure

This project will construct an approximately 65,000 gross square feet, 180-space subsurface parking structure south of Havener, north of Bertelsmeyer Hall, west of State Street, and east of US Hwy 63. The campus master plan highlighted challenges related to S&T’s prospective student experience including difficult wayfinding and lack of available parking. Additionally, nearby surface parking to the Havener Center will be reduced due to the construction of the Student Experience Center and other key facilities planned for this area. This project provides parking in the arrival district while not detracting from the arrival experience. Annual operating cost is estimated at \$90,000.

- A preliminary concept plan has been completed.
- Budget: \$9,920,026
  - Funding is anticipated to be gifts
- Schedule: 18 months.

University of Missouri – St. Louis  
Fiscal Year 2022 Mid-Year Capital Plan Deviation

University of Missouri – St. Louis: Capital Plan included in Finance Plan

<b>Projects</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
<b>New Construction</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
N/A						
<b>Renovation/Infrastructure</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
N/A						
<b>Total Project Cost</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

UMSL currently does not have any projects in the five-year Finance Plan.

University of Missouri –St. Louis: Aspirational Strategic Project Plan

<b>Projects</b>					<b>Funding Strategy</b>					
<b>#</b>	<b>Title</b>	<b>Type</b>	<b>Facility Needs</b>	<b>FCNI</b>	<b>Total Cost</b>	<b>Debt</b>	<b>Gifts</b>	<b>Internal</b>	<b>Federal</b>	<b>State</b>
1	UMSL Consolidation Plan	RE	\$36M	0.0 - 0.55	\$28,500,000	\$0	\$0	\$0	\$0	\$28,500,000
<b>Total</b>					<b>\$28,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,500,000</b>

FY22 UMSL Aspirational Strategic Project Plan Deviations

The following project have been modified:

- UMSL Consolidation Plan
  - LeGras Hall has been added to the scope of the consolidation plan.

# University of Missouri System Board of Curators September 2, 2021

Fiscal Year 2022 Mid-Year Deviation to Capital Plans for  
MU, MU Health Care, S&T, UMKC, and UMSL

UM



# Capital Planning

## Capital Plan includes:

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

# MU CAPITAL PLAN MID-YEAR DEVIATION

Added the following projects to the Capital Plan included in Finance Plan:

- MU Research Reactor – West Expansion
- Radioisotope Facility at Discovery Ridge Project (previously on the Aspirational Strategic Projects Plan)
- Medical Science Building – Renovations
- Swine Facility- South Farm Phase II
- Swine Facility- Middlebush Farm Phase II
- Vivarium Facility Expansion
- NextGen Precision Health- 4<sup>th</sup> Floor Fit-Out

# MU CAPITAL PLAN MID-YEAR DEVIATION

## Aspirational Strategic Project Plan:

- Removed the following projects:
  - Laboratory for Infectious Disease Research – Addition for CO6 Grant Funding
  - Laboratory for Infectious Disease Research – Addition for NSF Grant Funding
  
- Added the following projects:
  - Bond Life Sciences Center – Phase II
  - Jesse Hall Exterior Masonry/Metal Repairs & Window Replacement
  - Medical Science Building Replace Electrical Distribution System

# UMSL CAPITAL PLAN MID-YEAR DEVIATION

## Aspirational Strategic Project Plan:

- Modified the UMSL Consolidation Plan





# University of Missouri System

COLUMBIA | KANSAS CITY | ROLLA | ST. LOUIS

Project Approval  
Veterinary Medicine Diagnostics Laboratory – New Building  
MU

The University of Missouri – Columbia requests Project Approval for the Veterinary Medicine Diagnostics Laboratory – New Building project. The total project budget of \$30,000,000, will be funded by a \$15,000,000 State Appropriation and \$15,000,000 by gifts.

The Veterinary Medical Diagnostic Laboratory (VMDL) is Missouri's only veterinary laboratory accredited by the American Association of Veterinary Laboratory Diagnostics and is a major resource to state and national networks to monitor and investigate potential outbreaks of animal diseases. Built in the 1970's, the 22,000 square feet current VMDL facility supports biomedical and translational research and acts as a grounds for training veterinary students and residents. It houses a necropsy, an incinerator, diagnostic laboratory sections, offices, and support spaces. These current aging facilities are insufficient to meet our institutional and regional needs and must be replaced to comply with accreditation standards and future research growth. The new facility will also be used in collaboration with the State of Missouri Agriculture Health Diagnostics Laboratory in Jefferson City to serve the producers in Missouri. This project will include space moves from the nearby Veterinary Sciences Building, which is planned for demolition as part of the campus wide strategic space reduction initiative.

The new VMDL Building will consist of a 34,200 gross square feet (gsf) two-story structure plus mechanical penthouse constructed on the east side of the existing VMDL on the Veterinary Medicine complex of buildings in the southeast portion of campus. The building will replace critical functions in the current VMDL including necropsy and diagnostic laboratories. The level of biosecurity will be increased through two separated receiving entries, an enhanced necropsy, and a Biosafety Level Three laboratory. The quality of the diagnostic laboratories will be upgraded in the new facility with close proximity to bio-samples.

Preliminary program concepts include a ground floor to include two receiving areas, incinerator, necropsy, Level Three Biosafety laboratory, Bacteriology laboratories, and locker/shower/laundry facilities. The second floor includes laboratories for serology and molecular diagnostics. The exterior aesthetic is envisioned to embrace and compliment the adjacent Veterinary Medicine campus buildings. Funding for this project also includes costs to vacate and demolish the existing Veterinary Medicine Building and expand its adjacent parking lot.

Clark & Enersen, Inc., Kansas City, Missouri, is the recommended architect for this project. Clark & Enersen presented a well-balanced team of experts with in-depth knowledge of Veterinary Medical Diagnostics Laboratories, and provided many examples of relevant project experience. The design team includes Clark & Enersen, Inc., Kansas City, Missouri, for laboratory planning and structural, mechanical, plumbing, electrical and fire protection

September 2, 2021

engineering; SK Design Group, Inc., Kansas City, Missouri (MBE) for Civil Engineering; FSC, Inc., Overland Park, Kansas (MBE) for Code Consulting; BranchPattern, Inc., Overland Park, Kansas (MBE) for A/V and Security consulting; and Energy Studio, Inc., Omaha, Nebraska (WBE) for Energy Modeling.

The selection committee also interviewed Peckham Guyton Albers, & Viets, Inc., Westwood, Kansas with Perkins + Will, Houston, Texas, and Cannon Design, Inc., St. Louis, Missouri.

The fee for basic architectural and engineering services has been determined by referencing the University of Missouri's "Architectural and Engineering Basic Services Fee Estimating Guidelines." The project is considered a Type V - New Construction (considerably more complex than average, and the calculated basic services fee is \$1,285,100 based upon 7.1% of the estimated \$18,100,000 construction cost. Additional services to the basic design fee include: lab equipment planning, AV planning, incinerator special permitting, additional site design, coordination for Owner-provided security system. A total of \$80,000 in pre-approved additional services was added to the basic services fee amount to arrive at a total maximum fee of \$1,365,100.

The project is expected to be complete by Summer 2024.

No. 4

Recommended Action - Project Approval, Veterinary Medicine Diagnostics Laboratory – New Building, MU

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

the project approval for the Veterinary Medicine Diagnostics Laboratory – New Building, MU

Funding of the project budget is from:

State Appropriation	\$15,000,000
Gifts	<u>\$15,000,000</u>
Total Funding	\$30,000,000

Roll call vote of the Committee: YES NO

Curator Graves  
Curator Hoberock  
Curator Layman  
Curator Williams

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

Roll call vote of The Board of Curators: YES NO

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

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

September 2, 2021

Naming Opportunity  
NextGen Precision Health Building  
MU

*Pursuant to CRR 110.080*, naming of buildings and exterior areas requires Board approval. The University of Missouri-Columbia requests approval to name the building located at 1030 Hitt Street the Roy Blunt NextGen Precision Health Building to recognize the commitment of U.S. Senator Blunt to this facility, the university's key priorities and the pursuit of higher education.

This NextGen Precision Health facility will revolutionize health care for our citizens, eliminate health care disparities, and transform community health through cross-disciplinary collaborations of world-class academic researchers with government agencies and industry leaders.

Biomedical research is central to the NextGen mission and Senator Blunt's bold leadership has helped dramatically increase National Institutes of Health funding for this kind of research. In addition, Senator Blunt has been integral to solidifying key federal partnerships with NextGen and the U.S. Department of Veterans Affairs, as well as funding programs to address primary care doctor shortages in rural areas.

Throughout his 30 years of public service representing Missouri, Senator Blunt has strongly advocated for countless strategic priorities of the university and higher education, including continually increasing Pell Grant awards.

University of Missouri President Mun Choi, Executive Vice Chancellor for Health Affairs Richard J. Barohn, and Provost Latha Ramchand are all in support of this naming.

In addition to this document, President Choi will make a full presentation in support of this proposal during the Board of Curators meeting.

September 2, 2021

No. 5

Recommended Action - Naming Opportunity, NextGen Precision Health Building, MU

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

that the NextGen Precision Health Building be named in honor of the Honorable Roy Blunt in recognition of his commitment to the university's strategic priorities and higher education in the state of Missouri

Roll call vote of the Committee: YES NO

Curator Graves  
Curator Hoberock  
Curator Layman  
Curator Williams

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

Roll call vote of The Board of Curators: YES NO

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

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

# AUDIT, COMPLIANCE AND ETHICS COMMITTEE

Jeff L. Layman (Chair)

Julia G. Brncic

Maurice B. Graham

Keith A. Holloway

The Audit, Compliance and Ethics Committee (“Committee”) will review and recommend policies to enhance the quality and effectiveness of the University’s financial reporting, internal control structure and compliance and ethics programs.

## I. Scope

In carrying out its responsibilities, the Committee monitors and assesses the University’s financial reporting systems and controls, internal and external audit functions, and compliance and ethics programs.

## II. Executive Liaison

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

## III. Responsibilities

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

- A. Reviewing and making recommendations to the Board in the following matters:
  - 1. the University risk assessment, audit plan and compliance plan;
  - 2. in conjunction with the Governance, Compensation and Human Resources Committee, the appointment, compensation, annual performance evaluation and termination of the University’s Chief Audit and Compliance Officer;
  - 3. the appointment, compensation, and termination of the university’s external auditors.
- B. Providing governance oversight regarding:
  - 1. development and monitoring a University code of conduct;
  - 2. effectiveness of the internal control framework;
  - 3. ensuring that the significant findings and recommendations are received, discussed and appropriately resolved;
  - 4. procedures for reporting misconduct without the fear of retaliation;
  - 5. university compliance with applicable laws, regulations, and policies that govern all aspects of University operations including but not limited to the following:
    - 1. Administrative compliance risks
    - 2. Healthcare compliance risks
    - 3. Research compliance risks
    - 4. Information security compliance risks
    - 5. Privacy compliance risks
  - 6. those additional matters customarily addressed by the audit, compliance and ethics committee of a governing board for an institution of higher education.

C. Reviewing periodic reports regarding:

1. the independence, performance, resources and structure of the internal audit, compliance and ethics functions;
2. audit reports and open audit issue status updates;
3. management's written responses to significant findings and recommendations by the auditors;
4. the adequacy of the University's information technology methodology with regards to security, internal controls and data integrity assurance;
5. annual external audit reports, including audited financial statements, single audit and required procedures; and
6. the effectiveness of the compliance and ethics program ensuring it has appropriate standing and visibility across the system.

Approved by the Board of Curators: Feb 4, 2021

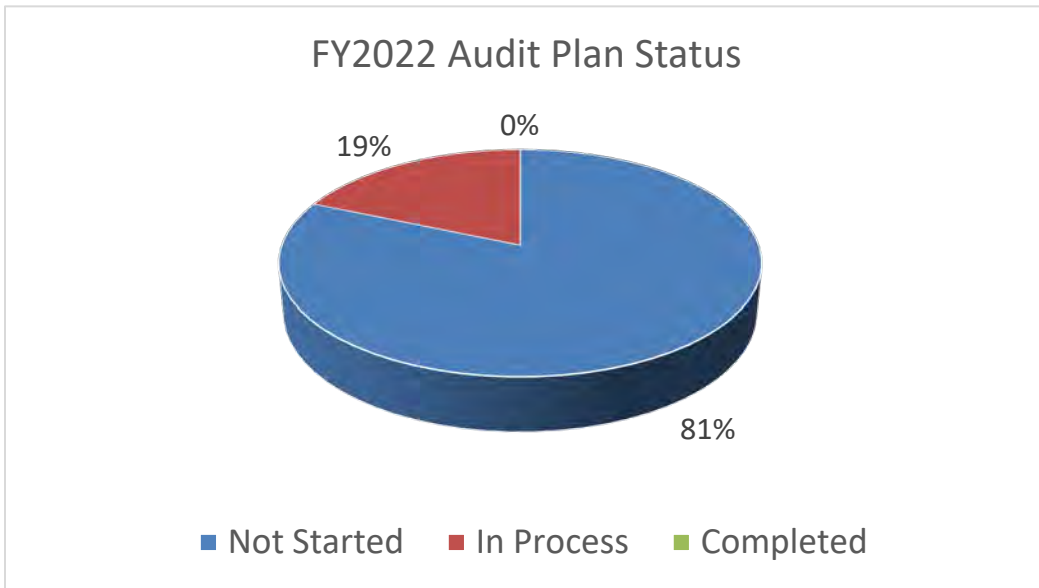


Internal Audit, Compliance and Ethics Quarterly Report  
UM

Status of the FY2022 Annual Audit Plan

- Five audits/consulting projects in process
- Twenty-two audits/consulting projects not started

The following graph represents the status of the FY2022 Audit Plan.



### Audits and Consulting Engagements Currently in Process

Audit Area	Overall Objective	Status	Risk Area(s)
MUH – EMR Extension to Lake Regional	Organized Health Care Arrangement (OHCA) post-implementation review	Reporting	Compliance
UMKC – Lab Safety	Determine if adequate controls are in place to provide safe working conditions for faculty, students and staff who work in labs which house hazardous chemicals.	Fieldwork	Compliance
S&T – Conflicts of Interest/Commitment	Review the policies and procedures S&T has established to determine adequacy for complying with the Collected Rules and Regulations governing conflicts of interest and commitment.	Fieldwork	Compliance
UMSL – College of Business	Review of key business and academic processes.	Planning	Operations
Fraud Procedures	Finalizing testing work with a consultant to identify anomalies in research data for further investigation. Validating usefulness for business managers to monitor grants.	Beta Testing	Research

In addition, we are actively working one investigation.

#### **Management Action Plan Status as of June 30, 2021**

Follow-up procedures are performed twice a year to verify the status of management actions for previously issued audit reports. For this period, twelve (12) action items were due for completion by June 30, 2021.

The table at the end of this section lists audits with open action items. At least one action plan for the highlighted audit reports was due during the period February 28 – June 30, 2021. Four (4) action items were completed, seven (7) were extended and assigned revised due dates, and one (1) item was placed “on hold.”

September 2, 2021

**Revised Due Date:**

Seven (7) action plans associated with the audits below were extended and assigned revised due dates, and one (1) item was placed on hold.

***MU Conflict of Interest Process – Medium Risk***

Two (2) action items related to formalizing procedures for developing and managing oversight management plans (OMPs), as well as adding reporting functionality in eCompliance for tracking OMPs are being extended. OMPs are how conflicts are managed, once identified. Improved processes and additional communications to facilitate the identification of conflicts and reduce the backlog of undeveloped OMPs have been implemented. Formal procedures to inform the COI Committee of past due OMP reviews will allow the COI Committee to hold deans and department chairs accountable for completing these reviews. This process is not yet fully operational. eCompliance reporting functionality is scheduled to be built by IT services; this request is currently in the IT project queue with a projected completion date for March 2022.

***UMSL Lab Safety – Low Risk***

Five (5) action items related to implementation of new systems and processes for lab discovery, inspection, data labeling, and training were extended and assigned revised due dates. Completion of these items were impacted by pandemic and public health restrictions last year; however, with most campus operations and activities returning to near normal it is anticipated these action items will be completed by December 31, 2021.

***UMS One Card Process – Medium Risk***

One (1) action item related to finalizing the standard operating procedure for reducing the outstanding dollars not approved within 60 days. Significant progress has been made in this area as evidenced by an 80 percent reduction of the dollar value not approved within 60 days. The One Card team is in process with a RFP to evaluate other potential vendors that offer purchasing cards, which may result in the need to change processes, as well as potential functional and technical changes if a new vendor is chosen. Work to finalize the procedure for approving One Card transactions within 60 days has been placed on hold to allow the RFP process to finish. Once a decision on vendor has been made, a due date will be determined.

September 2, 2021

### Management Action Plan Summary as of June 30, 2021

Entity	Report Name	Risk Rating	Total # of Action Plans in Report	Complete	Not Due	Past Due	Revised Due Date	Will Not Be Implemented
MU	Lab Safety	High	6				6	
	<b>Conflict of Interest Process</b>	Medium	5	1	2		2	
	Data Center	Low	1		1			
MUH	Controlled Substance Diversion Prevention	High	19	7			12	
	Revenue-Generating Physician Contracts	Low	3	3				
UMSL	<b>Lab Safety</b>	Low	6	1			5	
UMS	External Student-Funded Accounts	Medium	1				1	
	<b>One Card Process</b>	Medium	8	5			2	1
	Controls Over Grant Effort	Medium	1	1				
<b>Totals</b>			<b>50</b>	<b>18</b>	<b>3</b>	<b>0</b>	<b>28</b>	<b>1</b>

**KEY:** Audits with action plans due between February 28, 2021 and June 30, 2021 are highlighted in GOLD. Audits in **BOLD** font have revised due dates; **RED** are past due.

## Establishing the Compliance Program – Progress Update



### High Level Oversight

Two important documents currently under consideration by leadership are development of an executive order to establish the authority of the compliance program and the charter for the UM System Audit and Compliance Committee. These are important elements of high-level oversight, one of the seven elements of a compliance program as defined by the Federal Sentencing Guidelines.

### Policy and Procedure Integration

A system-wide code of conduct establishes expectations for everyday behavior to support our mission and values. It is a statement for us and to the public about what we stand for, our values and how we conduct ourselves. It is the ethical foundation for our success in achieving our mission and living our values. Content will be the same across each university (see Code of Conduct One Page Summary below). The graphical design, mission, vision, and values will vary to reflect the uniqueness, look, and feel of each university.

### ***Status Update***

- On target for completion of production level codes for all four universities by September 30, 2021.
- Training and rollout plans are under development.
- Working with all four universities to select rollout dates in October.

September 2, 2021

## **Code of Conduct One Page Summary – University of Missouri System**

### **We Understand Our Code**

The University of Missouri Code of Conduct is a shared commitment to do what is right and be our best as we conduct the business of the university. The Code provides clarity and guidance around expectations and connects us to additional resources that inform and support us as we work together to uphold the university mission, vision, and values.

All faculty, staff, leaders, and members of the Board of Curators are expected to follow the Code and related policies and procedures. If you believe that a violation of our Code or policies has occurred you are obligated to speak up, ask questions, or report concerns. Retaliation for reporting a concern in “good faith” is prohibited and is a violation of university policy.

### **We Embrace Our Responsibility to Others**

We are committed to respect, equity and the inclusion of diverse identities, voices, ideas, and experiences. As an institution we promote equal opportunity and prohibit discrimination in all employment and promotion activities, striving to provide a safe, secure, respectful, and supportive work environment where everyone can grow and thrive.

### **We Conduct University Business with Integrity**

We place high importance on ethics and compliance in our business activities, striving to comply with applicable laws and avoid conflicts of interests in fundraising, teaching, contracts, research, procurement, and competitive interests.

### **We Build Trust**

We are committed to the highest standards of integrity and accountability in learning, teaching and research, following applicable laws, regulations, contractual requirements, and scholarly principles. We protect sensitive and confidential information, including personal and business information, and intellectual property. We are good stewards of university resources and are committed to accurate record-keeping and reporting to ensure financial integrity. We comply with all applicable health care requirements in our health system and medical services.

### **We Engage with the Communities Where We Live and Work**

Through teaching, research, and service we work to positively impact economic opportunity, educational excellence and access, health, and well-being in the state of Missouri, the nation, and the world. We are committed to facilitate the exchange of ideas in safe and respectful ways, and in compliance with applicable laws, regulations, and policies. We engage and participate responsibly in activities that benefit both the university and our communities.

### **Additional Resources**

If you do not find the information you are looking for in this Code, talk to your supervisor or contact the Chief Audit and Compliance Office, Michelle Piranio, at 573-882-6151 or [piraniom@umsystem.edu](mailto:piraniom@umsystem.edu).

September 2, 2021

# University of Missouri System

## Board of Curators

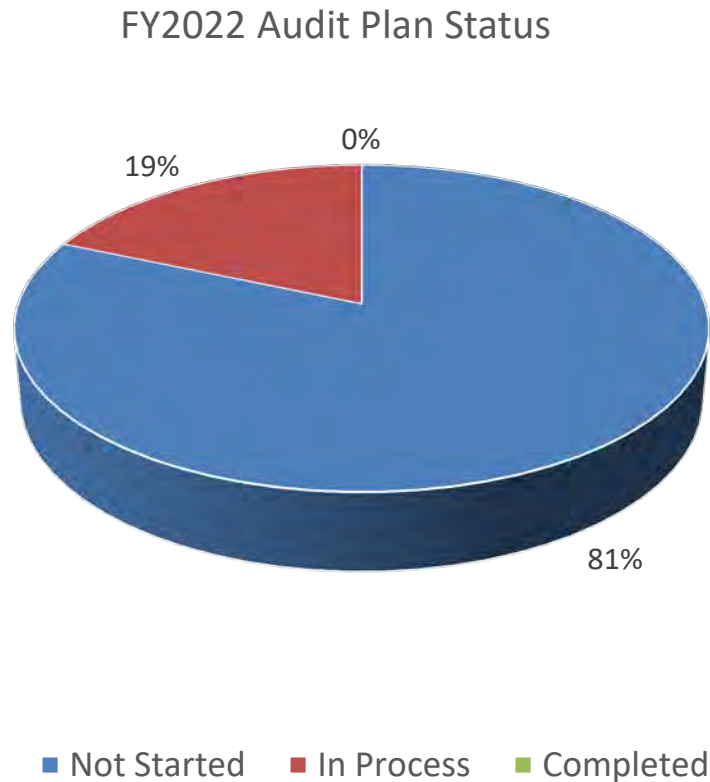
September 2, 2021

Audit, Compliance and Ethics Committee

Audit, Compliance and Ethics Committee  
Quarterly Report  
UM



# Summary of Internal Audit Activity

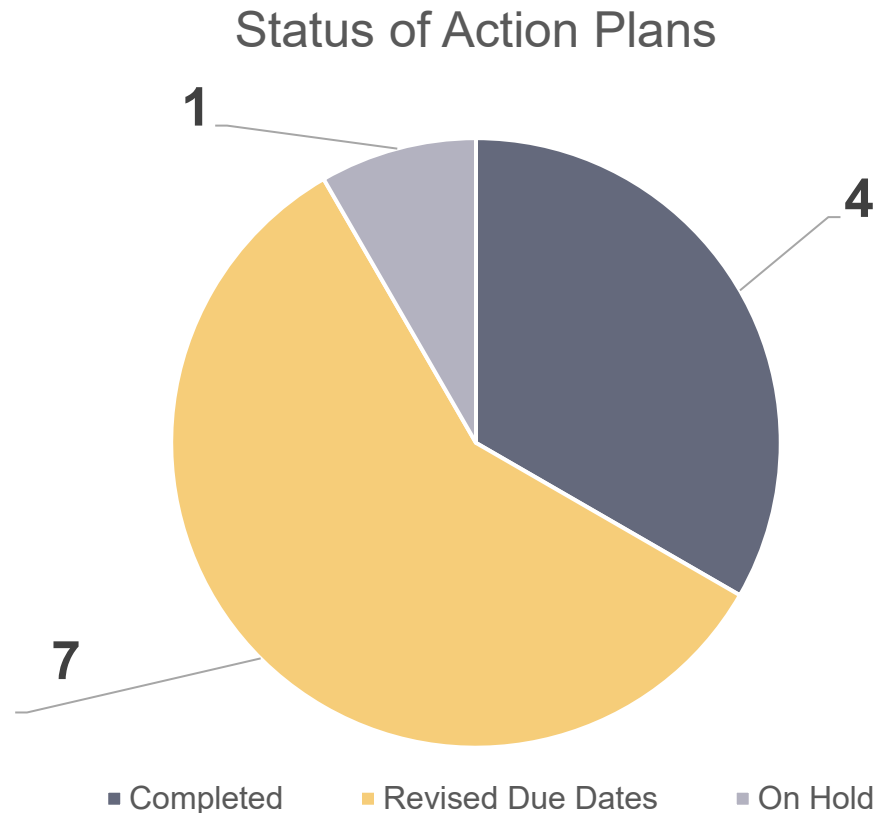


- Finalizing one internal audit report
- Three internal audits in process; one engagement to develop grant monitoring in process
- Twenty-two audits/consulting projects not started
- Actively working one investigation



# Status of Management Action Plans

As of June 30, 2021



- Twelve action plan items in four audits were reviewed for completion as of June 30, 2021.
- Four of twelve, or 33 percent were completed.
- Seven action plans in two audits were assigned extended due dates.
- One action item was placed on hold due to a potential technology system change.

# Establishing the Compliance Program

## Progress Update

- Executive order to establish authority of the compliance program is under leadership review
- Draft system Audit and Compliance Committee Charter under leadership review
- Code of Conduct on target for introduction and rollout beginning in October
- Training and rollout plans under development

# Design Unique to each University



# Questions?

# HEALTH AFFAIRS COMMITTEE

Robin R. Wenneker (Chair)  
Maurice B. Graham  
Keith A. Holloway  
Michael A. Williams  
Ronald G. Ashworth (non-curator)  
John R. Phillips (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.

Approved by the Board of Curators: Feb 4, 2021

# **CEO Report**

**Aug. 26, 2021**

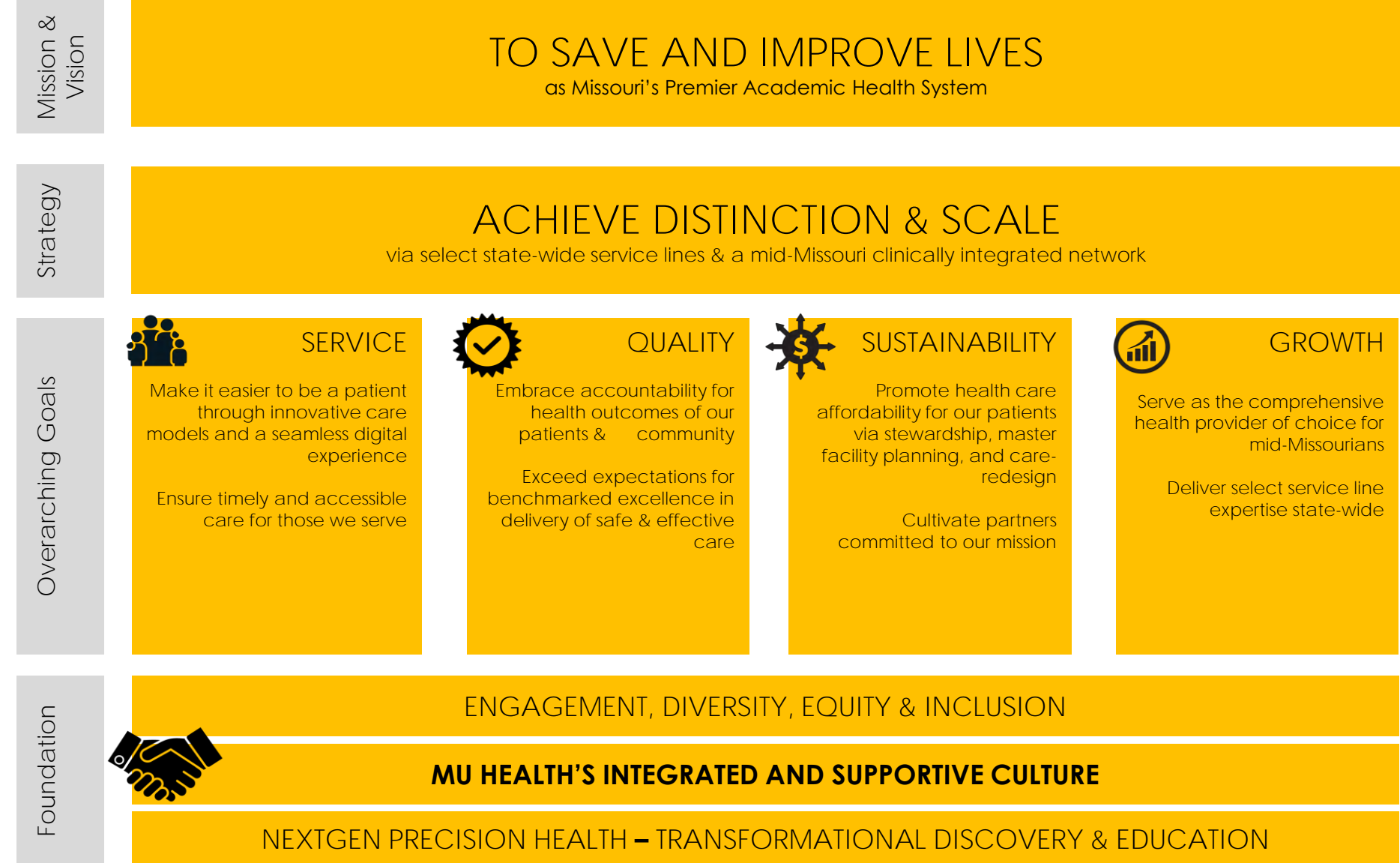
**Jonathan Curtright**

Chief Executive Officer



**Health Care**

# MU Health's Strategic Direction – The Why





# Challenges

## **Financial impact of revenue pressures**

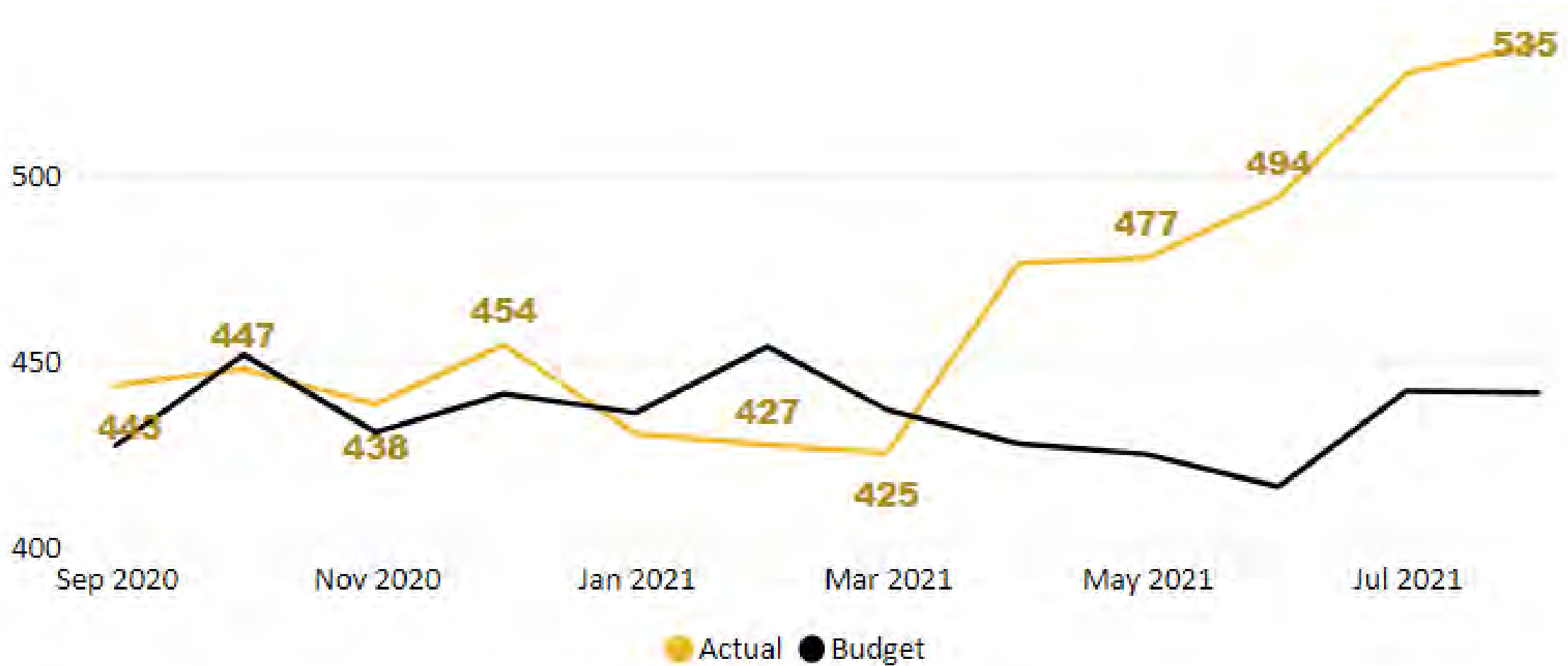
- **Uncertainty of Medicaid expansion**
- **Medicaid Managed Care negotiations**

**Vaccination policy is the right thing to do, but there is hesitancy from many on our comprehensive team**

## **Staffing challenges due to COVID and patient volumes**

- **Our volumes are strong, but our people are tired**

# Average Daily Census



# Children's Hospital





**REIMAGINING  
THE FUTURE OF OUR  
CHILDREN'S HOSPITAL**

▶ See the design, details and more at [muhealth.org/reimagine](https://muhealth.org/reimagine).

 **Health Care**

OPEN – HEALTH AFF – INFO 2-6

# Children's Hospital Groundbreaking Celebration Friday, Oct. 1

## Program and Live Stream

- **Time:** 3:00 p.m.
- **Location:** Construction site, between Pershing Hall and Lake Street
- **Program:** Beginning at 3:15 p.m.; live stream option for those unable to attend in person
  - Opening video: Patient story
  - CEO Jonathan Curtright
  - *Elected official\**
  - *Curator\**
  - President Mun Choi
  - Executive Vice Chancellor Richard Barohn
  - COO Keri Simon
  - VIDEO: Personal Experience and Exciting Things to Come
  - Closing: CEO Jonathan Curtright and patients

## Reception

- **Time:** 4:00 – 5:00 p.m.
- **Location:** Between Pershing Hall and Lake Street

\* pending

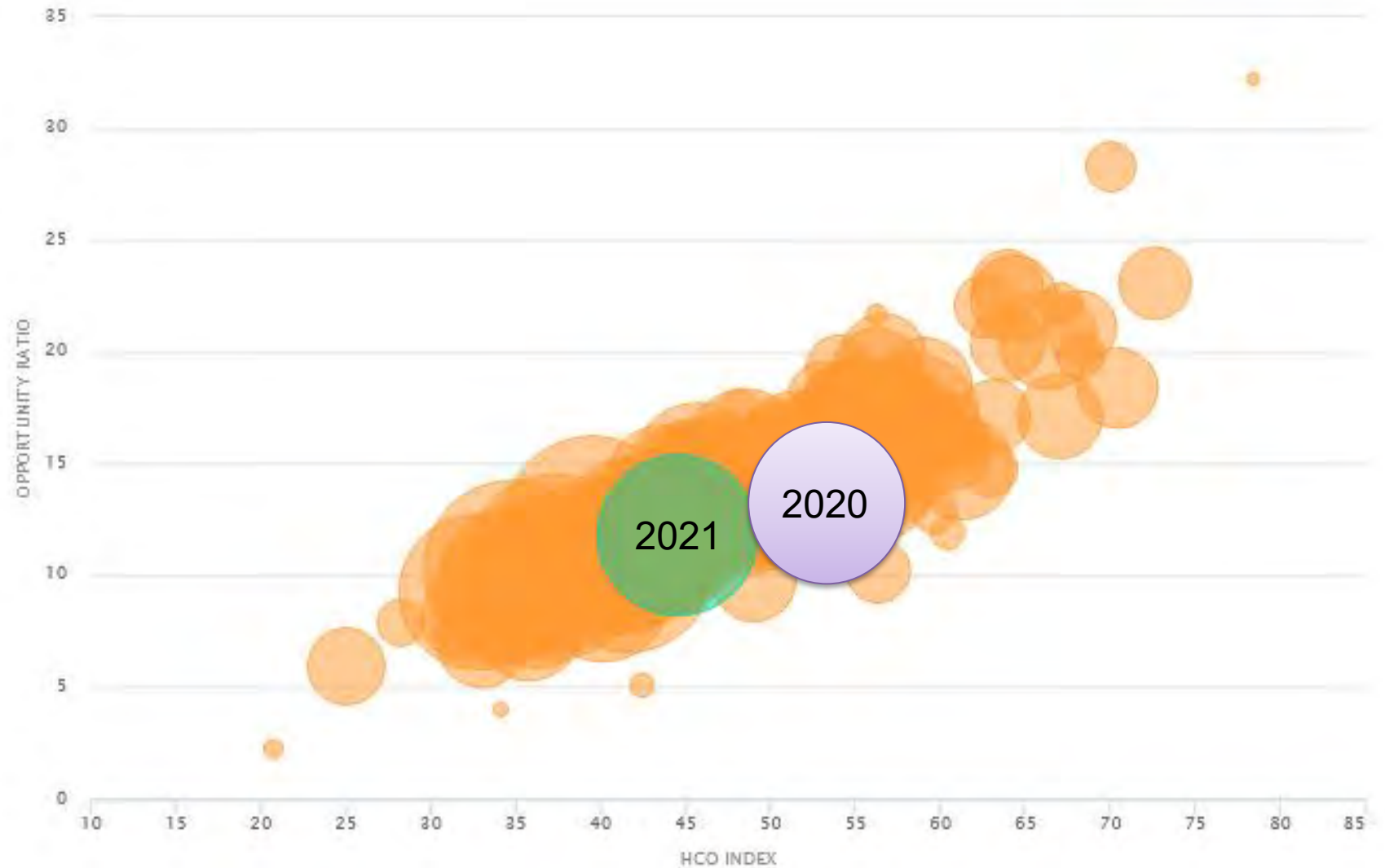
# UnitedHealthcare Community Plan

- Now back in network for UnitedHealthcare Community Plan, the insurer's managed Medicaid offering
- Capital Region Medical Center also is in network for this plan
- Working on larger payor strategy to reconnect with patients we have lost because of this transition



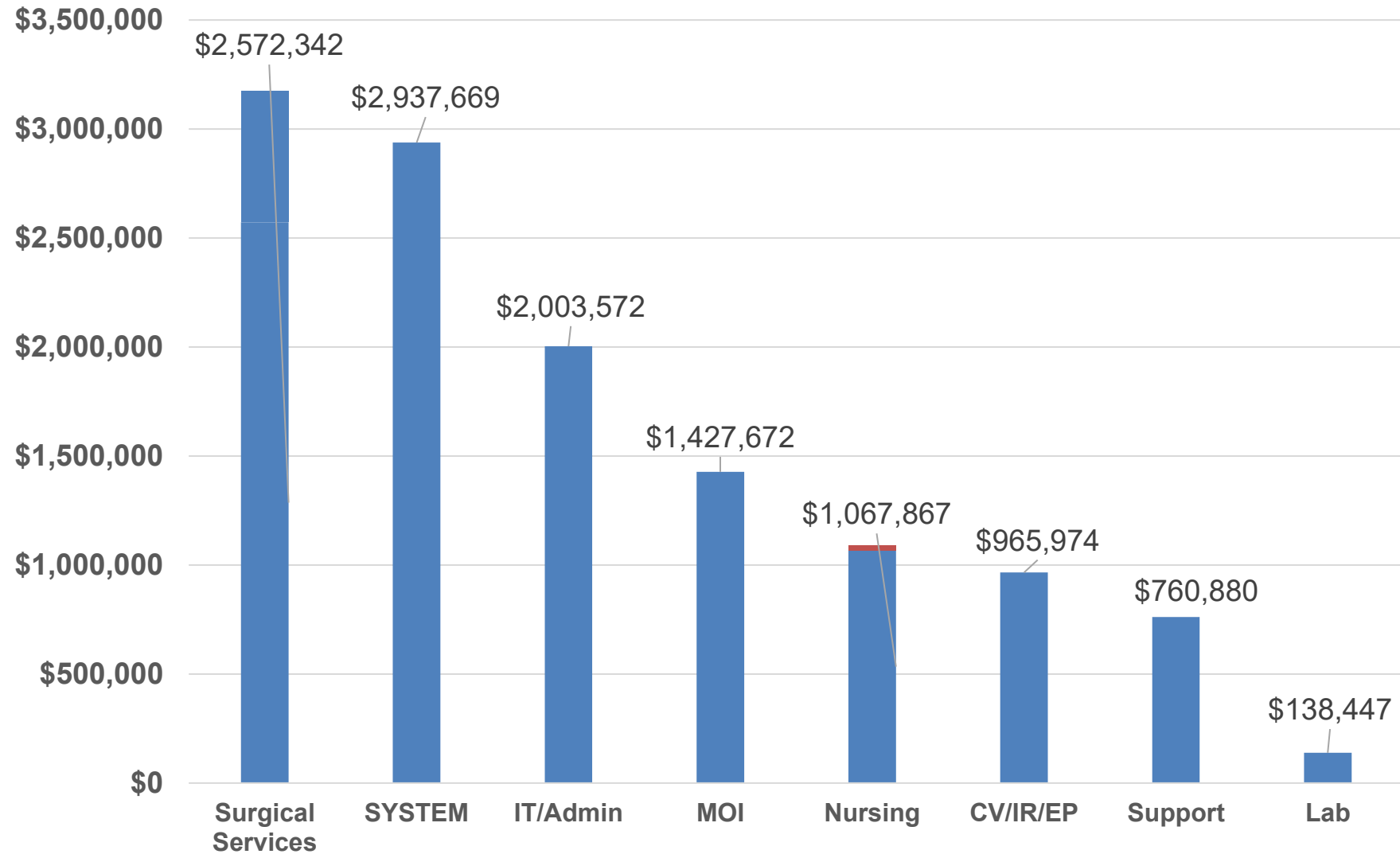
# Supply Chain Analysis

	Jul-20	Jul-21
Hospitals	267	267
Rank by Price Index	194	98
Percentile Rank	73rd	37th



# Supply Chain Projects and Savings

- 168 unique sourcing projects
- \$11.8M in completed savings projects
- \$55k average savings per opportunity





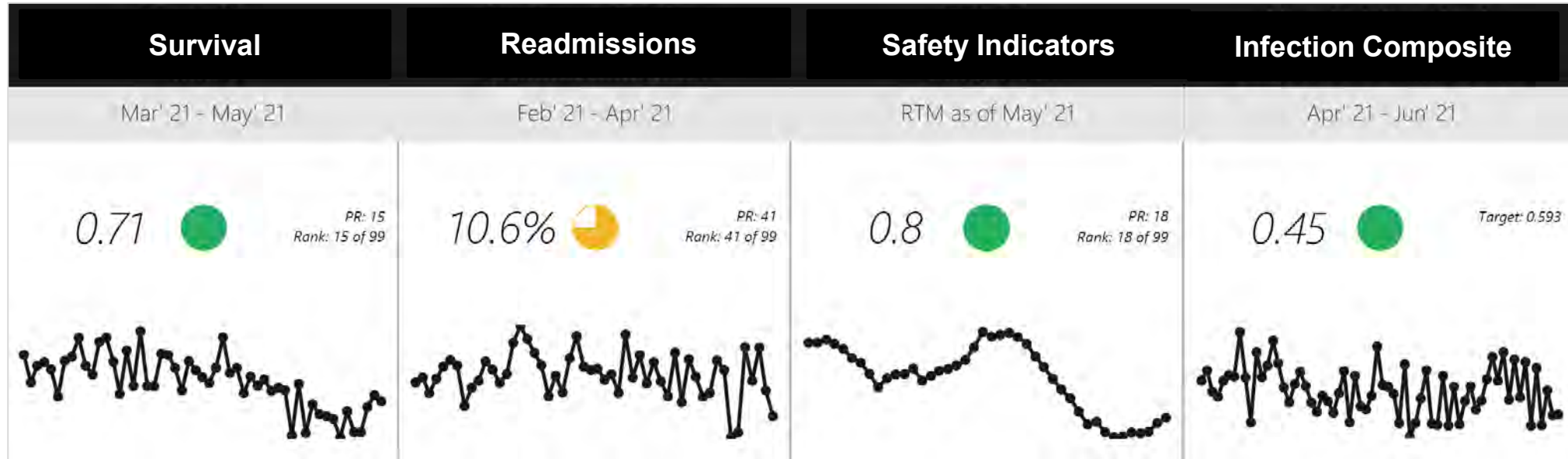
# Quality and Safety Performance

Current Inpatient AMC Vizient Benchmark Rank (Q3\*)

# #21

(out of 101 peer institutions)

Detailed Performance- most recent quarter



# Final Takeaways for the Health Affairs Committee

- **Public Health** – MU Health performed and is performing extremely well in the COVID crisis.
- **Financially** – FY 2021 was a very strong year coming out of COVID shutdown.
- **Quality and Safety** – Best two-year performance ever for MU Health Care based upon Vizient rankings of AMCs.
- **Market Share** – Clinical demand is strong and is growing. Inpatient market share at record levels.
- **Next Steps** – Children’s Hospital, ambulatory space consolidations, Jefferson City strategy, and payer partnerships.

# Dean's Report

Aug. 26, 2021

**Steven Zweig, MD**

Dean of MU School of Medicine



School of Medicine

University of Missouri

# Recruitment Updates and Growth

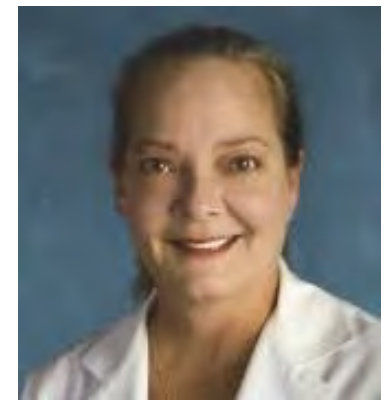
## **Steve Barnes, MD, Chair of Surgery**

- Chief of acute care surgery
- DOD supported trauma outcomes research
- Planning Chief for incident command



## **Jean Ricci Goodman, MD, MBA, Chair of OBGYN and Women's Health**

- Chief of Maternal Fetal Medicine, Loyola School of Medicine, Chicago
- Funded research on gestational diabetes, wound infections, urinary microbiome



# Strategic Priorities for Our New Leaders

## Overarching Goals consistent with MU Health Mission

**Service:** New services in pediatric neurosurgery, expansion of bariatrics, cardiovascular care – with advanced Maternal-fetal care

**Quality:** Exceed quality benchmarks in surgery and maternity care

**Sustainability:** financial acumen, strong training programs, faculty development and engagement

**Growth:** support Children’s Hospital with growth in maternal-fetal medicine and subspecialty surgical services. Research in NextGen initiatives of cancer, cardiovascular, neurosciences, and reproduction



# NextGen Precision Health Imaging Hires

- **Starting in August 2021**

**Julie Pan, MD, PhD**

Professor

Director of High Field MRI

From Univ of Pittsburg, NIH R01 transfer

Expertise: High Field MRI



**Ai-Ling Lin, PhD**

Professor, Vice Chair of Research, Radiology

From University of Kentucky, NIH RO1 transfer

Joint: Division Biological Sciences (DBS)

Expertise: Translational imaging/Alzheimer's Disease



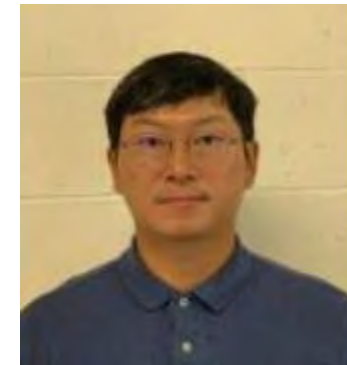
**Junghwan Kim, PhD**

Assistant Professor

From GE, University of Pittsburg

Joint: Electrical Engineering and Computer Sciences (EECS)

Expertise: MRI RF Engineering



# NextGen Precision Health Imaging Hires

## Starting Fall 2021

### **Melissa Terpstra, PhD**

Professor, Director of NextGen Imaging

From University of Minnesota, NIH R01 funding transfer

Joint: Biomedical, Biological and Chemical Engineering (BBCE)

Expertise: High Field MR Spectroscopy/Human Connectome Project



### **Changyu Sun, PhD**

Assistant Professor, tenure track

From University of Virginia

Primary: Biomedical, Biological and Chemical Engineering (BBCE)

Expertise: Fast Image Reconstruction Algorithms/Pulse Sequence Programming



### **John Grinstead, PhD**

Siemens Employee, Adjunct Faculty: Radiology

From University of Oregon

Expertise: High Field MRI



## Ongoing Recruitment

### **Udunna Anazodo, PhD (Considering offer, not yet accepted)**

From Western University, Ontario Canada

Joint: Biomedical, Biological and Chemical Engineering (BBCE)

Expertise: Quantitative PET-CT and MRI



# RISE UP Update

## RISE UP

### (Research Interest Strategic Engagement – University Partnership)

- Designed to recruit faculty into successful research teams or to recruit faculty for unique opportunities at MU
- Aligned with NextGen research focus areas of: cancer, cardiovascular and metabolic disorders, neuroscience, infectious disease, reproduction and child health

Approved positions: **37**

Offers: **14**

Acceptances by new faculty: **11**



# Welcoming Class of 2025



## Meet the **CLASS OF 2025**

**128**  
Students

CURRENTLY ENROLLED



Average Math/Science GPA: **3.75**

Average Total GPA: **3.81**

Average MCAT Score: **509**

### GEOGRAPHIC REPRESENTATION



MISSOURI - 113  
TEXAS - 3  
CALIFORNIA - 2  
ILLINOIS - 2  
ARIZONA - 1  
COLORADO - 1  
FLORIDA - 1  
GEORGIA - 1  
INDIANA - 1  
OHIO - 1  
TENNESSEE - 1  
VIRGINIA - 1



**3,156**

TOTAL APPLICATIONS

**418**

Interviews  
scheduled

**191**

Applicants  
accepted

Students from socioeconomically  
disadvantaged backgrounds:

**26%**

Students from  
rural areas:

**20%**

Students from  
Missouri:

**88%**

**42%**

Students who self-identify  
as an ethnic minority

**20%**

Students who self-identify as  
an underrepresented minority

AGE RANGE: **21** ↔ **42**



**72**



**56**

# Welcoming our Class of 2025

- **Most diverse** class in our school's history
- **42%** self-identify as an ethnic minority (**20%** UIM)
- **128** total students in Class of 2025

74°  
Missouri Clouds

# MISSOURIAN

HOME - COVID-19 - NEWS - SPORTS - OPINION - OBITUARIES - VOX - VISUALS - SPECIAL SECTIONS - CLASSIFIEDS - SUBSCRIBE

Welch's KEEP CRUSHING IT

Home / News / Higher Education

## This year's 128 incoming MU medical students represent a global community

BY ELLA MCCARTHY Jul 30, 2021 4 min to read

Growing up in the small river town of Hannibal, Brooke Burton heard inspirational stories about members of her family in the medical field. Tales about her grandfather saving lives in rural Missouri were shared around the dinner table, as were her uncle's wild stories about his work as an orthopedic surgeon. When Burton's anatomy teacher boosted her confidence about a medical career in high school, she decided to pursue her dreams.

Fourth year medical students Samantha Unangst, left, and Taylor Brooks address new students during the white coat ceremony, welcoming them to the medical school and the profession, Friday in Columbia. They offered advice, telling students to prioritize rest, saying the students "can't pour from an empty cup."

Columbia Missourian, July 30, 2021

# Welcoming our Class of 2025



# Here is what we are doing

## Managing the Pandemic

- Helps support campus Incident Command
- Administered 83,000 vaccines (so far)
- Caring for patients from around the state
- Pursuing state of the art research on the origins and detection of COVID
- Participating in new clinical trials: Moderna double blinded study to evaluate the safety, tolerability, reactogenicity and effectiveness of their vaccine in children from 6 months to less than 12 years of age
- Supporting mask mandates and personal responsibilities in our health system
- Implementing vaccine mandate for students, staff and faculty with MU Health

# Challenges

- 1. Re-entering the COVID pandemic with impact on education, patient care and research.**
- 2. Clinical growth required to support academic mission.**
- 3. Recruitment of successful faculty from other institutions who want many of the same people!**

# **Financial Report**

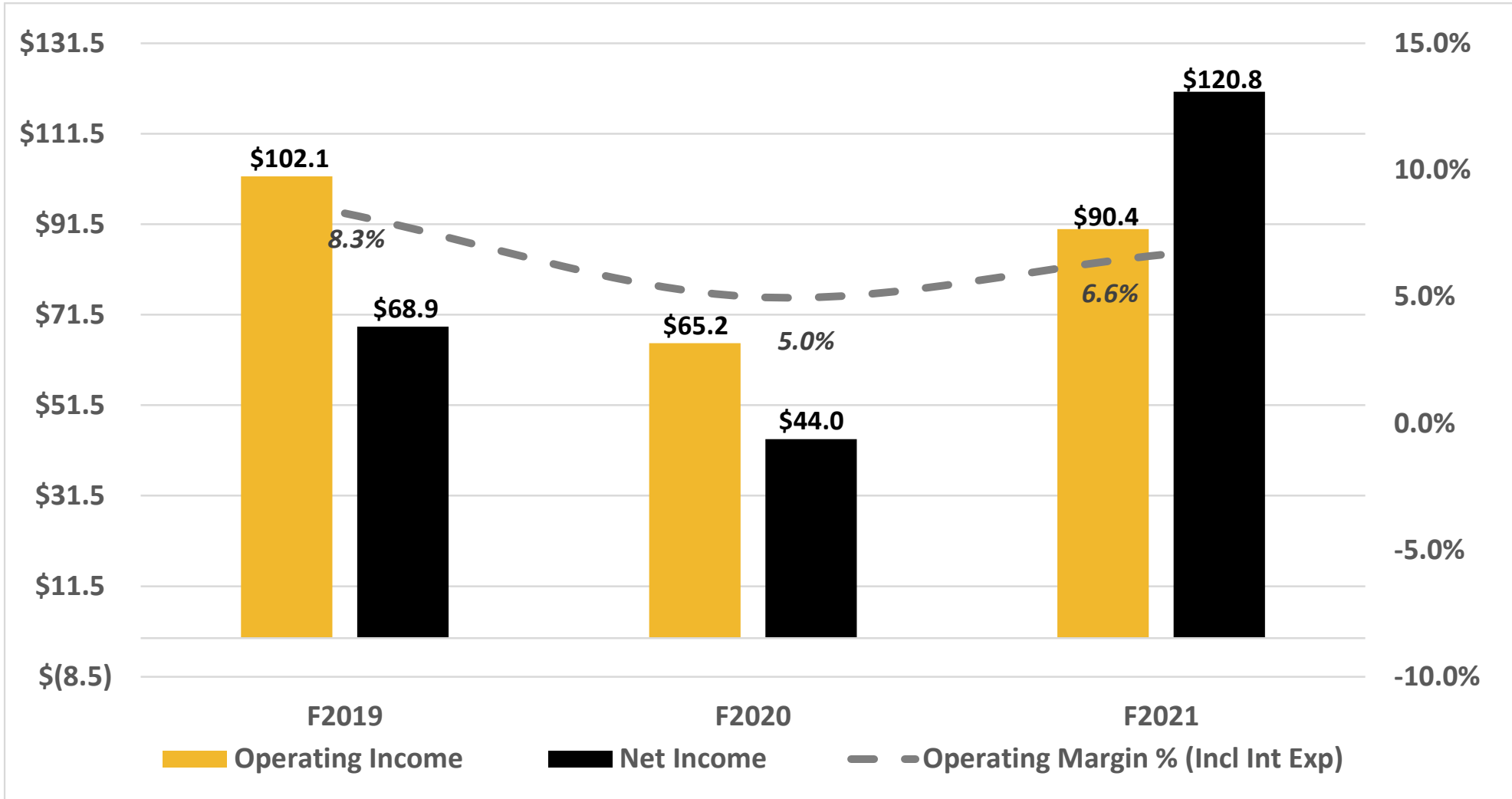
## **August 26, 2021**

**Kay Davis**

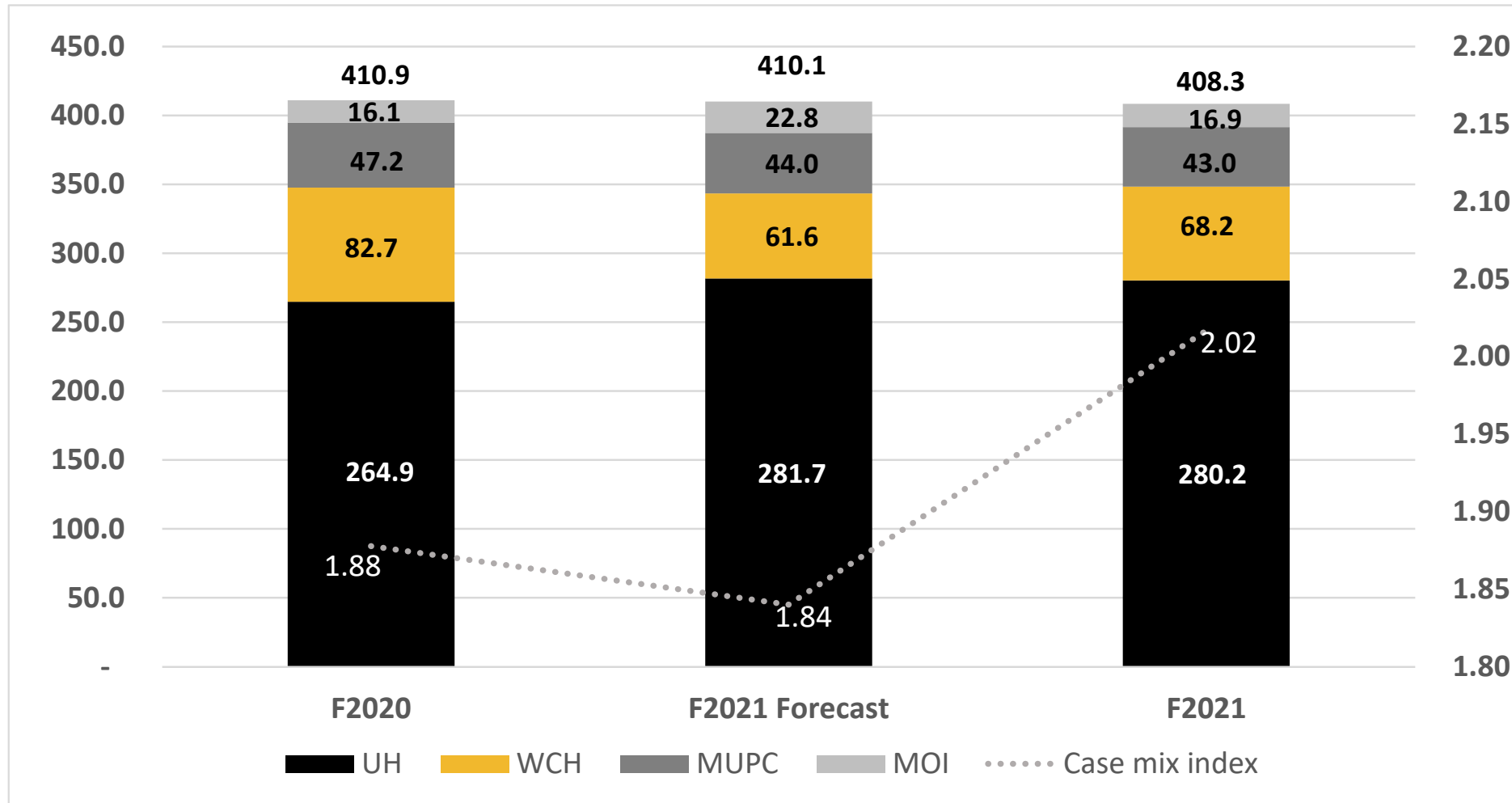
Chief Financial Officer



# Financial Results

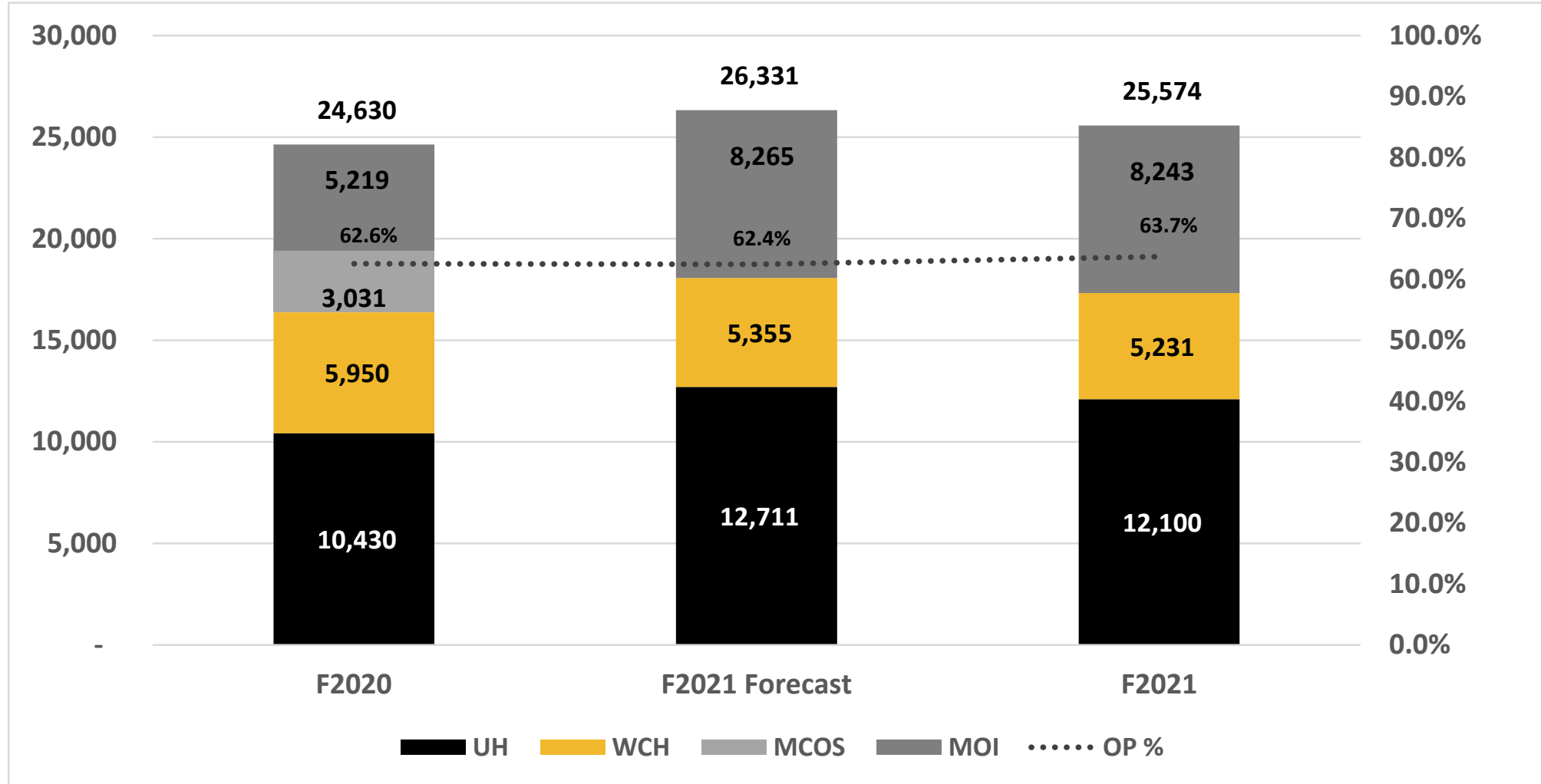


# Patient Utilization – Average Daily Census

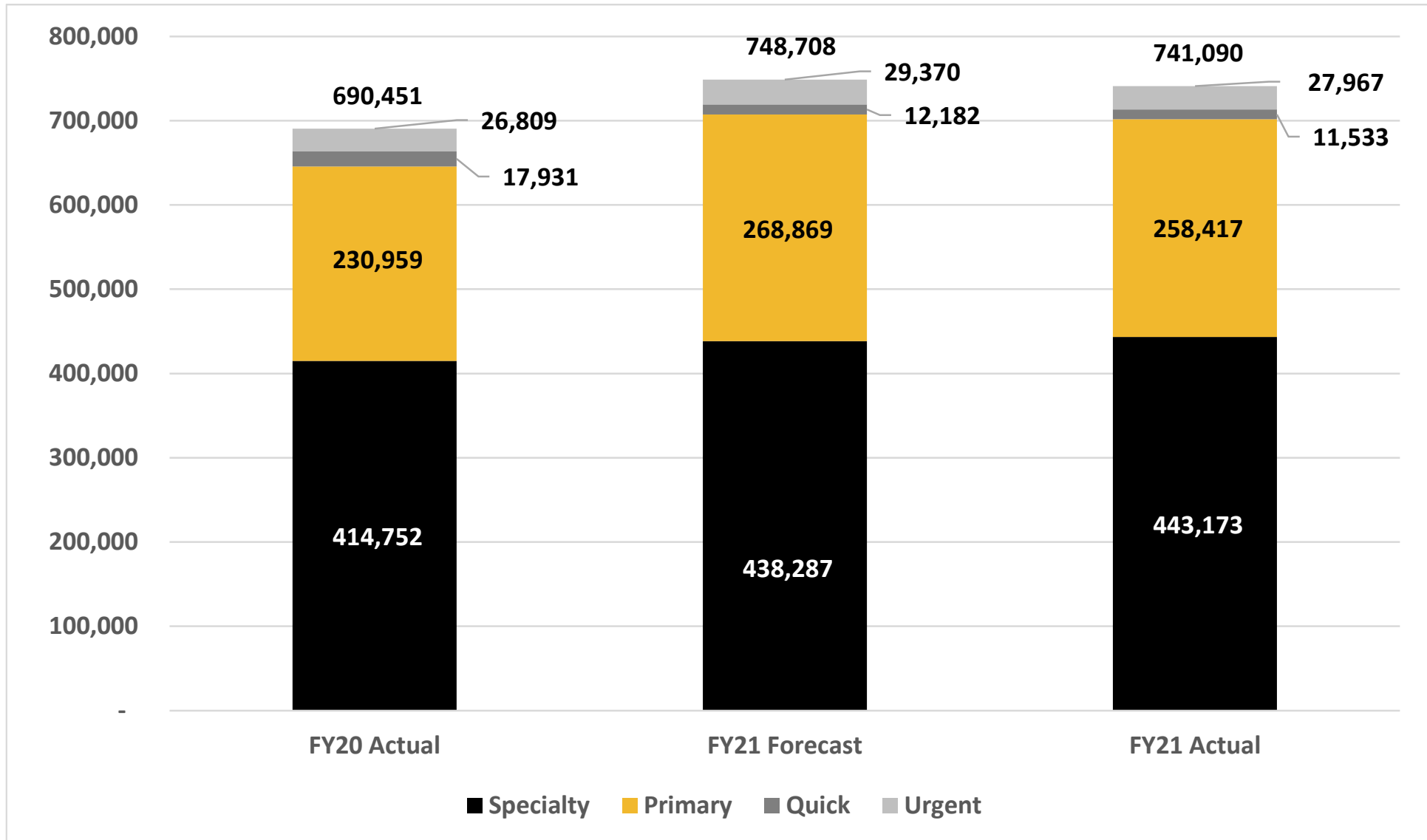




# Patient Utilization – Surgeries



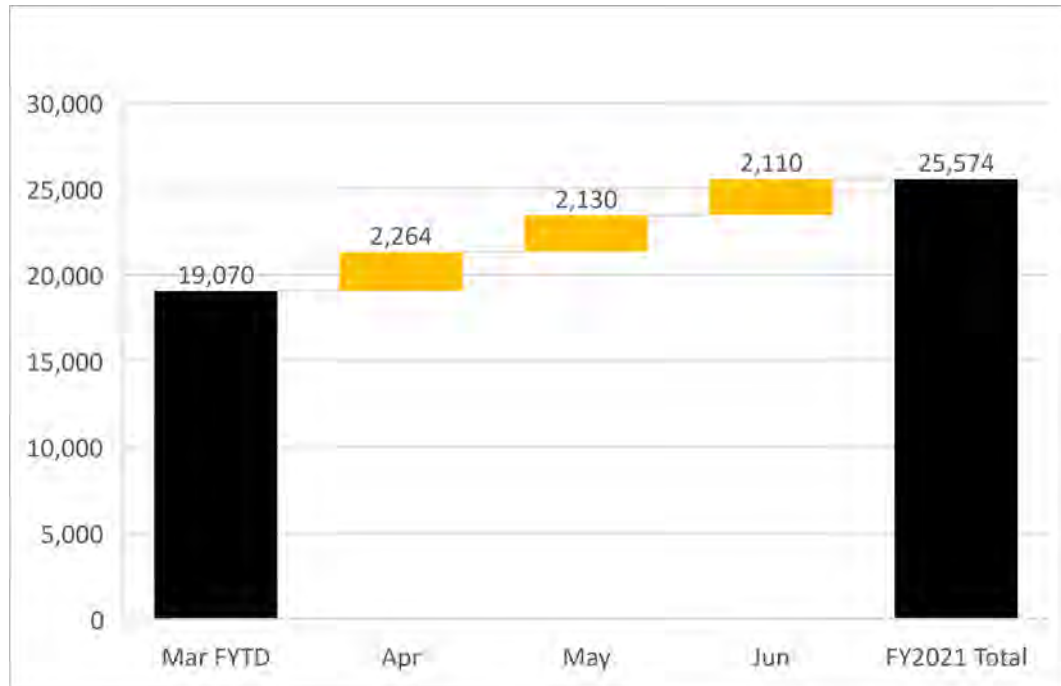
# Patient Utilization – Clinic Visits



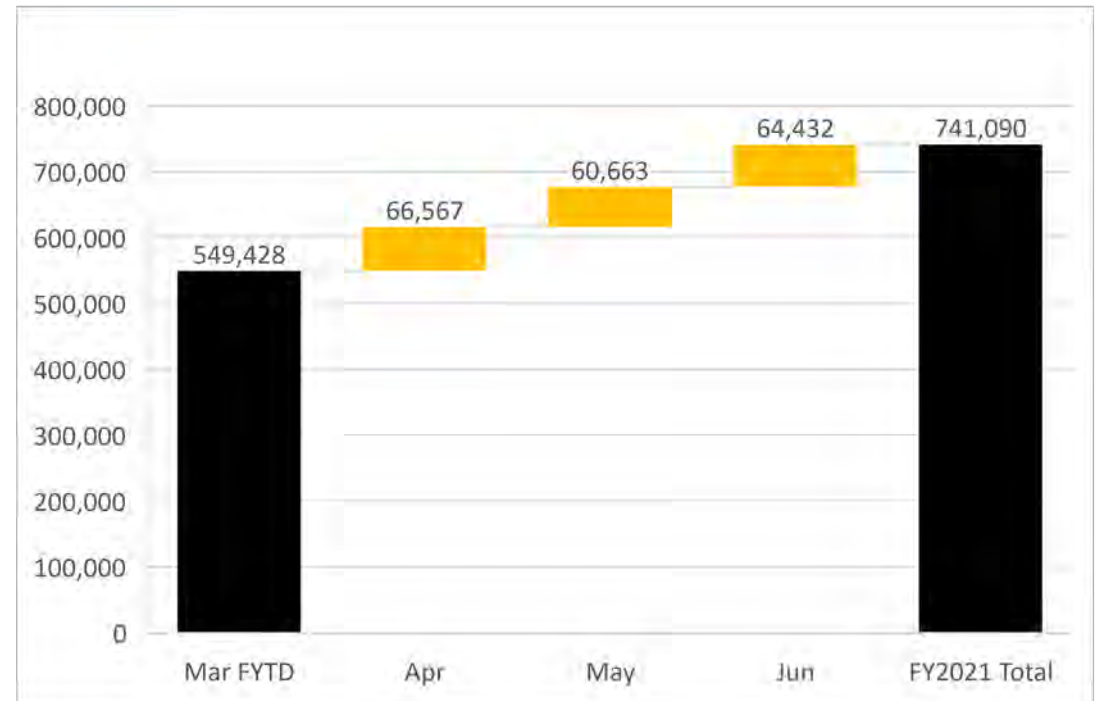
# Volumes – Q4 FY2021



## Surgeries



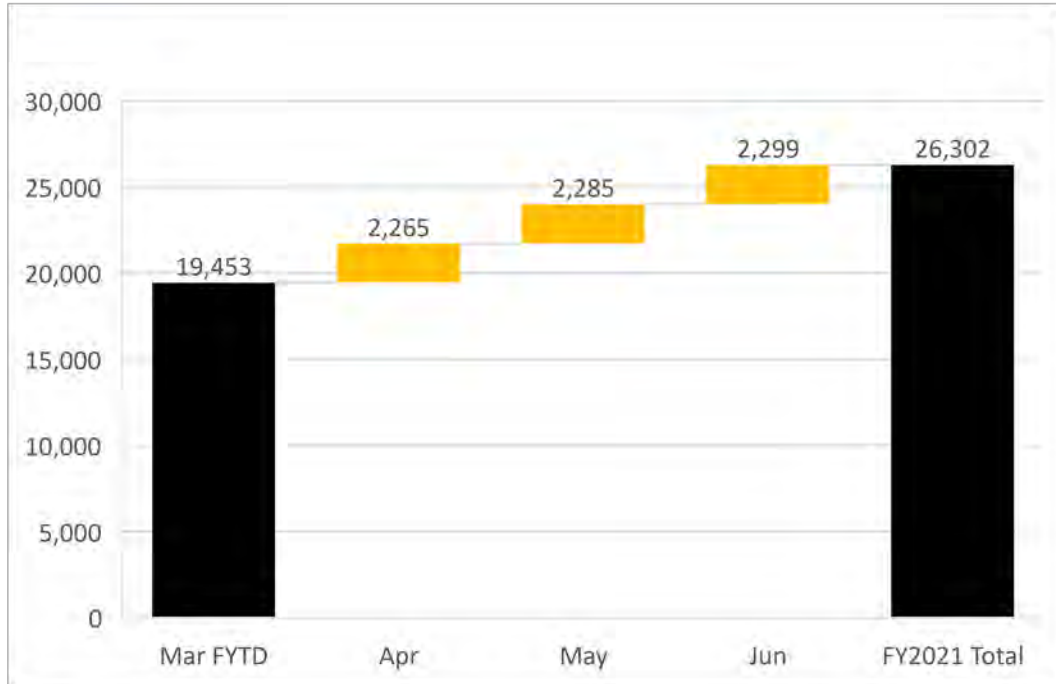
## Clinic Visits



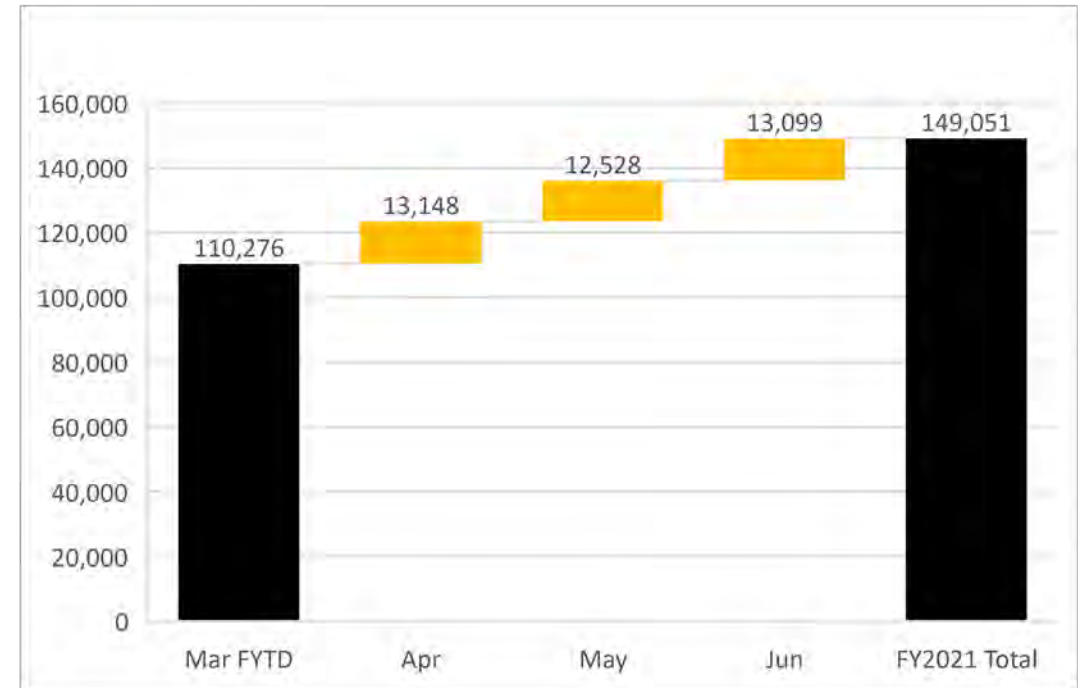
# Volumes – Q4 FY2021



## Discharges



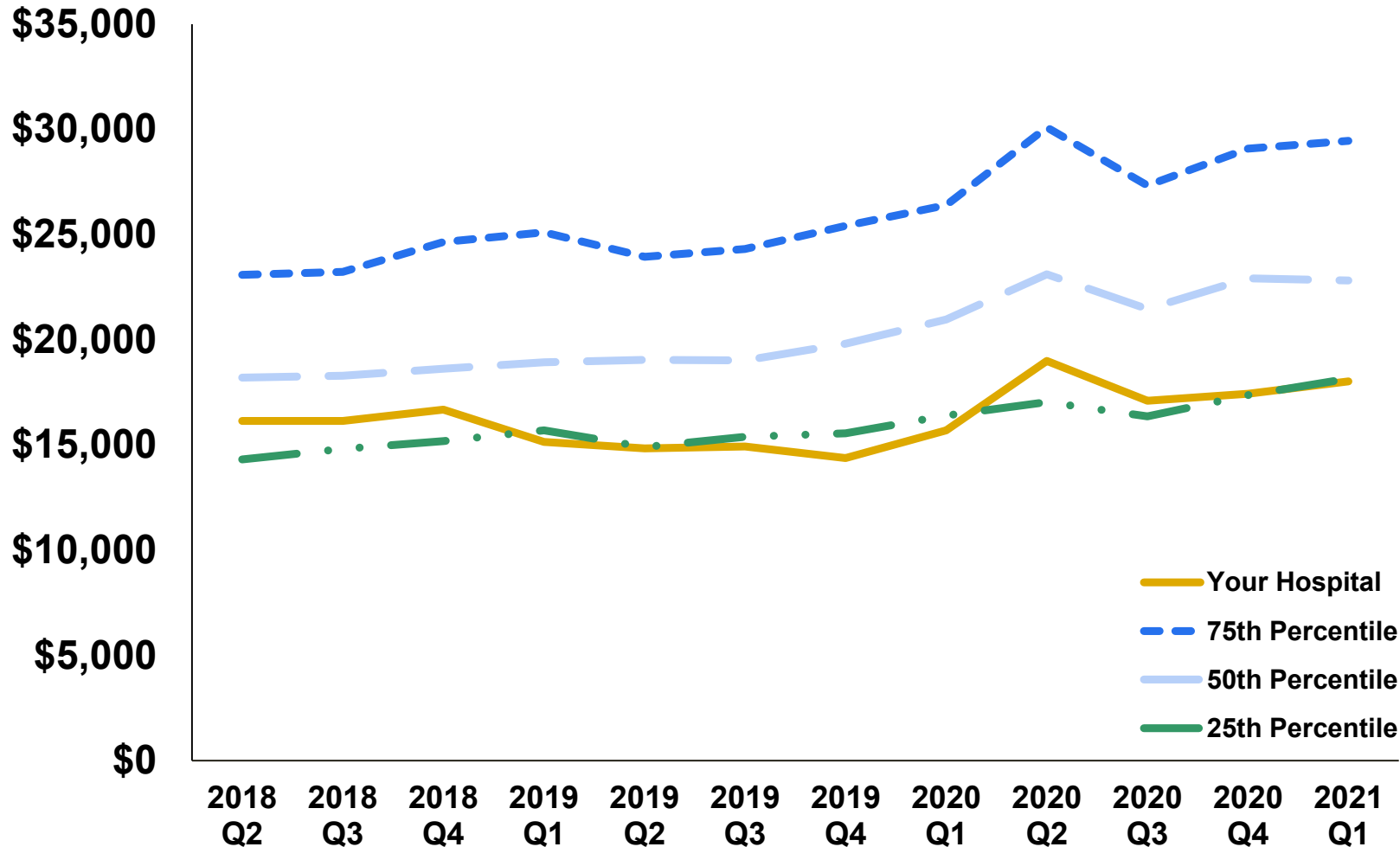
## Patient Days



# Financial Results – Ratios and Benchmarks

Actual	Forecast	Financial Ratios and Benchmarks	Prior Year	Moody's A Rated
6.6%	6.2%	Operating Margin (including Int Exp)	5.0%	2.7%
8.1%	4.9%	Annualized Return on Total Assets	3.3%	4.4%
171.0%	143.2%	Cash to Total Debt	156.8%	137.9%
23.4%	29.3%	Debt to Capitalization	27.0%	30.9%
7.0	5.4	Maximum Annual Debt Service Coverage	3.8	4.7
181.9	192.6	Days Cash on Hand	191.9	215.1
62.9	50.0	Net Days Revenue in AR	46.0	46.2

# Expense per Adjusted Discharge



- Comparative database of 137 teaching hospitals
- Expenses at all facilities are more rapidly increasing during the past four quarters, due to COVID
- MUHC continues to remain around the 25<sup>th</sup> percentile, due to stewardship efforts

Source: AAMC-COTH Quarterly Survey of Hospital Operations & Financial Performance

# Stewardship & Efficiency

- During the last two fiscal years, MUHC has delivered over \$25M in Stewardship & Efficiency initiatives
- In FY22, MUHC will implement stewardship strategies aimed to improve performance by \$21.5M



• Management Practices	\$ 2.0M
• Information Technology	0.6M
• Revenue Growth	2.0M
• Supply Chain	9.4M
• Workforce Redesign	4.0M
• Care Redesign	3.5M

# FY21 Summary

- Despite a challenging year, adapting to the impacts of COVID-19, MU Health Care continued to deliver on its strategic initiatives
  - Financial stewardship to achieve a \$90M Operating Margin
  - Continued expansion of our primary care network
  - Caring for higher acuity inpatients and adapting to changing sites of care
  - Ensuring maximization of facility infrastructure
  - Planning for our future with a consolidated campus
  - Contributing to our shared research mission



# Health Affairs Committee Compliance Update

**Jennifer May**

Chief Compliance Officer

Aug. 26, 2021



Health Care

# **CORPORATE INTEGRITY AGREEMENT - Year End**

## **CIA Reporting Period (RP) 5**

- **July 1, 2020 – June 30, 2021**
- **CIA Compliance Obligations**
  - **Outlined in Activities Summary and Completion Tracking Document (see handout)**
  - **Outline of materials reviewed during Health Affairs Committee meetings (see handout)**

# **CORPORATE INTEGRITY AGREEMENT - Year End**

## **Health Affairs Committee – Overview of Activities RP5**

- **5 presentations (oral or written) during RP5**
  - **24 total presentations during the term of the CIA**
- **Reports and discussions included the following topics:**
  - **Corporate Integrity Agreement Updates**
  - **Compliance Program Updates**
  - **Data Security Task Force Review**
  - **RP4 Notification and Close-Out**

# **CORPORATE INTEGRITY AGREEMENT - Year End**

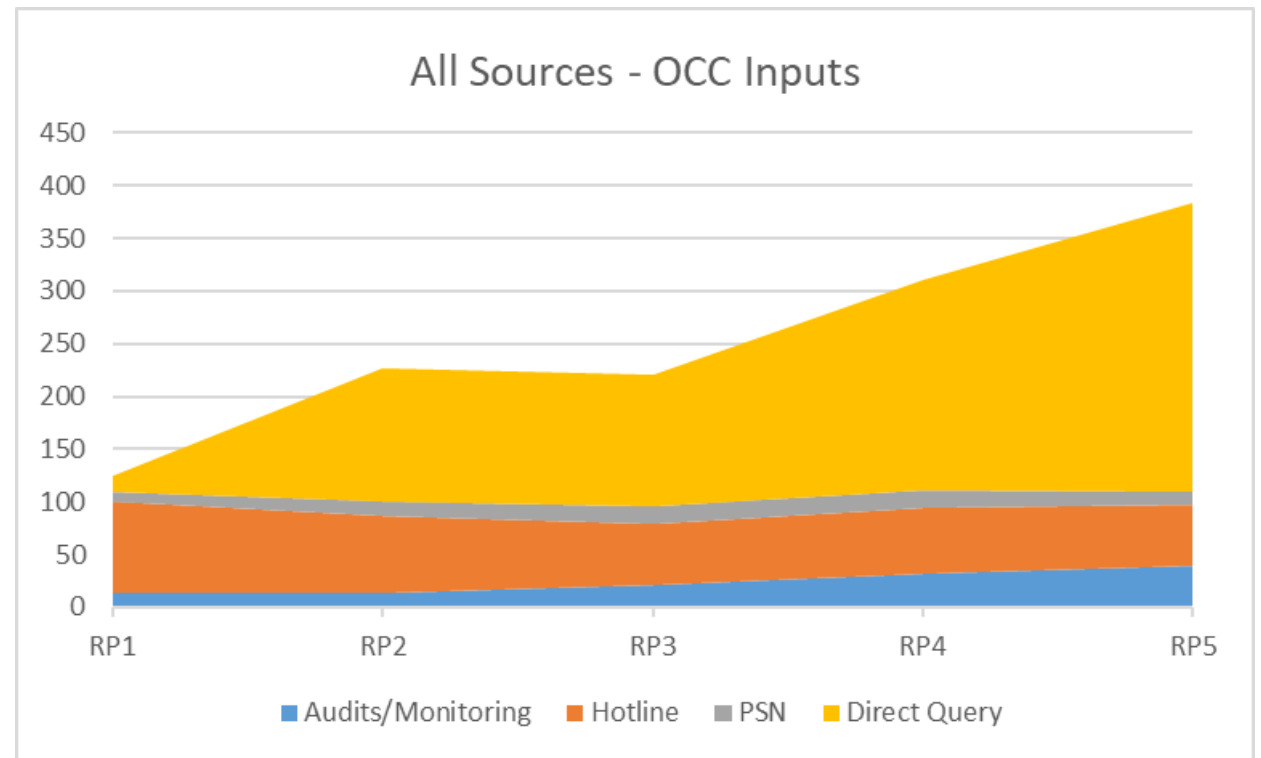
## **Executive Compliance Committee – Overview of Activities RP5**

- **12 meetings (monthly)**
  - **Continued to refine compliance content area data reports**
- **Topic reports and discussions included:**
  - **Corporate Integrity Agreement Updates**
  - **Compliance Program Reports, including metrics**
  - **Risk Assessment and Work Plans**
  - **Other relevant areas of review**

# CORPORATE INTEGRITY AGREEMENT - Year End

## Direct Reporting and Hotlines in RP5

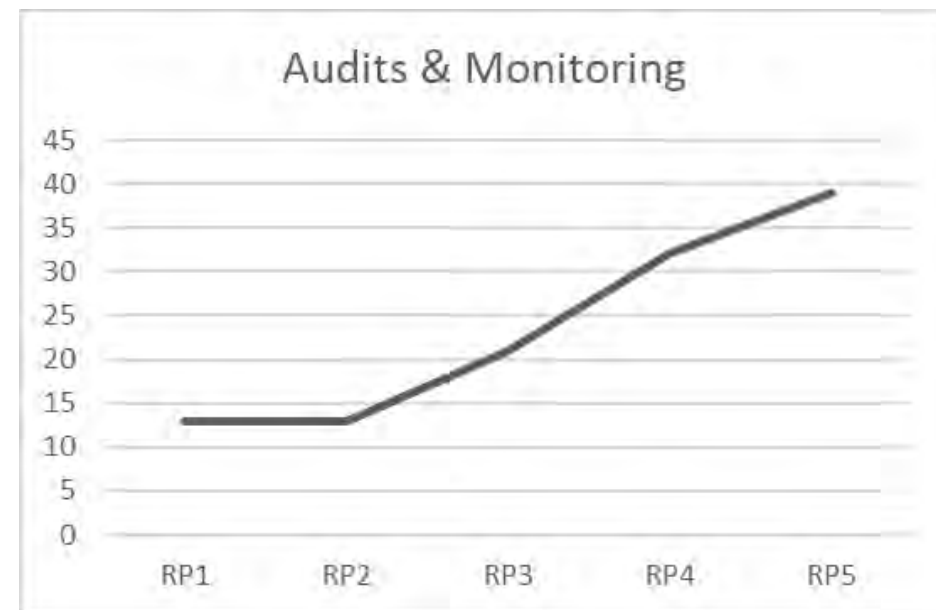
- Integrity & Accountability Hotline: 58
- Patient Safety Network: 12
- Direct Inquires: 274



# CORPORATE INTEGRITY AGREEMENT - Year End

## RP5 auditing and monitoring activity

- **26 audits/targeted reviews**
- **13 on-going monitoring programs**



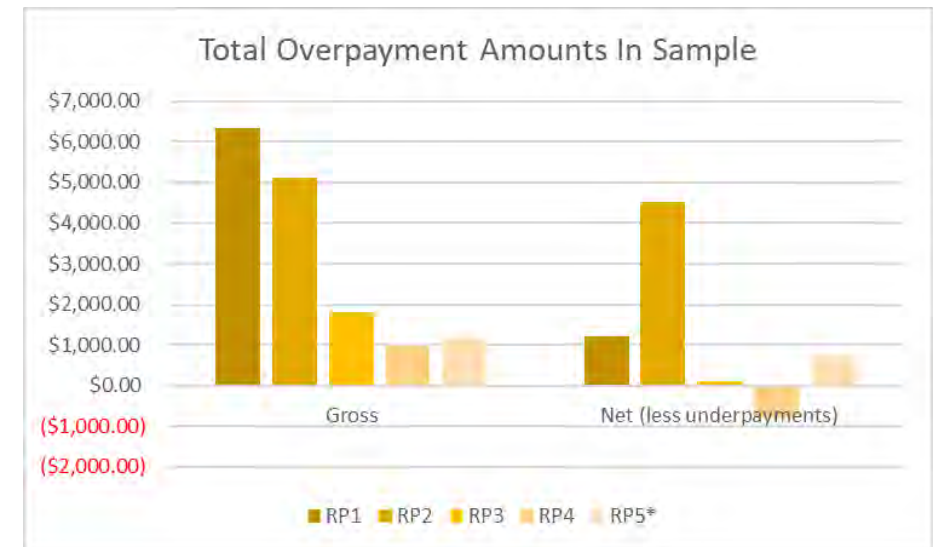
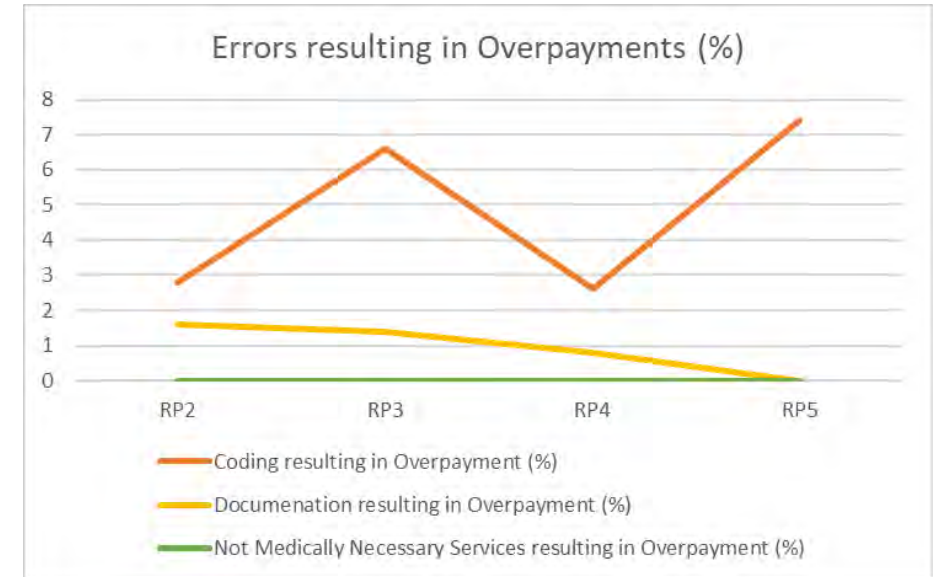
- **Additionally, the office completed 8 investigations and 31 projects**

# CORPORATE INTEGRITY AGREEMENT - Year End

## Annual Claims Review (*not final; RP5 data in charts is preliminary*)

External auditor reviews 500 paid claims made to federal health care programs

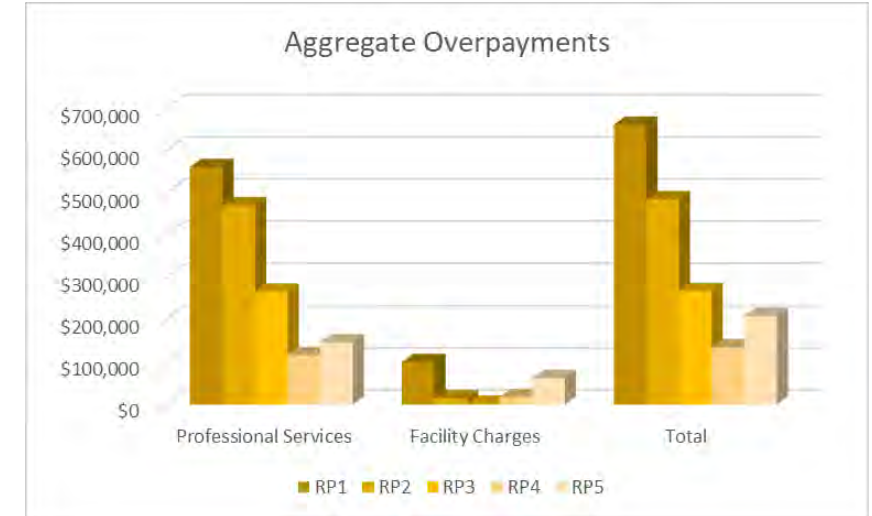
Overpayments (*MU received more reimbursement than allowed under the payment programs*) are the primary issue for which the auditor reviews



# CORPORATE INTEGRITY AGREEMENT - Year End

## Other Items Included in the RP5 Annual Report

- **Aggregate Overpayments**
  - **Identified and addressed internally**
- **Management Certifications Complete**
  - **Certifications of compliance must be made annually by management level personnel identified in the CIA**
- **Exclusion Screening Completed Monthly**
  - **no confirmed matches**





# **CORPORATE INTEGRITY AGREEMENT - Year End**

## **Other Items Included in the RP5 Annual Report**

- **Policy Reviews Completed**
- **Training and Education Complete**
  - **100% of all Covered Persons completed mandatory modules**
- **Risk Assessment Process Complete**
  - **ECC reviewed and approved the FY22 Compliance Work Plan**

# CORPORATE INTEGRITY AGREEMENT - Year End

## Other compliance-related activities in RP5

- **679 HIPAA investigations**
  - **119 reportable incidents**
- **Data Security Task Force**
- **Ongoing COVID-19 support activities**

# CORPORATE INTEGRITY AGREEMENT - Year End

## Primary Conclusions

- **Strong levels of trust and confidence by our staff to reach out with questions and concerns**
- **Excellent levels of clinical documentation by our providers demonstrating the commitment to providing medically necessary care**
- **Tremendous pride in our growth and commitment to integrity and continuous improvement**

# CORPORATE INTEGRITY AGREEMENT - Year End

## CIA Resolution Language

*“The Health Affairs Committee of the Board of Curators of the University of Missouri has made a reasonable inquiry into the operations of the Compliance Program of MU Health (sometimes referred to as University of Missouri Health System or UMHS) including the performance of the Chief Compliance Officer and the Compliance Committee. Based on its inquiry and review, the Health Affairs Committee has concluded that, to the best of its knowledge, UMHS has implemented an effective Compliance Program to meet Federal health care program requirements and the obligations of the Corporate Integrity Agreement.”*

University of Missouri Health System Corporate Integrity Agreement  
Activities Summary and Completion Tracking - Reporting Period 5

CIA Section #	CIA Section Title / Content Summary	Action Item	Assigned To	Completed
III.A.1	Chief Compliance Officer	quarterly reports to BOC	CCO / BOC HAC	17-Jun-2021
III.A.2	Compliance Committee	quarterly meetings of ECC	CCO	25-May-2021
III.A.3	BOC Compliance Obligations	description of materials reviewed	BOC (CCO)	1-Oct-2021
III.A.3	BOC Compliance Obligations	resolution	BOC (CCO)	1-Oct-2021
III.A.4	Management Certification	annual certification of compliance	CCO	30-Jul-2021
III.B.1	Code of Conduct	annual review of COC	CCO	25-Jun-2021
III.B.1	Code of Conduct	annual distribution to all Covered Persons	CCO	30-Jun-2021
III.B.2	Policies & Procedures	annual review of all compliance policies	CCO	30-Jun-2021
III.C.1	Training Plan	furnish training to all Covered Persons	CCO	30-Jun-2021
III.C.3	Certification	Covered Persons certification of training	CCO	30-Jun-2021
III.C.5	Update of Training Plan	annual review of training plan	CCO	30-Jun-2021
III.C.5	Update of Training Plan	changes to training plan ( <i>requires OIG approval</i> )	CCO	n/a
Appendix B	Claims Review	annual review	IRO	1-Oct-2021
Appendix B	A.1.c. Population	furnish patient census and payor mix to OIG	CCO/ UP	31-Mar-2021
Appendix B	A.1.c. Population	proposed subset of claims for review (not req'd)	CCO / UP	31-Mar-2021
Appendix B	A.3 Repayment of Overpayments	UMHS shall repay IRO-identified overpayments	UP	if necessary
Appendix B	B. Claims Review Report	IRO prepares / CCO filed with Annual Report	IRO / CCO	1-Oct-2021
III.E	Risk Assessment and Internal Review	annual risk assessment conducted	CCO/ Internal Audit	30-Jun-2021
III.F	Disclosure Program	maintain disclosure log / record of disclosures	CCO	30-Jun-2021
III.G.2.b	Screening Requirements	screen current Covered Persons - annually - SAM	CCO	1-Jun-2021
III.G.2.b	Screening Requirements	screen current Covered Persons - montly - LEIE	CCO	1-Jun-2021
III.J.2	Reporting of Reportable Event	notification to OIG of reportable event	CCO / CPO	as necessary
V.B	Annual Reports	submission of annual report	CCO	1-Oct-2021
V.C.1	Certifying Employees	management certifications in annual report	CCO	1-Oct-2021
V.C.2	CCO and EVC-HA	certification by CCO and EVC-HA in annual report	CCO / EVC-HA	1-Oct-2021

University of Missouri Health System Corporate Integrity Agreement  
Activities Summary and Completion Tracking - Reporting Period 5

<b>COMPLETED DURING REPORTING PERIOD 1</b>				
III.A.2	Compliance Committee	appmt of Committee (ECC) / CCO chair	CCO	Completed RP1
III.A.4	Management Certification	written process for certifications	CCO	Completed RP1
III.B.1	Code of Conduct	implementation of code of conduct	CCO	Completed RP1
III.B.1	Code of Conduct	performance eval process includes Code of Conduct	HR	Completed RP1
III.B.2	Policies & Procedures	implementation of compliance policies	CCO	Completed RP1
III.B.2	Policies & Procedures	performance eval process includes policies	HR	Completed RP1
III.B.2	Policies & Procedures	(see a. - h. for policy topics)	CCO	Completed RP1
III.B.2	Policies & Procedures	policies available to all Covered Persons	CCO	Completed RP1
III.C.1	Training Plan	develop written training plan	CCO	Completed RP1
III.C.2	BOC Training	provide 2-hour training to BOC (certifications signed)	CCO / BOC Office	Completed RP1
III.D.1.a	Engagement of IRO	engage IRO, as required in Appendix A	Finance	Completed RP1
III.G.2.b	Screening Requirements	screen current CPs - initial	CCO	Completed RP1
III.G.2.b	Screening Requirements	policy for Covered Persons to disclose exclusion	CCO	Completed RP1
III.I.2	Overpayments Policies and Procedures	develop and implement written policy	Finance	Completed RP1
V.A	Implementation Report	submission of implementation report	CCO	Completed RP1
V.C.3	CFO of UMHS	first annual report only; cert of settlement agmt	CFO	Completed RP1
<b>COMPLETED PRIOR TO EFFECTIVE DATE</b>				
III.A.1	Chief Compliance Officer	appmt of CCO/job duties	EVC-HA	Completed Prior
III.E	Risk Assessment and Internal Review	annual risk assessment process established	CCO / Internal Audit	Completed Prior
III.F	Disclosure Program	establish disclosure program (hotline)	CCO / Internal Audit	Completed Prior
III.G.2.a	Screening Requirements	screening process for prospective Covered Persons	HR	Completed Prior

## Memo

**To:** Board of Curators – Health Affairs Committee  
University of Missouri System

**From:** Jennifer P. May, JD, CHC  
MU Health Chief Compliance Officer

**Date:** August 26, 2021

**Re:** Summary of Materials Reviewed YTD in Oversight of MU Health Compliance Program during Fiscal Year 2021 / CIA Reporting Period 5

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In addition to discussions which occurred during both open and closed sessions of the Board meetings, below is a summary of the topic updates and materials reviewed by the Health Affairs Committee as of the date of this memo and during the fourth Reporting Period under the Corporate Integrity Agreement and in support of its oversight of the MU Health Compliance Program.

September 16, 2020

- CIA Reporting Period 4 Completion Update
- Annual Report elements and highlights
- Resolution request and approval

November 12, 2020

- CIA Reporting Period 5 Update
- Data Security Task Force Review
- Compliance Program Update

January 28, 2021

- CIA Reporting Period 5 Update
- Data Security Task Force Update
- Compliance Program Update

April 13, 2021

- CIA Reporting Period 4 Close-Out Notification from OIG Monitor
- CIA Reporting Period 5 Update
- Compliance Program Update

June 17, 2021

- CIA Reporting Period 5 Status Update and Preliminary Annual Report Review

No. 1

Recommended Action - Minutes, June 17, 2021 Health Affairs Committee Meeting

It was moved by \_\_\_\_\_ and seconded by \_\_\_\_\_, that the minutes of the June 17, 2021 Health Affairs Committee meeting, held in conjunction with the June 24, 2021 Board of Curators Meeting, be approved as presented.

Roll call vote of Committee: YES NO

Mr. Ashworth

Curator Graham

Curator Holloway

Mr. Phillips

Curator Wenneker

Curator Williams

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

September 2, 2021



August 26, 2021

## **Request to Certify Compliance with MU Health Compliance Obligations**

MU Health is proposing that the Health Affairs Committee of the Board of Curators adopt a resolution confirming that MU Health has implemented an effective compliance program under the Corporate Integrity Agreement (CIA).

### Background

Effective as of June 30, 2016, the University entered a five-year CIA with the Office of Inspector General for the United States Department of Health and Human Services (OIG-HHS). The CIA was entered to resolve administrative claims of the OIG-HHS related to the federal investigation of radiology claims at MU Health.

The CIA requires Board review and oversight of matters related to compliance with Federal health care program requirements and the obligations in the CIA. The Board must receive periodic reports on compliance matters, describe the materials it has reviewed as part of MU Health's annual report to the OIG, and adopt an annual resolution confirming that MU Health has an effective compliance program.

Under the CIA, the obligations of the Board can be performed by the full Board or a designated committee of the Board. At its September 15, 2016, meeting, the Board designated the Health Affairs Committee to provide oversight as required by the CIA. The Health Affairs Committee previously adopted resolutions for the first, second, third, and fourth annual reporting periods.

### Reasons for the Recommendation

The fifth annual reporting period for the CIA ended June 30, 2021. As part of its fifth year obligations, the Health Affairs Committee must adopt a resolution regarding its review and oversight of the MU Health compliance program. The resolution must be signed by each member of the Health Affairs Committee. The resolution and a summary of materials reviewed by the Health Affairs Committee must be included in the annual report to the OIG which is due October 1, 2021.

The proposed resolution would confirm that the Health Affairs Committee has (1) inquired into the operations of MU Health's Compliance Program including the performance of the Chief Compliance Officer and the Executive Compliance Committee<sup>1</sup> and (2) concluded, to the best of its knowledge, that MU Health has an effective compliance program that meets Federal health care program requirements and the obligations of the CIA. The resolution would further provide for the Secretary of the Board of Curators to prepare a form of the resolution that could be signed by each member of the Health Affairs Committee.

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<sup>1</sup> The current roster of members of the Executive Compliance Committee is attached hereto.

August 26, 2021

No. 2

Recommended Action - Resolution, Corporate Integrity Agreement for Health Affairs Committee Members

It was moved by \_\_\_\_\_ and seconded by \_\_\_\_\_, that

the following action be approved:

The Health Affairs Committee of the Board of Curators of the University of Missouri has made a reasonable inquiry into the operations of the Compliance Program of MU Health (sometimes referred to as University of Missouri Health System or UMHS) including the performance of the Chief Compliance Officer and the Compliance Committee. Based on its inquiry and review, the Health Affairs Committee has concluded that, to the best of its knowledge, UMHS has implemented an effective Compliance Program to meet Federal health care program requirements and the obligations of the Corporate Integrity Agreement. The Secretary of the Board of the Curators is authorized to prepare a separate form of this resolution to be signed by each member of the Health Affairs Committee.

Roll call vote of Health Affairs Committee	YES	NO
--	-----	----

Mr. Ashworth  
Curator Graham  
Curator Holloway  
Mr. Phillips  
Curator Wenneker  
Curator Williams

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

**Resolution of the Health Affairs Committee of the Board of Curators**

On August 26, 2021, the Health Affairs Committee of the Board of Curators of the University of Missouri adopted the following resolution:

The Health Affairs Committee of the Board of Curators of the University of Missouri has made a reasonable inquiry into the operations of the Compliance Program of MU Health (sometimes referred to as University of Missouri Health System or UMHS) including the performance of the Chief Compliance Officer and the Compliance Committee. Based on its inquiry and review, the Health Affairs Committee has concluded that, to the best of its knowledge, UMHS has implemented an effective Compliance Program to meet Federal health care program requirements and the obligations of the Corporate Integrity Agreement.

I, Cindy S. Harmon, Secretary of the Board of Curators of the University of Missouri, hereby certify that the foregoing is a true and complete copy of an action taken by the Board of Curators at a meeting held on August 26, 2021, the same as will be submitted to the Board of Curators for approval and will subsequently appear in the permanent records of the University of Missouri.

Witness my hand and the official seal of The Curators of the University of Missouri this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
Cindy S. Harmon  
Secretary of the Board of Curators  
University of Missouri

Acknowledged and confirmed by the members of the Health Affairs Committee:

\_\_\_\_\_  
Curator Wenneker, Chair

\_\_\_\_\_  
Mr. Ashworth

\_\_\_\_\_  
Curator Graham

\_\_\_\_\_  
Curator Holloway

\_\_\_\_\_  
Mr. Phillips

\_\_\_\_\_  
Curator Williams

August 26, 2021

MU Health Executive Compliance Committee (ECC) Roster

Voting	Ex Officio	Name	Email	Charter Role Filled	Other Key Role
y		Alpers, Beth	beth.alpers@health.missouri.edu	CHRO	
y		Arnold, Victor	arnoldv@health.missouri.edu	ED, UP	
y		Barohn, Richard	rbarohn@health.missouri.edu	EVC	
y		Bliven, Bryan	blivenbr@health.missouri.edu		CIO, MUHC
y		Chancellor, Beth	chancellorb@umsystem.edu		CIO, UM
y		Choma, Theodore J.	chomat@health.missouri.edu	Chair, UP	
y		Curtright, Jonathan W.	curtrightj@health.missouri.edu	CEO	
y		Davis, Kay	DavisN@health.missouri.edu	CFO, MUHC	
y		Haberberger, Patty	haberbergerp@missouri.edu	HR, campus	
y		Hagglund, Kristofer	HagglundK@health.missouri.edu	Dean, SHP	
y		Hesemann, Laura	hesemannl@health.missouri.edu	Chief of Staff	
y		Keeney, James	keeneyj@health.missouri.edu		PLCC, UP
y		Kennett, Michele	kennettmr@missouri.edu		Reseach
y		Knollmeyer, Edward J.	knollmeyere@umsystem.edu		Risk
y		May, Jennifer P.	mayj@health.missouri.edu	CCO (compliance)	
y		Mulholland, Pam	mulhollandp@umsystem.edu		SOM CAO
y		Nichols, Kirt	NicholsW@health.missouri.edu		at large
y		Pendleton, Robert	rcphqq@umsystem.edu		CQO
y		Piranio, Michelle M.	piraniom@umsystem.edu	CACO, UM	
y		Rapp, Ryan Daniel	RappR@umsystem.edu		CFO, UM
y		Thompson, Sarah	thompsonsarah@missouri.edu	Dean, Nursing	
y		Whitt, Stevan P	WhittS@health.missouri.edu	CCO (clinical)	
y		Zweig, Steve	zweigs@health.missouri.edu	Dean, SOM	
y		vacant		COO	
	y	Epstein, Nicole E.	epsteinn@health.missouri.edu	Privacy	
	y	Hess, Robert L.	hessrl@umsystem.edu	Counsel	
	y	Little, Emily	littleew@umsystem.edu	Counsel	
	y	Settles, Julia Ann	SettlesJA@health.missouri.edu	Risk	
	y	Tegerdine, Katie	tegerdinek@health.missouri.edu	Compliance	
	y	Till, Debra	tillde@umsystem.edu		UM System Audit

current as of 18 August 2021

# 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.

Approved by the Board of Curators: Feb 4, 2021

INTERCOLLEGIATE ATHLETICS:  
NAME, IMAGE AND LIKENESS

There are no materials for this information item.

**Executive Summary**  
**New Degree Program, Bachelor of Arts in Urban Journalism & Strategic Communications, UMKC**

The University of Missouri – Kansas City proposes a new B.A. in Urban Journalism and Strategic Communications designed to meet the needs of KC-area employers and provide a unique curriculum focused on urban communities. The degree will serve students from the Kansas City region – particularly underserved communities, who grew up and live here, who work here, who study here, and who will give back to local communities of color after graduation. For minority students who are tied to the metropolitan area, UMKC remains the only option to study journalism. Thus, “urban” in our program title means not only journalism about urban issues, but also journalism education designed for urban communities.

The B.A. in Urban Journalism and Strategic Communication builds on the existing emphasis area in Journalism and Mass Communication in the Communication Studies Department. Seven faculty members will offer 28 courses. Both students and employers have expressed the need for UMKC to offer a major credential in Journalism and Strategic Communication. The program will prepare graduates to serve Kansas City area communities as professional journalists, advertising and public relations specialists and digital communication experts. Kansas City’s major media outlets (including print, television, radio and digital media) have long advocated for a journalism program. In an attached letter of support, the editor responsible for hiring at The Kansas City Star stated that students who major in journalism are those who employers seek first, “I know from my 20 years of experience as a hiring manager that media companies look for students who are journalism majors. Often my first ‘filter’ on applications is whether the person applying has a degree in journalism.” – Kansas City Star letter of support, Appendix 1.

With this new degree, students at UMKC will identify themselves with “journalism” and “journalists.” We hope this will inspire UMKC students to pursue online graduate education in journalism at the University of Missouri – Columbia. Currently, anecdotal evidence and Google Education & Job Search Data (Appendix 10) suggest our graduates continue their education in Communications programs at other competing regional schools, like the University of Central Missouri and the University of Kansas.

UMKC and the Missouri School of Journalism have had productive discussions about forming an alliance in the KC metro market in the future. UMKC can open doors for the Missouri School of Journalism, leveraging UMKC’s years of local experience and connections. Johnson County Community College and UMKC’s Department of Communication Studies entered into an articulation agreement in 2015 (See Appendix 3). Since then, there is a clear trend of increasing transfer students, especially from JCCC, MCC and K-State. Before the COVID-19 pandemic, student enrollment in the Journalism and Mass Communication emphasis area at UMKC had more than doubled during the past decade, standing at 100. However, the challenges that COVID has posed to higher education suggests our future success will rely on cross-campus collaboration within the UM system, higher efficiency of operation and faster market expansion. We anticipate this program will bring in 60-plus new students to UMKC in its first five years and generate new revenue beginning in Year 1 – FY23.

No. 1

Recommended Action – Urban Journalism & Strategic Communication

It was recommended by the University of Missouri System Office of Academic Affairs, endorsed by President of the University of Missouri Mun Choi, recommended by the Academic, Student Affairs and Research & Economic Development Committee, moved by Curator \_\_\_\_\_, seconded by Curator \_\_\_\_\_ that the following action be approved:

that the University of Missouri – Kansas City be authorized to submit the attached proposal for a Bachelor of Arts of Urban Journalism & Strategic Communication to the Coordinating Board for Higher Education for approval.

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 Graham

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

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



New Degree Program Proposal:

**Bachelor of Arts in Urban Journalism &  
Strategic Communication**

University of Missouri – Kansas City  
*September 2021 Board of Curators Meeting*

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(Some appendices have been removed from these materials for length and clarity and are available upon request.)

## Executive Summary

The University of Missouri – Kansas City proposes a new B.A. in Urban Journalism and Strategic Communications designed to meet the needs of KC-area employers and provide a unique curriculum focused on urban communities. The degree will serve students from the Kansas City region – particularly underserved communities, who grew up and live here, who work here, who study here, and who will give back to local communities of color after graduation. For minority students who are tied to the metropolitan area, UMKC remains the only option to study journalism. Thus, “urban” in our program title means not only journalism about urban issues, but also journalism education designed for urban communities.

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that COVID has posed to higher education suggests our future success will rely on cross-campus collaboration within the UM system, higher efficiency of operation and faster market expansion. We anticipate this program will bring in 60-plus new students to UMKC in its first five years and generate new revenue beginning in Year 1 – FY23.

## **1. Introduction**

The proposed B.A. in Urban Journalism and Strategic Communication is designed to prepare undergraduate students for professional careers in the next era of participatory, community and interactive journalism with a focus on the issues facing local urban communities. This degree will provide students the tools they need to examine and apply best practices in all fields of journalism. This includes solid writing, reporting, editing, production and performance skills across all media platforms.

Student reporters will cover regional bi-state communities and will broaden their understanding of the mechanics of local government and the impact on neighborhoods, gain proficiency in intercultural communication and further develop their skills in cultural competency. Student journalists who deeply understand the challenges of a particular community will gain more empathy for all communities. Competency, understanding and empathy will be achieved in three ways:

- Student journalists will spend one semester of immersive study in an assigned neighborhood. They will produce reports or segments for both traditional and digital media.
- Students will intern for a semester at a non-profit or local government agency specializing in community affairs and assistance. This will give students further exposure to challenges Kansas City's bi-state communities face.
- As part of their capstone journalism experience, students will produce professional reports for media outlets managed by the Department of Communication Studies like KHEN-17 (Community Access Television {CAT} that transmits to 500,000 households), K-Roo Student Radio, and the UMKC-supported University News. A student news agency, Wyandotte County News Bureau, will be developed to provide news and information targeting audiences in Kansas City bi-state communities. This agency is ready to start operating in Spring 2022.

Student journalists will also have the opportunity to use UMKC resources and work with the UMKC Center for Neighborhoods, Center for Midwestern Studies, UMKC IDEAS and the NexGen Precision Health Initiative. We seek a journalism degree program primarily because students and professional media outlets in the Kansas City metro area have consistently asked for it. About 70% of students in the College

of Arts & Sciences at UMKC are designated as “in need students,” i.e., Pell Grant recipients. For the majority of these students who are tied to the metropolitan area, UMKC remains the only option to study journalism.

Students will complete all general education courses within UMKC’s College of Arts and Sciences (to be renamed as the School of Art, Culture, and Social Studies in Fall 2022) and 39 credit hours in the major. Upper-level courses will be 30 credit hours of the total.

Three UMKC faculty members —Ye Wang, Steve Kraske and Peter Morello—will oversee the Urban Journalism and Strategic Communication program and work with staff members. Among the regular professional and scholarly contributions these faculty members make are “Up To Date,” the daily public affairs program on KCUR, Kansas City’s NPR affiliate (Kraske); Fulbright Scholar and Senior Specialist, who oversees UMKC’s Fulbright applications and has had multiple international appointments as a Fulbright scholar (Morello); and 20 plus peer-reviewed journal articles and national grants (NSF IUSE #1935076<sup>1</sup>, by Wang).

Other distinguished adjunct or contract faculty members currently teach in the Department of Communication Studies. They include: Peggy Lowe, a KCUR investigative reporter; Jeffri Chadiha, a senior writer for NFL.com and a co-host of "Gameday First"; Jaysen Van Sickel, executive director at Hope Faith, Kansas City; Traci Angel, an investigative reporter; and others. The proposed new degree will require four additional adjunct instructor positions. With the increase in enrollment, we will need to hire adjuncts to teach required courses, for example, COMMST 270, COMMST 203, COMMST 446, COMMST 478 and COMMST 387, depending on needs. We will also use these adjunct hires to invite prominent local journalists and communication professionals to share their knowledge with our students in special topic courses.

## **2. University Mission & Program Analysis**

### **2.A. Alignment with University Mission & Goals**

The proposed B.A. degree in Urban Journalism and Strategic Communication aligns with UMKC’s mission with its emphasis on learning, diversity and inclusion as well as urban-serving missions:

“As an urban research university, our mission at the University of Missouri-Kansas City is to promote learning through the discovery, preservation and dissemination of knowledge of public value across a broad spectrum of disciplines and fields of study. UMKC celebrates the individual and embodies diversity and inclusion by intertwining

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<sup>1</sup> CUE Ethics: Collaborative Research: Open Collaborative Experiential Learning (OCEL.AI): Bridging Digital Divides in Undergraduate Education of Data Science (01/01/2020 – 6/30/2021, \$ 350,000).

these goals with innovation to enable transformational impact aimed at bringing cultural, social, health and economic prosperity to the metropolitan, regional and global communities we serve.”<sup>2</sup>

A degree in Urban Journalism and Strategic Communication will meet the goal of UMKC and the College of Arts and Sciences by preparing students to work competently in their chosen fields (corporate, governmental, nonprofit or academic) that demand either specialized or versatile degrees. The proposed B.A. offers a major that is desirable for employers based on periodic needs assessments conducted by the Communication Studies Department and supervisor exit interviews following student internships (COMMST 484 Internship). The proposed B.A. will advance urban engagement by providing education and experience in a diverse metropolitan community. The proposed B.A. will uphold the principles of diversity by including courses that address urban issues, policies, cross-cultural journalism, and multicultural strategic communication. The proposed B.A. will promote research development by teaching students investigative reporting, strategic communication research, data literacy and data science.

With a B.A. degree in Urban Journalism and Strategic Communication, students will gain experience working and reporting in diverse metropolitan communities, enabling them to develop a context for the rich intellectual and social life of the communities.

The new Urban Journalism & Strategic Communication degree program aligns with the strategic goals of the University of Missouri System, specifically with the new goals and strategies formulated by the Missouri School of Journalism in January 2017. In particular, we align with the goals of increasing learning experience, accessibility education and inclusion, such as:

- Promote excellence and inclusion through teaching and student academic experiences, in and out of the classroom (MU goal).
- Increase student thriving, engagement and sense of belonging through accessibility support, community and mentorship (MU goal).
- Foster innovation and high-impact research to advance the professions of journalism and strategic communication (MU J-School’s goal).

The goals of the Urban Journalism & Strategic Communication program at UMKC are:

- To prepare UMKC graduates for evolving professions across all media.
- To advance innovation and research critical to the future of journalism and strategic communication.
- To engage communities in Kansas City and the bi-state area, and to collaborate with external partners to effectively serve diverse audiences.
- To foster collaboration with the University of Missouri-Columbia, UMSL and Missouri S&T.

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<sup>2</sup> <https://www.umkc.edu/about/mission.html>

We will continue to align the Urban Journalism & Strategic Communication degree program with new goals as they are developed. We also seek course-sharing initiatives with divisions and departments at UMKC, the Missouri School of Journalism, UMSL and Missouri S & T. We can offer the following courses:

### **Established Courses**

(Courses currently taught online as synchronous **(OS)** asynchronous **(AS,)** or blended **(B)** are marked in upper cases.)

COMM ST 110 Fundamentals of Effective Speaking & Listening **(OS)**  
COMM ST 203 Introduction to Journalism  
COMM ST 270 Introduction to Digital & Mobile Journalism  
COMM ST 311 Radio and Television Performance  
COMM ST 324 Data Journalism  
COMM ST 348 Art of the Interview  
COMM ST 353/LLS 353 Covering Urban Latinx Communities  
COMM ST 351WI Fundamentals of Writing for the Media **(AS)**  
COMM ST 355WI The New Feature Writing  
COMM ST 356 U-News Practicum  
COMM ST 361 Media Management  
COMM ST 363 Radio Production  
COMM ST 383 Cross Cultural Journalism & Mass Communication **(OS/AS)**  
COMM ST 387 Strategic Communication Research **(OS)**  
COMM ST 388 Media Ethics **(B)**  
COMM ST 385 Documentary Production  
COMM ST 415 Global Journalism: Cultures, Trends, & Conflicts **(B)**  
COMM ST 432 Press, Politics and Public Policy  
COMM ST/ART 439 Egghead: Student Advertising Agency  
COMM ST 447 Interactive & Social media Advertising **(OS)**  
COMM ST 453 Urban Journalism Practicum  
COMM ST 456 Electronic Journalism (3 Credit Hours)  
COMM ST 466 Advanced Electronic Journalism **(B)**  
COMM ST 446 Principles of Advertising **(AS)**  
COMM ST 471 Advanced Media Production  
COMM ST 487 Media Law  
COMM ST 484 Communication Studies Activities-Internship **(OS)**  
COMM ST/ART 492 Advertising Campaigns  
COMM ST 498 Special Problems in Communication Studies

### **2.B. Duplication & Collaboration within Campus, Across System**

This program focuses on journalism as both an urban craft and as a service to the local underserved communities. The focus on communities in the Kansas City bi-state region of the major sets the proposed degree apart from journalism programs elsewhere in Missouri and Kansas by attracting students who have strong ties to

Kansas City. It also fulfills the needs of transfer students with Associate's degrees from Johnson County and Metropolitan Community Colleges. Most students who choose to remain in the Kansas City area do so because of financial reasons, Kansas City's growing job market or family commitments. We want them to be inspired by "being a journalism student," and eventually pursue a graduate degree of journalism offered by the Missouri School of Journalism. As mentioned in the Executive Summary, the new degree, due to this service mission and UMKC's diverse student body, will not duplicate programs that MU, UMSL or Missouri S&T offer.

Our program is unique because the degree will serve students from underrepresented minority communities in the Kansas City region who grew up and live here, who work here, who study here, and who will give back to local communities of color after graduation. More than 40% of students in Journalism and Mass Communication Emphasis are minorities (see Appendix 14). About 70% of students in the College of Arts & Sciences at UMKC are designated as "in need students," i.e., Pell Grant recipients (based upon 2020 UMKC enrollment data). For minority students who are tied to the metropolitan area, UMKC remains the only option to study journalism. Thus, "urban" in our program title means not only journalism about urban issues, but also journalism education designed for urban communities. Students of the proposed degree will be trained to give a voice to local minority communities, for example, those living in the news desert of Wyandotte County, Kansas. This makes the program an authentic urban journalism experience.

Meanwhile, UMKC and the Missouri School of Journalism have had productive discussions about forming an alliance in the KC metro market. Both sides have reviewed a detailed and clear plan of course-sharing, which will likely start in Spring 2022. Shared interest areas are identified by both sides: data journalism, strategic communication, media history and media law. With calls from granting agencies like the National Science Foundation, data journalism, in particular, occupies a strategic position in the national mission of broadening participation in data science education at both undergraduate and post-graduate levels.

We have reached out to several faculty members at Mizzou, including Mike Jenner, faculty group chair of journalism practice; Yong Volz, faculty group chair of journalism studies; Jon Stemmler, faculty group chair of strategic communication; and David Herzog, well-known investigative journalist and professor. We met and talked on Zoom and over the phone multiple times to discuss a plan to start online course sharing in Spring 2022. We closely examined and discussed Mizzou's current course offerings to explore opportunities of collaboration. Under the Big Idea of the campus-site program (see Figure 2), we are currently working on these course-sharing proposals (see Appendices 5, 6, 7, & 8):

1. JOURN 4430 Data Journalism
2. JOURN 2200 Audiences and Persuasion
3. JOURN 4952 Strategic Communication Research I
4. JOURN 4204 Introduction to Strategic Writing and Design



In the future, we will plan to share more online courses in areas of Data Journalism, Advertising, Public Relations, Media History and Media Law.

We are aiming at establishing a long-term mutually beneficial relationship with the Missouri School of Journalism, by combining the strengths of the two programs. First, Mizzou's J-school is well-known and well-established with the highest standards. It has capacity to offer advanced courses in emerging areas. It can provide advice to UMKC for future program accreditation.

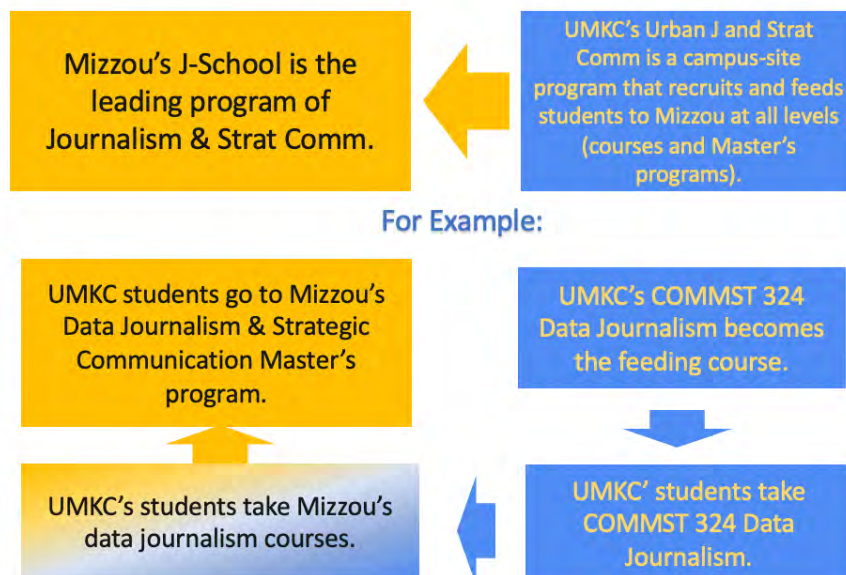
Second, UMKC's Journalism and Strategic Communication program can help spread the influence of Mizzou's J-school to urban minority communities that are difficult to reach via traditional channels. UMKC has 40% to 50% minority students, and instructors are experienced in interacting and teaching a diverse student body. With strong roots in local urban communities, our program works with local community leaders and organizations to bring unique, real-world experience to our students. UMKC can bring journalism education to minority and underrepresented communities. UMKC's deep connections with local communities are an addition to the entire MU brand name. The proposed journalism program can inspire more minority students to pursue a journalism and strategic communication education at UMKC or Mizzou.

Third, the collaboration can create a more efficient budget model via course sharing, especially in the area of emerging areas, like data journalism. To facilitate the collaboration, UMKC is developing and revising courses to introduce data science education in journalism and strategic communication. Both COMMST 324 Data Journalism and COMST 447 Interactive and Social Media Advertising are part of an NSF-funded project (\$350,000) to experiment with a story-driven approach to teaching data science in CS+Journalism/Strategic Communication courses. To strengthen our effort, we also started forming a Wyandotte County news bureau, which can potentially become an urban data collection operation to empower investigative journalism in a KC-area news desert.



**Figure 1. SWOT Analysis for the Collaboration**

We are hoping, in the future, the Missouri School of Journalism can become the leader of the collaboration that strengthens the presence of the Missouri Method in urban minority communities in Kansas City.



**Figure 2. A Mizou-led Future Collaboration: Campus-Site Program**

## 3. Business-Related Criteria & Justification

### 3.A. Market Analysis

#### 3.A.1. Rationale & Workforce Demand for the Program

There is a great need for journalism graduates in the region (including Arkansas, Illinois, Iowa, Kansas, Kentucky, Missouri, Nebraska, Oklahoma and Tennessee). According to Burning Glass Program Insight, 2,514 journalism degrees (533 from MU) were conferred in 2019 compared with 16,488 jobs in the region. According to the U.S. Department of Labor's Bureau of Labor Statistics, employment in media and communication is projected to grow 4 percent from 2014-2024, which will result in about 27,400 new jobs. The Burning Glass data also shows that the concentration of journalism and broadcasting jobs in the region is close to the national level (Location Quotient = 0.9).

In Kansas City, the labor-market growth for journalism-related occupations is projected to be 17.08%, which is significantly higher than 10.03%'s regional growth rate. The national growth rate projection is only 3.59%. In short, there is reason to believe that there is an unmet need for journalism-trained graduates in the region in general and in Kansas City in particular. UMKC can help address this.

The journalism program maps to 13 occupations across 5 occupation groups.<sup>3</sup> In Missouri, the projected salary for journalism graduates is \$50,000, higher than the living wage salary (\$30,000) in this region. The median annual wage for media and communication occupations was \$53,530 in May 2015, which was higher than the median annual wage of \$36,200 for all occupations.

All of the support letters from The Kansas City Star, KCUR, KCPT, and 41 Action News strongly recommend such a degree program. In particular, the focus on urban issues is much needed to draw public attention to urban cores. The approach of urban journalism will be a "huge service to our communities for generations to come," according to The Kansas City Star. KCUR has also applauded the direction of urban journalism studies at UMKC, stating "reporters provide the truest understanding for an audience hungry for credible voices and analysis." Given the central location of UMKC in the KC metro area, "there is real urgency for UMKC to create this Urban Journalism and Strategic Communication program."

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<sup>3</sup> Writer, Video Editor, Proofreader, Copywriter, Technical Writer, Editor, Radio / Television Announcer, DJ / Announcer, Media Planner / Buyer, Reporter, Producer, Social Media Strategist / Specialist, Communications / Public Relations Manager

The student survey of journalism and strategic communication courses (conducted in journalism and strategic communication courses with a response rate of 50% and using a 7-point scale, 1 being not at all interested and 7 being definitely interested) also reflects student demand for this degree. Students also wrote support letters for the degree proposal (please see Appendix 12). Appendix 13 includes a list of UMKC journalism and strategic communication students who recently won top awards in 2021's Missouri College Media Association (MCMA).

<b>Sample Size = 20</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>Would you be interested in a major in Journalism &amp; Strategic Communication at UMKC?</b> <i>1=Not at all interested 2 3 4 5 6</i> <i>7=Definitely interested</i>	<b>6.10</b>	<b>1.119</b>
<b>Would you combine a major in Journalism &amp; Strategic Communication at UMKC with another area of study?</b> <i>1=Not at all interested 2 3 4 5 6</i> <i>7=Definitely interested</i>	<b>5.90</b>	<b>1.119</b>

**See Appendix 2 for the sample size and survey data.**

### **3.A.2. Student Demand for the Program**

The number of students seeking a Communication Studies degree with an emphasis in journalism and mass communication ranged from 110 to 135 per year before COVID. With increasing student interest in a “major” in journalism and strategic communication, we anticipate higher enrollments after the pandemic in broadcast, print, digital and social media, advertising and public relations.

A major in urban journalism and strategic communication will attract students from area community colleges who wish to earn a four-year degree (after completion of associate's degrees in journalism or related fields). According to academic advisers, the journalism emphasis is getting about 25 transfer students each year.

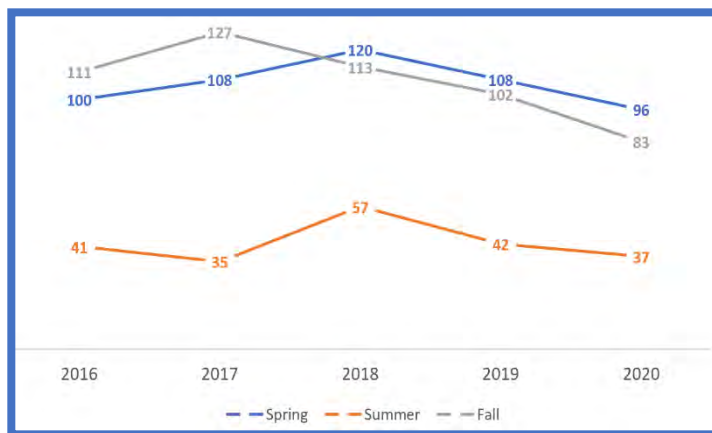
The proposed program would also offer students who prefer to remain in metro Kansas City (i.e., under-served, working and returning students) the opportunity to earn a comprehensive Journalism and Strategic Communication B.A. degree at UMKC. (See Appendix 3 for Articulation Agreement with Johnson County Community College for transfer students.)

Considering current data for the emphasis, we project at least eight to 14 students will graduate with a degree in Urban Journalism & Strategic Communication within five years.

The projections in Table 1a, Table 1b, and Table 1c, are based on CAS data of the past three years and the student survey:

In **2013, 2014, and 2015**, the Journalism and Mass Communication emphasis had **116 graduates** in total. The graduates per academic level ranged from **35 to 43**. In 2017, the emphasis graduated **60** students.

Comparing 2019 and 2016 data, the enrollment figures have been steady (around 110 per semester, peaking at 127) until COVID. The emphasis has 85 students, according to Spring 2021 data, and 32 new admits in Fall 2021. This is a clear sign of the emphasis’ resilience. With the declining capacity of community colleges due to the pandemic, we also expect to see a jump in demand in the KC market among students who before COVID would choose community colleges.



**Figure 3.** Journalism and Mass Communication Emphasis Enrollment Data. (The data do not include double major, minor, or Communication Studies General.)

In the following calculation, we used data from 2016 to 2019 due to the irregularity of 2020 and 2021. Based upon previous years, the annual average enrollment per academic level was **44**.

- In the student survey, when asked if one would be interested in a major in Journalism and Strategic Communication on a **7-point scale (1--not at all interested and 7--definitely interested)**, 17 of 20 (85%) students answered 5 or above. 15 out of 20 (75%) answered 6 or above. 10 out of 20 (50%) answered 7 (definitely interested). We made our enrollment projections based on this data.

With approval of a degree program, an increase in enrollment is projected. For the fourth and the fifth years, it is realistic to project at least a **10%** increase in enrollment. This projection is based on the highest enrollment number on record ( $N = 43$ ):

**Table 1a** shows enrolled new students each year. The number of part-time students (5%) is calculated on the reported proportion of part-time and freshman students in the survey.

**Table 1a Student Enrollment Projections (anticipated number of students enrolled during the fall semester of given year who were new to campus).**

*Retention rate* is the percentage of a school's first-time, first-year undergraduate students who continue at that school the next year. The national average retention rate is 73% according to collegefactual.com. Based on records compiled by academic advisers, retention in the journalism emphasis area is consistently higher than the national average. Therefore, we project a 71.2% first-year retention rate and calculate that 74.9% of students enrolled in the previous year will re-enroll the following year. Using these numbers, Table 1a shows projected enrollments.

**Table 1a Student Enrollment Projections (anticipated total number of students enrolled in the program during the first five fall semesters following implementation.)**

<b>Year:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Full-time</b>	24	38	40	46	52
<b>Part-time</b>					
<b>Total</b>	24	38	40	46	52

**Table 1a New Student Enrollment Projections (anticipated number of students enrolled in the program during the first five fall semesters following implementation that are new to the University.)**

<b>Fiscal Year:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Full-time</b>	16	29	36	43	49
<b>Part-time</b>					
<b>Total</b>	16	29	36	43	49

**Table 1c Projected Number of Degrees Awarded**

<b>Year:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b># of Degrees Awarded</b>	0	2	9	16	17	18	23	27	29	31

UMKC's graduation rate was 51.8% in 2014. Graduation rate is the percentage of a school's first-time, first-year undergraduate students who complete their program within 150% of the published time in a particular program. Therefore, we project 51.8% of students who are enrolled in the program as freshman will graduate in four years, and the same number of transfer students will graduate in two years. **Table 1c** shows the estimated degrees awarded. Although the estimates for graduation are based on current campus graduation rates, the program aims to increase its graduation rates, particularly through the partnership with Mizzou to feed more students into its MA programs.

### **3.B. Financial Projections**

See attached letter of financial support from Associate Dean Elizabeth Vonnahme.

#### **3.B.1. Additional Resources Needed**

Costs listed here will be included as part of the annual budgeting process for the College of Arts and Sciences.

The B.A. in Urban Journalism and Strategic Communication expands on the current emphasis and will better position students to more effectively pursue careers in journalism/strategic communication. It will draw additional students from the area's large community colleges interested in a full four-year degree. While current journalism faculty will be largely involved in teaching courses for the program, four adjunct instructors will be needed. These professional faculty will teach required courses, for example, COMMST 270, COMMST 203, COMMST 478 and COMMST 387, depending upon needs. We will also use these adjunct hires to invite prominent local journalists and communication professionals to share their knowledge with our students in special topic courses. In addition, the department will offer more synchronous, asynchronous and blended online course work to accommodate students wishing to take more classes online.

**Faculty Salaries:** We have budgeted for additional adjunct instructors in the second – fifth years, then one tenure-track hire in Year 6, contingent on meeting enrollment projections. An enrollment of 60 students will be necessary to make a full-time faculty hire. These hires will only be made if these enrollments are reached. This hire would focus on Data Journalism.

**Supplies:** Average supply costs for copies and other miscellaneous.

Marketing Costs: We've included \$2,500 for initial marketing efforts and \$800 per year after that. This number will address our marketing to our partner schools and developing materials for our recruiters. We will initially be focused on online/video marketing material aimed at both first-time college students and those who have completed their AA at local community colleges. In subsequent years we will work with our student Advertising Agency to create a print campaign with advice from our recruiters and feedback from student surveys of majors.

Misc. Expenses: This is the budget for additional repair and support of equipment and computers.

Course Development: All of the course development has been completed and the courses have been approved at the campus level.

Start-up: There is a hire in the Pro Forma in Year 6 and \$15,000 of startup costs have been budgeted for faculty research activities.

### **3.B.2. Revenue**

Revenue has been calculated based upon the number of full-time students who are new to campus (see Table 1a.) and students who are currently pursuing an Emphasis in Journalism and Mass Communication. Taking a conservative approach, several attributes are excluded from the revenue projections, including part-time students, summer enrollment and lab fees, which if included would result in additional revenues. These revenue figures presented in Form FP, Table 2, are based on full-time undergraduate students enrolled in 30 credit hours of coursework per year. The starting tuition rate is 288.19 per credit hour in FY 2023 with an annual increase of 2%.

### **3.B.3. Net Revenue**

Revenue will exceed expenses in year one of the program.



**Table 2. Financial Projections for Proposed Program for Years 1 Through 5.**

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>1. Expenses per year</b>					
<b>A. One-time</b>					
<i>New/Renovated Space</i>					
<i>Equipment</i>					
<i>Library</i>					
<i>Consultants</i>					
<i>Others</i>					
<b>Total one-time</b>					
<b>B. Recurring</b>					
<i>Faculty</i>		6,367	12,989	13,249	16,892
<i>Staff</i>					
<i>Benefits</i>		487	994	1014	1292
<i>Equipment</i>					
<i>Library</i>					
<i>Other</i>	14,722	23,308	26,683	31,934	37,125
<b>Total recurring</b>					
<b>Total expenses (A+B)</b>	14,722	30,162	40,666	46,197	55,310
<b>2. Revenue per year</b>					
<i>Tuition/Fees</i>	207,497	333,006	357,695	421,108	488,756
<i>Institutional Resources</i>					
<i>State Aid – CBHE</i>					
<i>State Aid – Other</i>					
<b>Total revenue</b>	207,497	333,006	357,695	421,108	488,756
<b>3. Net revenue (loss) per year</b>	93,646	184,243	233,903	281,999	330,122
<b>4. Cumulative revenue (loss)</b>	91,146	275,389	509,292	791,291	1,121,413

**3.B.4. Academic and Financial Viability**

The proposed program has sufficient talent, resources and student enrollment for a vibrant, active learning environment. The program revenue will exceed the costs in Year 1, FY23. Thus, we consider the minimum enrollment needed for the program to be financially and academically viable is the enrollment number of Year 1. Using Year 1 as a scenario for Table 3., we become financially and academically viable with 24

students enrolled, which brings in \$270,492 tuition and fees and generates a net revenue of \$91,146.

**Table 3. Enrollment for Academic and Financial Viability**

Viability	Minimum Enrollment
Academic	<b>24</b>
Financial	<b>24</b>
Overall	<b>24</b>

## **3.C. Business Plan: Marketing, Student Success, Transition & Exit Strategies**

### **3.C.1. Marketing Plan**

The objective of the marketing plan is to recruit transfer students and freshmen in the first year; raise awareness of an Urban Journalism & Strategic Communication degree and its value to metro area communities; attain a 15% increase of enrollment within five years; and maintain a retention rate of 75%. We will focus recruiting efforts on area high school graduating seniors and transfer students from community colleges, like Johnson Community College (JCCC) and Metropolitan Community College (MCC) and Kansas City Kansas Community College (KCKCC). The number of credit students attending those three community colleges exceeds 45,000. An estimated 1,000 (or more) students are taking journalism, advertising and public relations for credit at just these area three community colleges.

To raise awareness among high school students and their families, journalism faculty will create intuitive and interactive websites detailing program opportunities. Initially, these webpages will be hosted on the Department of Communication Studies website.

College of Arts & Science recruiters, assisted by program faculty, will distribute brochures and posters to counselors in public high school districts throughout the 15-county Kansas City metropolitan area. Program faculty, when appropriate, will support college recruiters at high schools, community colleges and college fairs. Program faculty will also assist recruiters by providing print materials, online resources and specific talking points.

An articulation agreement between the Department of Journalism at JCCC (Appendix 3) and the Department of Communication Studies has been implemented. The JCCC journalism department chair has stated a four-year journalism degree at UMKC will attract students who have earned their associate's degree at JCCC and wish to pursue studies in journalism and strategic communication. Program faculty will also broaden their partnerships with area community colleges like Metropolitan Community College and Kansas City Kansas Community College.

The Urban Journalism and Strategic Communication degree program aligns with UMKC's institutional goals and motto, "UMKC Roos everywhere," as Kansas City's premier urban learning community. Promotional spots will be placed on KHEN-17, a Spectrum cable channel that the Department of Communication Studies operates. KHEN-17 can be viewed by 500,000 households in the Kansas City area. Spots would also be placed on KCUR-FM (an NPR affiliate) and UMKC student media, (K-ROO Internet radio and U-News, UMKC's student newspaper).

Internships, career advising, and application assistance for graduate/professional schools, awards programs (i.e., Truman, Fulbright, Scripps, Hearst, etc.) are integrated in the degree program. Instructors and program advisers will closely monitor student progress in all courses and at each program level, thus creating a nurturing learning environment for all students.

The budget for recruitment and retention is revenue neutral. The College of Arts and Sciences is developing new webpages to be hosted by the Department of Communication Studies at no cost. Promotional spots placed on KHEN-17, KCUR and student media would not incur any cost. Printing fees for promotional materials will be covered by existing college and department recruitment budgets.

### **3.C.2. Student Success Plan**

The program will plan to support and retain students through graduation by proven methods – clear advising, faculty mentorship and offering hands-on engagements in and outside of the classroom. The department offers scholarships and has active student organizations. Opportunities like the Wyandotte new bureau, U News, The Student Advertising Agency and internship opportunities are high-impact engagements proven to lead to student success.

### **3.C.3. Transition Plan**

There is no single individual who is primarily responsible for the program. The chair of Communication Studies will ensure the success of the program, and if the person in that roles shifts, the program will remain part of the job’s responsibilities.

### **3.C.4. Exit Strategy**

If the Urban Journalism and Strategic Communication major is significantly under-enrolled or not attracting students as predicted after two years, faculty will do research with current and former students to address inadequacies. If the program doesn’t have an average graduation of 10 students a year after the fifth year, the program would be placed on inactive status.

## **4. Institutional Capacity**

The B.A. in Urban Journalism and Strategic Communication is the “repurposing” of the current Journalism and Mass Communication emphasis area within Communication Studies. All degree courses will be taught by existing tenured/non-tenured faculty, adjuncts, select visiting professors and practicing professionals.

## 5. Program Characteristics

### 5.A. Program Outcomes

Metro Kansas City, considered a major national media market, would serve as a diverse urban and regional laboratory for students considering careers in urban journalism and strategic communication. Graduates should be able to:

**Outcome 1: Describe** theories, concepts, and ethical principles in urban journalism and strategic communication.

**Outcome 2: Apply** skills to produce content for both traditional and digital media to meet professional standards.

**Outcome 3: Analyze** urban influences on communities in and outside urban areas.

**Outcome 4: Write** effective content for news reporting and advertising across all media platforms.

**Outcome 5: Examine** cultural diversity and its significance in U.S. and global societies.

**Outcome 6: Evaluate** research methods that are applicable to the profession.

Specific ACEJMC (The Association for Education in Journalism and Mass Communication) values and principles that the student learning objectives correspond to are listed in Section 5.H.

### 5.B. Program Design & Content

UMKC students, through applied methodologies and the examination of best practices in journalism, would study both traditional and multimedia journalism for the new millennium in a diverse urban environment.

The **design and content** of the program is to educate the next generation of students to:

- **Write and distribute** comprehensive news content about urban issues, on deadline, for both traditional and new media outlets, including online news portals and social media. Broadcast and digital reports would be transmitted on KHEN-17 reaching 500,000 households in metro Kansas City, K-ROO student internet radio and other digital news sites, such as KCPT's Hale Center for Journalism. Print reports would be published in U-News, online news sites and select metro newspapers.

- **Examine** the work of responsible and ethical purveyors of news or strategic communication in the best traditions of the journalistic craft.
- **Produce** (shoot/record/edit and write) video and audio news stories, documentaries and promotional work that engage and inform urban audiences. Incorporate developing digital platforms to enhance the experience of the viewer/listener/reader.
- **Analyze** news, urban audiences and what constitutes a news, feature or investigative story about urban issues.
- **Thrive** in contemporary Kansas City and Midwestern newsrooms and strategic communication outlets with an emphasis on digital content skills now essential to success.
- **Strive for excellence** and stay ahead of the curve in improving the quality of information the public often receives. This includes a deep understanding of context, complexity, inclusiveness, authenticity, and proportionality. These values apply to all media forms in journalism and strategic communication.

## 5.C. Program Structure

### 5.C.1. Program Structure Form

#### 1. Total Credits Required for Graduation: 120

**Residence requirements, if any:** The final 30 consecutive credit hours of coursework must be taken face-to-face or online at UMKC. Students must be registered in the College or school in which the degree is awarded. In "Completion Programs" at another institution, the final 30 hours prior to enrollment at the completion program institution must be taken at UMKC.

#### General education

- Total general education credits: 30 (UMKC Essentials)

Courses (specific course or distribution area and credit hours):

Course	Hrs	Course	Hrs	Course	Hrs
3GEFSE	3	GECRT-SC	3		
ENGLISH 110	3	GECRT-SS	3		
ENGLISH 225	3	GECDV	3		
Oral Comm.	3	GECUE	3		
Math Pathway	3				
GECRT-AH	3				

## 2. Major Requirements

a. Total credits specific to degree: 39

Course	Hrs	Course	Hrs	Course	Hrs
COMM 270: Intro Digital and Mobile Journalism	3	COMM 351WI Writing for the Media or COMM 355 WI News Feature Writing	3	COMM 432 Press, Politics & Public Policy	3
COMM 220: Intro to Communication Media	3	COMM 478 Media Law or COMM 388 Media Ethics	3	COMM 453 Urban Journalism Practicum	3
COMM 203: Introduction to Journalism	3	COMM 387 Strategic Comm Research	3	COMM 484 Internship	3
				Major Electives (300 or 400 Level)	12

## 3. Free elective credits

a. Total free elective credits: 51

## 4. Requirement for thesis, internship or other capstone experiences:

- A 3-credit hour internship is required. Students are also required to take a 3-credit hours Journalism Practicum, and COMMST 432 Press, Politics & Public Policy: Urban Issues.
- Internship experiences are central to the Urban Journalism and Strategic Communication Program. The internship provides students with on-the-job experience, which is both practical and purposeful. The student will apply skills and concepts learned in the classroom. They will acquire new competencies and understanding under the guidance of a supervisor or mentor in the sponsoring agency.
- The internship experience will develop student appreciation of professional quality, commitment and cooperation in work relationships and best organizational practices. Students will have opportunities to learn teamwork and practice communication competencies.
- An essential aspect of the student's internship experience will be the opportunity to understand the WHY as well as the HOW of work performed within a specialized professional organization.

- The internship will be part of an overall academic process based on individual learning goals and integrated professional experience that helps to link theory and practice

#### **5. Any unique features such as interdepartmental cooperation:**

The proposed B.A. in Urban Journalism and Strategic Communication is collaborating with the Studio Art Department to offer client-based courses in advertising and public relations. The proposed degree program will focus on communication, research, and data analytics skills that are essential to advertising copywriting and planning. Students from the proposed program will combine their advertising copywriting and planning specialties with the design and production skills of students from the Art and Art History department. Together, both programs work to create advertising campaigns promoting regional businesses and nonprofit organizations. Through this partnership, students are immersed in key strategies: branding, re-branding, conceptualization, campaign execution, client relations and audience targeting.

With a recently funded NSF grant, the Department also starts a collaboration with the Computer Science Department to incorporate data science education in COMMST 447 Interactive and Social Media Advertising and COMMST 324 Data Journalism.

These initiatives will serve as a blueprint for potential collaborative projects between students who major in Urban Journalism and Strategic Communication and those who seek degrees in political science, environmental studies, sociology, health sciences, urban studies and education.

#### **5.D. Program Goals and Assessment**

Initial assessments of Urban Journalism and Strategic Communication will be done in COMM ST 203, COMM ST 270, and COMM ST 308. All these are required introductory courses for journalism students. Further assessments will be done in COMM ST 387, COMM ST 432, and COMM ST 453, four required upper-division classes.

Assessing student learning outcomes in both introductory and upper-division classes will allow for the examination of student progression by comparing the lower (203, 270, & 308) and upper (387, 432 & 453) results.

The assessment measures will use student portfolios, a collection of various materials compiled in assessed classes. This includes research proposals, critical thinking essays on complex public policy, and societal, cultural and ethical issues, multimedia segments and conceptual papers describing theories and concepts. Students will meet or exceed expectations set for all students in assessments of General Education learning outcomes. Our goal for retention is 75% of matriculating students. The student survey conducted for the proposal found that 75% of the students have strong interest in the Urban Journalism and Strategic Communication program (see Appendix 2). It follows that students who have a strong interest are highly motivated



to pursue the program. Therefore, we believe that 75% is a sound estimate of retention and graduation. Compared to the national average retention rate of 73%, 75% is a reasonable and achievable goal.

Kansas City is a major U.S. media market (33 in 210 television markets--2017 Nielsen DMA Rankings, and 34 in 274 radio markets, Nielsen Audio Ratings). If students with degrees in Journalism and Strategic Communication choose to remain in the Kansas City region, they will have the needed skills for many positions offered by nine television stations, more than 50 radio stations and digital media outlets. In addition, Kansas City is home to nationally renowned print media, such as The Kansas City Star and the Kansas City Business Journal. Bernstein and Rein and VML are international advertising agencies headquartered in Kansas City. Numerous local agencies like Fasone and Partners have thrived in Kansas City for decades. Large corporations -- Cerner, Bayer, Unilever, T-Mobile (formerly Sprint), H&R Block and Cargill -- seek employees with solid strategic communication skills. The strength of the Kansas City region's media market will ensure high placement rates of our graduates.

## **5.E. Student Preparation**

Any student meeting the admissions requirements for UMKC and the College of Arts and Sciences will be eligible for the Urban Journalism and Strategic Communication major. No special preparation is required.

A major in urban journalism and strategic communication will attract students from area community colleges who wish to earn a four-year degree (after completion of associate's degrees in journalism or related fields.) It would also offer students who prefer to remain in metro Kansas City (i.e., underserved, working and returning students) the opportunity to earn a comprehensive journalism and strategic communication B.A. degree at UMKC.

## 5.F. Faculty and Administration

Faculty who will contribute to the Urban Journalism and Strategic Communication program include:

**Ye Wang, Associate Professor.** 20% of her time will be dedicated to the Urban Journalism and Strategic Communication Program and 20% of her time will be dedicated to the Journalism and Mass Communication Emphasis. Dr. Wang is an active researcher in digital advertising. She has published more than 20 articles in peer-reviewed journals, including the Journal of Business Research, and Health Education and Behavior. She works collaboratively across disciplines<sup>4</sup> and campuses on research and teaching.

**Peter Morello, Associate Professor.**<sup>5</sup> 50% of his time will be dedicated to the Urban Journalism and Strategic Communication Program. Professor Morello is Fulbright Scholar and Senior Specialist, who oversees UMKC's Fulbright applications and has had multiple international appointments as a Fulbright scholar.

**Steve Kraske, Associate Teaching Professor.** 50% of his time will be dedicated to the Urban Journalism and Strategic Communication Program. He serves on the editorial board of The Kansas City Star and hosts "Up To Date," KCUR's award-winning daily public affairs program. He also oversees UMKC's student newspaper.

**Traci Angel, Adjunct Faculty.** 40% of her time will be dedicated to the Urban Journalism and Strategic Communication Program. She is a freelance contributor for KCPT's Beyond Belief project.

**Peggy Lowe, Adjunct Faculty.** 20% of her time will be dedicated to the Urban Journalism and Strategic Communication Program. She is a veteran investigative reporter at KCUR, NPR's member station in Kansas City. She also serves as a correspondent for Marketplace, public media's national business show.

**Jaysen Van Sickle, Adjunct Faculty.** 20% of his time will be dedicated to the Urban Journalism and Strategic Communication Program. He is the executive director at Hope Faith, with over 24 years of blended National Advertising, C-Suite, Entrepreneurial, Food & Beverage, Hospitality, Investments, Marcomm, Operations, Organizational Development, National Retail and Sports-Marketing experience.

**Jeffri Chadiha, Adjunct Faculty.** 20% of his time will be dedicated to the Urban Journalism and Strategic Communication Program. He is a senior writer for NFL.com

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<sup>4</sup> She is the Co-PI (30%) of CUE Ethics: Collaborative Research: Open Collaborative Experiential Learning (OCEL.AI): Bridging Digital Divides in Undergraduate Education of Data Science (01/01/2020 – 6/30/2021, \$ 350,000). She also actively participates in seeking NSF grants in collaboration with researchers in computer science, business, and laws.

<sup>5</sup> More bio information: <https://info.umkc.edu/unews/peter-morello-from-reporter-to-professor-a-remarkable-journey/>

and an on-air talent for NFL Network. He co-hosts "Gameday First," produces features for the network, and writes columns and stories for NFL.com.

Faculty teaching in the department of Communication Studies must meet qualifications appropriate to their area of specialization, either by holding the appropriate earned degrees or the equivalent professional experience. Tenure-track faculty must hold a terminal degree in their field of study and meet departmental and college requirements and qualifications.

Approximately 80% of the credit hours in the degree will be taught by full-time faculty. The department is in the process of hiring a replacement for a retiring faculty member. Tenure-track faculty in the College of Arts and Sciences are required to maintain high teaching standards, be active in their areas of research and scholarship, and serve their department, their university, their communities and their profession. Faculty members will participate in program recruiting and marketing efforts—locally, regionally and nationally. They will coordinate activities with the university and college admissions and marketing staff, and they will network with their respective professional and community organizations.

### **5.G. Alumni and Employer Survey**

We will survey our students the semester before they graduate about their experiences and level of satisfaction with the degree. We also plan to interview and survey alumni at points after graduation. In our sample, we will include alumni who work in Kansas City, alumni who work in other cities, and alumni who attend or attended graduate school in the field.

The Journalism and Mass Communication emphasis already receives, on an informal basis, evaluative information regarding our graduates from area employers. Our faculty members have collegial relationships with local, regional, and national professionals in journalism and strategic communication, and often seek and receive feedback on our graduates who work for them. When we institute the B.A. in Urban Journalism and Strategic Communication, we will formalize these channels by developing a survey for employers.

### **5.H. Program Accreditation**

**The Accrediting Council on Education in Journalism and Mass Communications, or ACEJMC,** is the agency responsible for the evaluation of professional journalism and strategic communication programs.

**The Urban Journalism & Strategic Communication Program will seek full accreditation with advice from the Missouri School of Journalism five years after approval of the proposed major. The program is aligned with the mission of the Accrediting Council as stated in ACEJMC policy guidelines.**

*The Accrediting Council does not define specific curricula, courses or methods of instruction. It recognizes that each institution has its unique situation, cultural, social or religious context, mission and resources, and this uniqueness is an asset to be safeguarded. The Council judges programs against the objectives that units and institutions set for themselves and against the standards that the Council sets forth for preparing students for professional careers in journalism and mass communications in the United States and in other nations. ACEJMC will apply its standards and indicators in compliance with applicable laws and regulations and, where appropriate, with religious or cultural prescriptions and practices.*

*ACEJMC standards apply to all delivery channels including, but not limited to, traditional face-to-face instruction on the home campus or other locations, distance instruction using any technology, or a blend of distance and face-to-face instruction.*

## **The Nine Accrediting Standards**

### **1. Mission, Governance and Administration**

The policies and practices of the unit ensure that it has an effectively and fairly administered working and learning environment.

### **2. Curriculum and Instruction**

The unit provides a curriculum and instruction, whether on-site or online, that enable students to learn the knowledge, competencies and values the Council defines for preparing students to work in a diverse global and domestic society.

### **3. Diversity and Inclusiveness**

The unit has an inclusive program that values domestic and global diversity, and serves and reflects society.

### **4. Full-Time and Part-Time Faculty**

The unit hires, supports and evaluates a capable faculty with a balance of academic and professional credentials appropriate for the unit's mission.

### **5. Scholarship: Research, Creative and Professional Activity**

With unit support, faculty members contribute to the advancement of scholarly and professional knowledge and engage in scholarship (research, creative and professional activity) that contributes to their development.

### **6. Student Services**

The unit provides students with the support and services that promote learning and ensure timely completion of their program of study.

## 7. Resources, Facilities and Equipment

The unit plans for, seeks and receives adequate resources to fulfill and sustain its mission.

## 8. Professional and Public Service

The unit and its faculty advance journalism and mass communication professions, fulfilling obligations to its community, alumni and the greater public.

## 9. Assessment of Learning Outcomes

The unit regularly assesses student learning and applies results to improve curriculum and instruction.

**ACEJMC's "Guide to Assessment of Learning Outcomes"** for accreditation lists professional values and competencies that must be part of the education of all journalism and strategic communication students. Based upon ACEJMC's guidelines, we have developed six program outcomes that correspond to the values and competencies for accreditation.

Graduates should be able to:

**Outcome 1: Describe** theories, concepts, and ethical principles in urban journalism and strategic communication

*ACEJMC: "understand concepts and apply theories in the use and presentation of images and information."*

**Outcome 2: Apply** skills to produce content for both traditional and digital media to meet professional standards

*ACEJMC: "apply tools and technologies appropriate for the communications professions in which they work."*

**Outcome 3: Analyze** urban influences on communities inside and outside urban areas

*ACEJMC: "contribute to knowledge appropriate to the communications professions in which they work."*

**Outcome 4: Write** effective content for news reporting and advertising across all media platforms

*ACEJMC: "write correctly and clearly in forms and styles appropriate for the communications professions, audiences and purposes they serve ... [and with] clarity, appropriate style and grammatical correctness."*

**Outcome 5: Examine** cultural diversity and its significance in U.S. and global societies

*ACEJMC: "demonstrate an understanding of the diversity of peoples and cultures and of the significance and impact of mass communications in a global society ...and forms of diversity in domestic society in relation to mass communications."*

**Outcome 6: Evaluate** research methods that are applicable to the profession

**ACEJMC:** *“conduct research and evaluate information by methods appropriate to the communications professions in which they work.*

**The following methods are to be followed to gain ACEJMC accreditation for journalism at UMKC:**

- Assessments would be conducted in COMMST 203 and COMMST 270. All of these are required introductory courses for journalism students.
- Then, assessments would occur in COMM ST 387, COMM ST 432, and COMM ST 453, three required upper-division classes.
- Assessing student learning outcomes in both introductory and upper-division classes would allow for the examination of student progression by comparing the lower (203 & 270) and upper (387, 432 & 453) results.

The assessment measures will use a student portfolio, which is a collection of various forms of student artifacts accomplished in the assessed classes. Cumulatively, the assessment measures will use various forms of student work as opposed to one. This includes journalism research proposals, writing skills, critical thinking essays, awareness of complex public policy and societal, cultural and ethical issues, multimedia artifacts, persuasive essays constructing arguments, and utilizing media research/sources, and/or conducting interviews to be assessed, conceptual papers describing theories and concepts in urban journalism and strategic communication.

Assessments of student learning outcomes in Urban Journalism and Strategic Communication would be conducted over a two-year period.

**ACEJMC’s process of accreditation follows four steps, as stated in the agency’s assessment guide:**

- The unit undertakes a self-study, a rigorous and detailed examination of the program by faculty, administrators and students.
- A team consisting of educators and professionals visits the campus to assess curriculum, faculty, administration, students, facilities and resources.
- The National Accrediting Committee, composed of educators and professionals, each year reviews and discusses the reports of all the site teams and votes whether to recommend each unit to the Accrediting Council for accreditation.
- The National Accrediting Council reviews the work of the site teams and the recommendations of the Accrediting Committee and takes final action.

## 6. Appendices

### Appendix 1. Support Letters



May 25, 2021

Distinguished members of the University of Missouri Board of Curators:

I'm writing today in enthusiastic support of the UMKC Communications Studies Department's effort to create a major in Urban Journalism and Strategic Communications.

I know from my 25 years of experience as a hiring manager in Kansas City that media companies look for students who are journalism majors. Often my first "filter" on applications is whether the person applying has a degree in journalism. UMKC currently offers only an emphasis. That is not enough in most cases to get students through the early round of applicant screenings in our industry. By increasing the amount of time students are required to spend reporting, writing and editing, the core competencies of professional journalists, UMKC will better position them for success in their first jobs and beyond.

That said, the part of this program that most excites me is its emphasis on urban journalism. Such a program would set itself apart from others in the region by embedding students in our communities and helping educate the public about the people, places and issues that hit closest to home. Recent movements across the nation, and right here in Kansas City, to change the way police interact with communities of color, for example, show that we don't understand the communities we serve as well as we must, and our media and our universities must play a bigger role in educating all of us.

I'm convinced a journalism program that emphasizes the proper ways to cover crime, race, poverty and education, just to name a few, will be a huge service to our communities for generations to come. Put simply, now is the perfect time for UMKC to launch a major in Urban Journalism and Strategic Communications.

On a personal note, I'm a proud Executive MBA graduate from UMKC's Bloch School. The university is at its best when it's improving programs to help its graduates better compete across professional disciplines. This is another step in the right direction, and I stand in full support.

Sincerely,

A handwritten signature in black ink that reads "Greg Farmer". The signature is fluid and cursive, with the first name "Greg" and last name "Farmer" clearly distinguishable.

Greg Farmer  
Managing Editor  
816-234-4321  
gfarmer@kcstar.com

May 27, 2021

Dear Board of Curators,

Kansas City PBS enthusiastically offers its support for the establishment of an Urban Journalism and Strategic Communications program at our hometown university, UMKC.

The need for trained journalists who understand the unique problems and challenges facing our cities is a pressing one.

Centered in the heart of the city, Kansas City PBS has a passion for telling those stories. But where do those storytellers of the future come from? And just as importantly, how do we develop a diverse cadre of new reporters who better reflect the make-up of the community they cover?

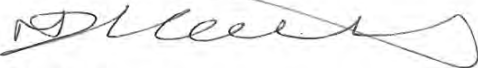
I look forward to partnering with UMKC in providing real world journalistic experiences for these new students.

As the PBS affiliate in the country's 31<sup>st</sup> largest media market, we are an active pipeline for new journalism jobs and provide a year round professional opportunity for interns enrolled in the Urban Journalism program.

Kansas City PBS is fast expanding its media assets beyond broadcast television to include a "digital first" newsroom, called the Hale Center for Journalism. At its opening, the late PBS Newshour anchor Jim Lehrer envisioned the facility as an incubator for new journalism projects throughout the region. Supporting and nurturing UMKC as it brings to life its Urban Journalism initiative will be a fulfillment of the Hale Center's promise.

If I can be of service to you, as you deliberate on this important proposal, please call or email me.

Sincerely yours,



Nick Haines  
EXECUTIVE PRODUCER/PUBLIC AFFAIRS  
(816) 398-4263  
nhaines@kansascitypbs





May 27, 2021

To: The University of Missouri Board of Curators

KCUR, the public media station here at UMKC, is strongly supportive of the efforts to establish a major in Urban Journalism and Strategic Communications within the UMKC Communication Studies Department.

We take great pride in our commitment to excellence in journalism, and this similar commitment by the university will go a long way toward helping us strengthen our work. Although we have mentored and even hired some outstanding students from the Communications Studies Department, the lion's share of training happens when these raw prospective journalists get here. By building a major that is unique among journalism emphases in the MU system, UMKC will bring in students with the highest aspirations and drive to be complete journalists focused on the most important stories of the day.

We particularly applaud the focus on urban issues, which are often under-reported or handled as drop-in work rather than true immersion into communities. Crime, race, poverty, education, transportation, sprawl...these issues evolve quickly and a deep knowledge of historical and current perspectives would help reporters provide the truest understanding for an audience hungry for credible voices and analysis. And with the current political climate and concerns about an urban/rural divide, there is a danger that issues of particular impact in urban communities could be lost in this shift. Thus, we believe there is real urgency for UMKC to create this Urban Journalism and Strategic Communications major.

KCUR would like to be a partner in how the major develops, offering internships and other training opportunities for students. Please don't hesitate to reach out if you have any questions.

Sincerely,

A handwritten signature in black ink that reads "Sarah L. Morris".

Sarah Morris, [Sarahm@kcur.org](mailto:Sarahm@kcur.org)

General Manager

KCUR 89.3  
4825 Troost Ave., Suite 202  
Kansas City, MO 64110  
816-235-1551



May 27, 2021

To the University of Missouri Board of Curators:

The events of the last year have made it clear, now more than ever, we need strong journalists to give voice to the voiceless. An Urban Journalism and Strategic Communications major at UMKC is the perfect path for those students looking to write and report on the issues targeting the urban core of cities.

While not unique to Kansas City, the issues of social justice, racial inequality, discrimination and education disparities, play out in front of us each day. Those stories need to be told and leaders need to be held accountable to create real and lasting change.

At KSHB-TV/E.W. Scripps Co. we strongly believe in our motto 'Give light so others can find their way.' To fulfill our mission we need diverse students who are taught and learn the foundation of good journalism. A degree from UMKC would allow students living in the heart of the city to learn writing and editing in the real world versus just in the classroom. This would create a unique path for up-and-coming students in your program.

As a local employer in Kansas City, my goal is to fill our newsroom with as many diverse voices as possible. Developing this curriculum will help fill that voice-void in the journalism world, creating long-lasting impact for our community and our country.

I pledge my full support to assist in any way possible.

Sincerely,

A handwritten signature in cursive script that reads 'Kathleen Choal'.

Kathleen Choal



College of Arts and Sciences  
Office of the Dean

MEMORANDUM

To: UMKC Academic Innovation Team  
From: Dr. Beth Vonnahme  
Date: May 5, 2021  
RE: Urban Journalism Degree

Dear Members of the Academic Innovation Team,

The College of Arts and Sciences Dean's Office supports the proposed undergraduate degree program in Urban Journalism and the estimated pro forma put forth by the Department. Please let me know if there are any further questions about the proposed degree program.

Sincerely,

A handwritten signature in black ink, which appears to read "Elizabeth Vonnahme". The signature is written in a cursive style with a large initial "E".

Dr. Beth Vonnahme  
Associate Dean, College of Arts & Sciences  
Associate Professor, Department of Political Science

302 Scofield Hall | 711 E 51st Street | Kansas City, MO 64110 | p 816-235-1136 | f 816-235-5191 | cas.umkc.edu

University of Missouri-Kansas City



May 22, 2021

RE: Proposed Urban Journalism and Strategic Communication Degree

To Whom It May Concern:

This letter is intended to fully support the UMKC Urban Journalism and Strategic Communication degree. This program represents the best preparation for students in understanding and communicating the complexities of life in a dynamic urban system.

As a professor of Public Affairs who conducts extensive teaching, research, and service in Kansas City communities, I am overjoyed to see how this proposed program will provide a firm foundation for students throughout our region. Too often in our Master of Public Administration program do I see graduates of research universities unable to disentangle the myriad relationships that occur in an urban environment. By training undergraduates, from the beginning, in the analysis of the urban context, we will position them well for any endeavor where critical thought is necessary.

In addition to a relevant and innovative curriculum, this UMKC program will provide a critical link between students graduating from our regional community colleges and ultimately graduate work at the MU School of Journalism. The rigorous training developed here at UMKC will position our graduates well to not only be successful in their professional endeavors, but also to be well-prepared for further training at MU. To me, it represents a productive relationship with our students and our system colleagues.

Please let me know if you have further questions or concerns.

Sincerely,

A handwritten signature in blue ink that reads "Brent Never".

Brent Never, Ph.D.

Associate Professor



May 22, 2021

RE: Proposed Urban Journalism and Strategic Communication Degree

To Whom It May Concern:

I am writing to support the UMKC Urban Journalism and Strategic Communication Degree. This program will potentially broaden participation in data science education and impact minority and underserved communities in the Kansas City metro area. There is a strong tradition that journalists use data to spread information for the public good. This is particularly important to urban communities facing challenges of crime rate, poverty, health disparities, etc.

I am a professor of Computer Science who is involved extensively in solving data problems in domains of medical science, 311 data, urban crimes, and many other types of data from urban communities, particularly from the KC area. Data literacy is an essential part of critical thinking. I have been collaborating with journalism and strategic communication courses of UMKC and exploring ways of using 5W1H journalistic storytelling to teach data science. This collaboration has led to several external grants funded by the National Science Foundation (NSF) and National Security Agency (NSA) and a national network of innovation that pioneers the best practices of CS+X curricula. I see journalistic storytelling as an essential tool to bring social contexts and ethical computing to all students. This proposed degree program can help to grow and strengthen this interdisciplinary effort, mainly via the broader network created by the MU-UMKC collaboration on data journalism.

MU has offered many interdisciplinary MA programs of data science, including Data Science + Journalism/Strategic Communication. I believe the proposed UMKC degree program represents the best preparation for students to enter these interdisciplinary programs.

Sincerely,

A handwritten signature in black ink, appearing to read "Yugyung Lee".

Yugyung Lee, Ph.D.  
Professor  
Department of Computer Science and Electrical Engineering  
University of Missouri-Kansas City

## Appendix 3. Articulation Agreement with JCCC



Johnson County Community College  
Transfer Program to the University of Missouri  
Kansas City  
College of Arts & Sciences  
Communication Studies, Emphasis in  
Journalism and Mass Communication

Contact: Dr. Linda Kurz  
Phone: 816-235-5846  
E-Mail: [kurzl@umkc.edu](mailto:kurzl@umkc.edu)  
Home Page: [http://cas.umkc.edu/communication\\_studies](http://cas.umkc.edu/communication_studies)

The Associate of Arts degree (A.A.) at JCCC is a general transfer degree and partners well with the first two years of most bachelor degree programs. Students pursuing the A.A. may select courses that satisfy both the A.A. degree requirements and lower division requirements for a bachelor's degree at four-year institutions. The 33 hours of electives within the A.A. allows students to complete additional general education and lower division courses required for specific majors. The A.A. degree requires completion of 64 credit hours, the maximum number of hours from a community college that will be applied toward a bachelor's degree at most four-year schools. Meeting with a JCCC counselor is strongly recommended for selection of appropriate courses.

- The Communication Studies Major with Journalism and Mass Communication Emphasis provides students with the academic background and professional skills to be successful working for newspapers, magazines, radio, TV and related media. Writing, editing, photography, design and presentation for mass audiences are stressed.
- Students will understand what it is like to be a reporter, photographer or producer.
- Students should apply to UMKC well in advance of the semester they hope to start.  
Apply at <http://www.umkc.edu/admissions/transfer>.
- Transfer Students need to have an overall 2.0 GPA on a 4.0 scale in all coursework, which includes repeated coursework attempted at previous institutions.
- Major, degree specific, and general education courses should not be taken credit/no credit. The College of Arts and Sciences will allow elective credit taken for credit under a credit/no credit (pass/fail) system.
- Except where otherwise specified, the UMKC College of Arts and Sciences will accept grades of passing (D- or higher). However, please note that a 2.0 minimum GPA is required within the Communication Studies major in order to graduate.
- A maximum of 15 credit hours from JCCC can be applied to the UMKC Communication Studies major.

**\*\*NOTE\*\* Completing an Associate of Arts degree(Liberal Arts) at JCCC will satisfy all lower level general education requirements at UMKC.\*\***

It is the STUDENT'S RESPONSIBILITY to check for updates to all transfer information. This transfer program is provided as a service and is updated annually. Degree requirements at the four-year colleges are subject to change by those institutions.

Updated 5autu/14

## **Appendix 12. Student Support Letters**

### Letter 1: From Caleb Robbins

May 6, 2021

To the University of Missouri Board of Curators:

As a current senior at University of Missouri-Kansas City, I am happy to say that I am nearing the end of my journey with more knowledge about journalism than I could've ever asked for.

However, if there is one regret that I do have, it is that I was unable to obtain my degree major in journalism. For all the things I love about UMKC, the one reason it wasn't my first choice coming out of high school was because they didn't offer a degree major in journalism, only an emphasis.

The only university that offered this at an undergraduate level was Mizzou. As much I respected Mizzou's revered J-school, I quickly realized that an intercity kid and minority such as myself from Kansas would not be able to afford the non-resident tuition fees that are 40k/year.

After discussions with my academic counselor, I chose UMKC to major in communications and obtain an emphasis in journalism. During my time here, I have taken courses with professors whose resumes in journalism are worthy of a journalism major at our school and as a contributor to our university newspaper, UNews, I can confidently say that UMKC students are as deserving as any student across the US.

Respectfully, I ask that you carefully consider the students in your decision process and understand the consequences of withholding opportunities for the less fortunate. Requiring students to travel 100 miles from home to have a chance at obtaining a journalism degree is not ideal, especially in this current climate.

Many students and I have an attachment to Kansas City, and we want to represent our hometown as the future generation of journalists. Please allow us this opportunity.

Thank you,

Caleb Robbins

Letter 2: Caleb Wilson  
May 5, 2021

To the University of Missouri Board of Curators:

My name is Caleb Wilson, and I am the managing editor for UMKC's student newspaper University News.

I believe UMKC would greatly benefit from having its own, dedicated journalism major for two particular reasons.

Firstly, I think there may be a large contingent of students interested in journalism already at the university who do not pursue it simply because they are not interested in having a communications degree with a journalism emphasis only. It seems plausible to me based on my experience and my discussions with other students that there are those who do not care to study the sectors of a communications degree that do not overlap directly with journalism, and as such have been swayed to stay away from the program all together.

In my own case, as a student who has written for the paper for nearly two years and also served as a member of the editorial staff for an additional year, I will not be graduating with a degree in communications, nor have I sought to do so. The same can be said for our Editor-in-Chief, who also is not a member of the communications program. If there had been a dedicated journalism program, I believe firmly that both he and I would have participated in the degree program.

Secondly, the Kansas City area has a plethora of career opportunities that students in journalism programs elsewhere would jump at, with major publications in the city that would provide great internship settings and career-building possibilities. I find it to be a great shame that in a growing city, rife with opportunities to cover important news, that there is no dedicated journalism program.

I believe that the success of our student newspaper, which has been recognized as the second- best student newspaper in the state, shows how there is a genuine opening to cover real, important news in a city that UMKC students are closely tied to. A journalism program would thrive in just such an environment, with the aid of the fantastic faculty that we already have within the university.

I hope that you will deeply consider the positive ramifications a journalism program at UMKC would have not only on the student body, but on the university itself.

Sincerely,  
Caleb Wilson



## **Executive Summary**

### **New Degree Program, Bachelor of Applied Science, UMKC**

The University of Missouri-Kansas City is proposing a Bachelor of Applied Science (BAS) degree. The BAS degree program is unique from the existing BA, BS, BBA, and BLA degrees because of the experience and education of its target population and the requirements of the program.

The BAS degree targets students with an Associate of Applied Science degree (AAS) from an accredited institution. An AAS degree is focused on a specific career path, which distinguishes it from other associate degrees. AAS degree holders do not have an easy path to degree completion within the UM System because much of their coursework is technical or career specific. AAS credits do not typically transfer to traditional baccalaureate programs, meaning that students who wish to return to higher education for career advancement must start near the beginning of a four-year degree program.

The BAS program allows students to use their AAS credits toward their BAS degree (up to 60 hours), thus recognizing the technical knowledge and experience transfer students with an applied degree bring to UMKC and enabling them to enter the workforce with a bachelor's degree in two years. For example, a student completing an AAS in Interior Design and enrolling in a traditional baccalaureate program may need to complete 108 additional credit hours at UMKC. With the BAS, this same student would need to complete only 63 hours at UMKC. The BAS seeks to ease the transition of AAS students from their two-year technical degree to a bachelor's degree and serve a new population of students.

This innovative degree program empowers students to use their prior training to fulfill their career and professional goals. The curriculum combines in-demand skills like critical thinking, communication, ethics, teamwork, and complex problem-solving skills with expertise development in business and organizational leadership, healthcare management, data analytics, digital media, and digital humanities. These are the exact skills cited by employers as important in a recent survey by the Association of American Colleges and Universities (AAC&U).

UMKC is uniquely positioned to shepherd the development of an interdisciplinary degree like the BAS as the College of Arts and Sciences has experience with interdisciplinary degree programs and adult learners. The College of Arts and Sciences has strong connections with other units on campus and with the UMKC Essentials general education program to ensure different options for degree completion. We can implement this program with our existing faculty and minimal resources. We anticipate the program will grow steadily over time and that this growth will necessitate a hire in Year 5. As we discuss below, there are two regional competitors offering BAS programs (Missouri Southern State University and Northwest Missouri State University), but no programs in the UM System. Our BAS program can serve as a first step toward offering BAS programs on the other system campuses and as part of Missouri Online.

No. 2

Recommended Action – Bachelor of Applied Science – UMKC

It was recommended by the University of Missouri System Office of Academic Affairs, endorsed by President of the University of Missouri Mun Choi, recommended by the Academic, Student Affairs and Research & Economic Development Committee, moved by Curator \_\_\_\_\_, seconded by Curator \_\_\_\_\_ that the following action be approved:

that the University of Missouri – Kansas City be authorized to submit the attached proposal for a Bachelor of Applied Science to the Coordinating Board for Higher Education for approval.

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 Graham

Curator Graves

Curator Hoberock

Curator Holloway

Curator Layman

Curator Wenneker

Curator Williams

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

New Degree Program Proposal:

## **Bachelor of Applied Science**

University of Missouri – Kansas City  
*September 2021 Board of Curators Meeting*

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(Some appendices have been removed from these materials for length and clarity and are available upon request.)

## Executive Summary

The University of Missouri-Kansas City is proposing a Bachelor of Applied Science (BAS) degree. The BAS degree program is unique from the existing BA, BS, BBA, and BLA degrees because of the experience and education of its target population and the requirements of the program.

The BAS degree targets students with an Associate of Applied Science degree (AAS) from an accredited institution. An AAS degree is focused on a specific career path, which distinguishes it from other associate degrees. AAS degree holders do not have an easy path to degree completion within the UM System because much of their coursework is technical or career specific. AAS credits do not typically transfer to traditional baccalaureate programs, meaning that students who wish to return to higher education for career advancement must start near the beginning of a four-year degree program.

The BAS program allows students to use their AAS credits toward their BAS degree (up to 60 hours), thus recognizing the technical knowledge and experience transfer students with an applied degree bring to UMKC and enabling them to enter the workforce with a bachelor's degree in two years. For example, a student completing an AAS in Interior Design and enrolling in a traditional baccalaureate program may need to complete 108 additional credit hours at UMKC. With the BAS, this same student would need to complete only 63 hours at UMKC. <sup>1</sup> The BAS seeks to ease the transition of AAS students from their two-year technical degree to a bachelor's degree and serve a new population of students.

This innovative degree program empowers students to use their prior training to fulfill their career and professional goals. The curriculum combines in-demand skills like critical thinking, communication, ethics, teamwork, and complex problem-solving skills with expertise development in business and organizational leadership, healthcare management, data analytics, digital media, and digital humanities. These are the exact skills cited by employers as important in a recent survey by the Association of American Colleges and Universities (AAC&U). <sup>2</sup>

UMKC is uniquely positioned to shepherd the development of an interdisciplinary degree like the BAS as the College of Arts and Sciences has experience with interdisciplinary degree programs and adult learners. The College of Arts and Sciences has strong connections with other units on campus and with the UMKC Essentials general education program to ensure different options for degree completion. We can implement this program with our existing faculty and minimal resources. We anticipate the program will grow steadily over time and that this growth will necessitate a hire in Year 5. As we

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<sup>1</sup> In the section focused on Student Demand, we show the side-by-side comparison of the degree completion path of AAS students in the BAS vs. more traditional degree programs.

<sup>2</sup> <https://www.insidehighered.com/news/2021/04/06/aacu-survey-finds-employers-want-candidates-liberal-arts-skills-cite-preparedness>

discuss below, there are two regional competitors offering BAS programs (Missouri Southern State University and Northwest Missouri State University), but no programs in the UM System. Our BAS program can serve as a first step toward offering BAS programs on the other system campuses and as part of Missouri Online.

## **1. Introduction**

This document outlines our proposal for a Bachelor of Applied Science degree to be offered by the College of Arts and Sciences at UMKC. This degree program aligns well with the mission and strategic plan of UMKC to provide educational experiences designed to meet students where they are in their career and life experiences. The College of Arts and Sciences has substantial experience serving transfer students, including adult learners, in an interdisciplinary environment. This experience puts us in a unique position to offer this innovative and interdisciplinary degree program. Through a combination of impactful and engaging classroom, online, academic support and co-curricular experiences, we will provide lifelong learning, delivered through an ever-evolving array of flexible, diverse, personalized formats. The program's cross-campus collaborative approach, designed to rely on existing resources, ensures that the program will be cost-effective.

This interdisciplinary degree is designed for students who have completed an Associate of Applied Science (AAS) degree and would benefit from a baccalaureate degree for career progression or personal development. Interested students will transfer to UMKC with up to 60 credits. The BAS will consist of a common core in five broad categories (13 hours), an emphasis area (18-24 hours) with coursework from across UMKC, and any remaining general education credits necessary to reach 120 credit hours. Students will work closely with the Director of the BAS to select an emphasis area that best fits their individual needs.

Whereas typical bachelor's degree programs (BA, BS, BLA, etc.) are well-designed to align with the experience and education of students completing a traditional associate degree (Associate of Arts or Associate of Science), the BAS degree program is designed to align with the unmet educational needs of students completing an AAS degree. An AAS degree is focused on a specific career path, such as Administrative Assistant, Logistics, Health Information Management, and Graphic Design, which distinguishes it from an AS or AA degree focused on a specific discipline (e.g., Biology, Sociology, and Art). Students pursuing an AAS degree typically complete a small number of general education courses (<18) and then complete the remaining hours in a specific program (technical hours). Without the existence of a BAS degree option, students find these technical hours do not easily transfer to a four-year degree program. The BAS degree program seeks to ease the transition of AAS students from their two-year technical degree to a bachelor's degree and thus grow our transfer enrollment. Specifically, students transferring to UMKC with an AAS degree enter the BAS program as juniors (with up to 60 credit hours from their AAS degree program).

This degree program was built to provide students with critical skills cited by employers as important for their employees. A recent survey by the AAC&U queried 500 executives and hiring managers about the important learning outcomes they value. Our BAS core coursework incorporates many of the top skills cited by employers, including:

- Critical thinking skills
- Ability to demonstrate complex problem-solving skills
- Ethical judgment and reasoning
- Ability to communicate through writing
- Ability to communicate through speaking
- Ability to communicate/work with people from different cultural backgrounds
- Ability to work effectively in teams
- Civic skills and civic engagement
- Ability to integrate ideas/information across settings and contexts

The course offerings in the BAS core aim to broaden students' professional skills, provide them with a foundation applicable to all career fields, and ensure they stay competitive for the ever-increasing number of careers requiring a bachelor's degree.<sup>3</sup>

Building on this core, students select an emphasis area tailored to ensure employment in a high-demand field. Our emphasis areas provide critical training in highly sought-after professional areas: Health Services Management, Business and Organizational Leadership, Data Analytics, Digital Media, and Digital and Public Humanities. Each emphasis area has a unique set of career paths for students. For example, students in the Health Services Management emphasis area may find careers in hospitals, outpatient care facilities, assisted living facilities, government agencies, or rehabilitation facilities fit their career goals. Still other students choosing the Business and Organizational Leadership emphasis area will find themselves well-prepared to move into supervisory or managerial positions in both the private and public sector.

While housed in the College of Arts and Sciences, the BAS program is a collaborative effort with three additional units at UMKC—the Bloch School of Management, the School of Computing and Engineering, and the School of Nursing and Health Sciences—with further collaborations with other units possible. Working with these collaborators across campus, we have developed the curriculum and the key courses serving the BAS core and the five emphasis areas. This cooperative curricular design takes advantage of faculty expertise in units across campus and allows us to streamline the costs of this new degree program. All courses in this proposal, save the

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<sup>3</sup> The Georgetown Center on Education and the Workforce notes that <30% of jobs required a bachelor's degree or higher in 1973. This number has ballooned to 64% by 2020. [https://cew.georgetown.edu/wp-content/uploads/2014/11/Recovery2020.ES\\_Web.pdf](https://cew.georgetown.edu/wp-content/uploads/2014/11/Recovery2020.ES_Web.pdf)

first-semester experience course tailored for BAS students, serve students in our other degree programs. For example, courses in the Digital Media emphasis area will serve students in the BAS and students in the new Media Art and Design degree program and well as students in Art, Communication Studies, and English.

The Director of the BAS will report directly to the Dean of the College of Arts and Sciences and will oversee the implementation and operation of the program. The Director will be a faculty member actively involved in the development of the BAS program and will receive a small stipend to direct the program. The Director will be expected to teach the first-semester experience course (A&S 311) as part of their normal teaching load.

## **2. University Mission & Program Analysis**

### **2.A. Alignment with University Mission & Goals**

This innovative degree program aligns with multiple pillars in UMKC's Strategic Plan, mission, and the university's plans for UMKC Forward.

The BAS program fits squarely into Pillar 1 of UMKC's Strategic Plan: "Provide exceptional student learning, success and experience." In particular, the Strategic Plan<sup>4</sup> states:

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

This flexible degree is tailored to students with two-year Associate of Applied Science (AAS) degrees from accredited institutions. Our program seeks to ease the transition of students from their technical degree to the completion of a bachelor's degree by allowing them to apply up to sixty of their technical AAS credits to the BAS. AAS credits do not typically transfer to traditional baccalaureate programs, so allowing students to apply sixty hours toward their BAS degree ensures students can complete the BAS degree requirements in two years. The BAS provides students with a clear and valuable path to degree completion, one that offers online and evening courses as well as a customizable curricular path to meet the needs of a diverse student population. This fits squarely with the desire of Pillar 1 to provide lifelong learning opportunities for the community.

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<sup>4</sup> UMKC Strategic Plan 2018-2028; <https://www.umkc.edu/about/documents/Strategic-Plan-2018.pdf>



In addition, the BAS aligns with Pillar 3 of the UMKC Strategic Plan: “Transform our community and region with impactful engagement.” This degree program will create paths to career advancement in technical industries in our region, which are in need of management and supervisory roles. Indeed, according to the Missouri Economic Research and Information Center (MERIC), there are nearly 1,000 annual job openings in the Kansas City area in management occupations requiring a bachelor’s degree or higher; these occupations are projected to see an 11% increase by 2026.<sup>5</sup> Workforce needs will be addressed in more detail in Section 3.A of this proposal.

Pillar 4 of the UMKC Strategic Plan endeavors to “foster an environment of invigorating multiculturalism, globalism, diversity and inclusion.” The BAS degree program is designed to open the path to a bachelor’s degree to a subset of the local population who may not otherwise return to college. These students will broaden our diverse population, inviting perspectives from students with many different experiences and career fields. Students with AAS degrees are likely to have worked for years in technical fields, and their perspectives will enhance the campus atmosphere as they engage with faculty and peers.

The BAS program also has direct ties to UMKC’s Mission:

As an urban research university, our mission at the University of Missouri-Kansas City is to promote learning through the discovery, preservation and dissemination of knowledge of public value across a broad spectrum of disciplines and fields of study. UMKC celebrates the individual and embodies diversity and inclusion by intertwining these goals with innovation to enable transformational impact aimed at bringing cultural, social, health and economic prosperity to the metropolitan, regional and global communities we serve.<sup>6</sup>

We have designed the BAS to be highly interdisciplinary and to involve units and departments across the UMKC campus. The BAS curriculum is built to rely on the expertise of faculty in a range of disciplines, with plans for further collaborative development. The program will have a transformational impact in our local and regional communities as it creates a path toward career growth in technical industries, increasing opportunity for economic prosperity on an individual as well as a corporate level. Graduates of this program will have advanced skills in leadership and critical thinking that will benefit employers as well as open up new career opportunities.

Moreover, in the course of developing this degree program, UMKC launched UMKC Forward, an initiative aimed at realigning campus priorities and investing in creative

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<sup>5</sup> Kansas City Region Occupational Projections 2016-2026; produced by MERIC; <https://umkc.box.com/s/u967j8hvgb9uloww9jh6bgpx5k91t5xa>

<sup>6</sup> <https://www.umkc.edu/about/mission.html>

opportunities for growth. The BAS degree was named as a key initiative in the UMKC Forward plan:

*From Chancellor Agrawal's August 12, 2020 announcement of UMKC Forward immediate actions:*

Launch a new Bachelor of Applied Sciences degree, to enhance our ability to further attract and retain transfer students and fast track new degree programs under development in selected high demand areas.

As evidenced by the letters of support included in the appendix, support for the BAS stretches across campus. The degree will attract a new subset of transfer students, allowing those with Applied Science degrees from community and technical colleges a more streamlined pathway to achieve an innovative and highly relevant bachelor's degree and advance in their careers. The chosen emphasis areas are aligned with selected high-demand areas in the local and regional workforce, especially the areas of Health Science Management, Business and Organizational Leadership, and Data Analytics. These areas stood out in our Burning Glass analysis.

The BAS degree aligns well with the goals of the College of Arts and Sciences. The College emphasizes interdisciplinarity and collaboration across its 17 departments, and this program accomplishes those parallel goals within its core curriculum, which includes courses from several departments. Skills such as critical thinking, ethics, and professional communication are key objectives in programs in the arts, humanities, social, and natural sciences, and the BAS core curriculum plays to those strengths.

## **2.B. Duplication & Collaboration within Campus, Across System**

UMKC's proposed Bachelor of Applied Science degree is unique within the University of Missouri System. No other program targets students with Associate of Applied Science degrees and allows them to transfer their technical credits toward a bachelor-level degree to gain critical skills for career advancement. Similar programs may include the Bachelor of Liberal Arts (BLA) at UMKC, the Bachelor of General Studies (BGS) at MU, and the Bachelor of Liberal Studies (BLS) at UMSL (Online). The BLA and BGS degrees are distinct from a BAS in that they offer an individualized path to a bachelor's degree, designed around students' personal interests and career plans. The BLS Online is similarly individualized, though it is also noted as a path toward degree completion.

In contrast, the BAS degree has a structured core curriculum as well as set emphasis areas. This structure allows for flexibility based on students' interests and prior experience, but it also provides students with a common set of critical skills such as professional communication, ethics, and leadership and an emphasis area tailored to their professional goals. The BAS is a degree completion program for students with an AAS degree desiring career advancement, career change, or personal growth. As described above, this target population typically faces limited baccalaureate options.

Interim Dean Kati Toivanen reached out to College of Arts & Sciences Deans at other campuses in the UM System to discuss this proposed BAS degree program. Interim Dean Toivanen met with then Dean Patricia Okker from MU on March 3, 2021. Dean Okker noted no conflicts within her unit and expressed support for this initiative, but suggested we reach out to the School of Health Professions. We met with their leadership (Dean Hagglund and Senior Associate Dean Stephanie Reid-Arndt). We met with the SHS and addressed their concerns (see email in appendix).

Interim Dean Toivanen also met with Dean Andrew Kersten from UMSL on February 25, 2021. Dean Kersten shared Dean Okker's support for the degree, noting one similar degree housed in UMSL's Sociology Department, the Bachelor of Arts in Organizational Leadership (the supporting emails are included). We met with the director of this program, who offered his support. This degree differs from the proposed BAS in that it is more directed toward management skills, whereas our proposed curriculum has a broader focus on career growth in a variety of disciplines, from Business and Organizational Leadership to Data Analytics. Another differentiating factor is the opportunity for students to transfer their technical credits from AAS degrees to earn the BAS degree.

Regionally, there are two Missouri institutions which offer a Bachelor of Applied Science degree: Missouri Southern State University (MSSU) and Northwest Missouri State University (NWMSU). See the below chart for a quick reference guide comparing the BAS programs at UMKC, MSSU, and NWMSU. BAS programs typically target students interested in advancing within their chosen career or students seeking a degree completion program. Programs focused on the first group tend to provide a specialized, technical curriculum in the same discipline as the student's AAS degree (e.g., NWMSU). Programs focused on the latter group tend to offer a more general degree program covering broad-based skills (e.g., MSSU). At MSSU, BAS students take the Missouri Core 42 plus any minor offered at the university. At NWMSU, BAS students have general education requirements and only one required course, as well as emphasis areas with an entirely flexible curriculum. Our program, however, targets both populations with our core and emphasis area curriculum. Our program is also valuable to students in technical careers desiring to switch career paths without sacrificing the technical credits they have earned.

UMKC's proposed BAS program is stronger than these regional competitors because it combines a common core aimed at broadening students' professional and leadership skills (communication, ethics, engagement, and diversity) with discipline-specific training in emphasis areas, whereas most BAS programs tend to align with only one of those goals. Further, we have incorporated some of the general education curriculum from UMKC Essentials into the core curriculum, creating a quicker pathway to degree completion without compromising the integrity of the general education objectives.

## Bachelor of Applied Science Regional Competitors

Criteria	University of Missouri-Kansas City	Northwest Missouri State University	Missouri Southern State University
<b>Target Population</b>	Students with an Associate of Applied Science degree	Students with one of the following: One- or Two-year technical certificate from a community/junior college; Associate of Applied Science degree; Associate of Science degree (eligible technical programs only)	Students with an Associate of Applied Science degree
<b>Gen Ed credits</b>	0-21 hours (UMKC Essentials)	33 hours (Northwest Core)	42 hours (Gen Ed Core 42)
<b>Core curriculum credits</b>	13 hours (includes 7 hours which fulfill UMKC Essentials requirements)	3 hours (Institutional Requirements; curriculum includes 5 courses which must be completed through Northwest Core <b>or</b> Institutional Requirements)	42 hours (Gen Ed) + 3 hours (elective)
<b>Emphasis area credits</b>	18 - 24 hours	24 - 39 hours	15+ hours
<b>Emphasis areas</b>	Health Services Management; Business and Organizational Leadership; Data Analytics; Digital Media; Digital and Public Humanities	Agriculture; Applied Computing; Child and Family Studies; Food Services; Geographical Information Systems; Geography; Information Technology; Marketing/Management/ Computer Business Applications	BAS students at MSSU do not have emphasis areas; instead, they choose a minor from any minor or certificate program at the university like UMKC's BLA program.

<b>Degree flexibility</b>	Structured curriculum with built-in flexibility; some course menus, some pre-requisites	Flexible curriculum within existing major/disciplinary coursework; plan developed with BAS advisor	Curriculum follows minor or certificate requirements
<b>Other degree requirements</b>	Transferred or Elective credits to reach 120 total credit hours; 36 credits at or above 300-level; 30 credit residency requirement	45 - 60 credits of Transferred or Directed Electives to reach 120 total credit hours; 24 credits at or above 300-level; 30 credit residency requirement	Elective credits to reach 120 total credit hours; must have 39 upper-level credits
<b>Skills &amp; learning objectives</b>	Core curriculum skills include: professional written and oral communication; ethical decision-making; analytical problem-solving; diverse cultural perspectives. Emphasis areas will deliver discipline-specific advanced skills.	This BAS is advertised as a completion program for students wishing to advance their careers. All BAS students take general education courses and a digital literacy course. Other skills are gained in emphasis area coursework.	No skills tailored for this degree program.

Once we have a chance to work with this population and develop these online resources, we anticipate moving into the online space with this program. Many of our prospective students would benefit from the hands-on nature of the first-semester experience course and on-campus resources—writing studio, library, advising, and financial aid. As the program matures, we see clear opportunities for collaboration with our partners at the other UM campuses through course-sharing and through development of BAS degrees on their campuses and through Missouri Online.

### 3. Business-Related Criteria & Justification

#### 3.A. Market Analysis

##### 3.A.1. Rationale & Workforce Demand for the Program

As described earlier, this program was built to serve a population of students underserved by our traditional degree programs at UMKC: students with the Associate of Applied Science degree. In constructing this program, we examined surveys of employers to identify the key competencies that employers are looking for in future employees. We structured our core curriculum to ensure our graduates would possess these key competencies and be able to demonstrate as such to employers (through our learning plans and assessment portfolios) upon graduation. To illustrate, a recent survey by the AAC&U asked 500 executive and hiring managers to identify the key competencies they value. The following table maps our core curriculum to those competencies.

<b>Key Competencies from Employers</b>	<b>BAS Curriculum</b>
<b>Critical thinking skills</b>	UMKC Essentials + BAS Core (Ethics and Leadership Course)
<b>Ability to demonstrate complex problem-solving skills</b>	BAS Core (Civic and Urban Engagement Course)
<b>Ethical judgment and reasoning</b>	BAS Core (Ethics and Leadership Course)
<b>Ability to communicate through writing</b>	UMKC Essentials + BAS Core (Professional Communication)
<b>Ability to communicate through speaking</b>	UMKC Essentials + BAS Core (Professional Communication)
<b>Ability to communicate/work with people from different cultural backgrounds</b>	UMKC Essentials + BAS Core (Professional Communication and Culture and Diversity)
<b>Ability to work effectively in teams</b>	BAS Core (A&S 311 and Civic and Urban Engagement Course)
<b>Civic Skills and Civic Engagement</b>	BAS Core (Civic and Urban Engagement Course)

Beyond the BAS core, students choose an emphasis area developed to ensure employment opportunities in high demand fields. The emphasis areas target particular skills and careers building on the AAS degrees and employment history of our target population. Our emphasis areas provide critical training in highly sought-after professional areas: health services management, business and organizational leadership, data analytics, digital media, and digital and public humanities. Each emphasis area has a unique set of career paths for students.

To identify the emphasis areas included in the BAS, we consulted multiple sources including Burning Glass and MERIC.

The Burning Glass research (included in the appendix) examined job postings in Missouri and its eight contiguous states for the last year for postings requiring a bachelor's degree. The analysis identified over a million job postings with most postings in the metropolitan areas of Chicago, St. Louis, and Kansas City, but smaller pockets in other metropolitan areas including Springfield and Jefferson City in Missouri and Wichita and Topeka in Kansas. Many of the top occupations are careers strongly tied to the BAS core and emphasis areas.<sup>7</sup>

- Sales representatives (49,543 postings)
- Managers, All Other (45,062 postings)
- Medical and Health Services Managers (25,425 postings)
- Sales Managers (24,983 postings)
- General and Operations Managers (23,536 postings)
- Human resource specialists (19,881 postings)
- Marketing Managers (19,542 postings)
- First-Line Supervisors (18,553 postings)
- Management Analysts (17,489 postings)
- Financial Managers, Branch or Department (14,581 postings)
- Market Research Analysts and Marketing Specialists (12,225 postings)
- First Line Supervisors of Office and Administrative Support Workers (9,062 postings)
- Operations Research Analysts (8,310 postings)

This analysis also provided a list of employers with the greatest number of postings over this same period. The top employers are healthcare corporations and non-healthcare employers as well as educational institutions. These are all employers that would value the critical skills provided by the BAS program. We reached out to prominent employers in areas relevant to our BAS degree (e.g., the Kansas City Public Library). The letters of support from these employers are included in the appendix. What these letters share is an acknowledgement of the importance of the degree program to both prospective students and employers. Students have a clear path to a baccalaureate degree and employers have access to an expanded applicant pool with technical experience and key competencies. As more and more jobs require baccalaureate degrees, the pool of available applicants has shrunk. The BAS program will provide an additional pool of prospective applicants. Moreover, the strengths of transfer students are now being recognized by higher education in new ways. Research indicates that transfer students, like our prospective students, are underappreciated for their resilience and innovation.<sup>8</sup>

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<sup>7</sup> Market analysis research conducted by the Associate Vice Provost for Academic Innovation at UMKC.

<sup>8</sup> <https://www.edsurge.com/news/2021-06-02-want-to-hire-an-innovative-college-graduate-choose-a-transfer-student>

As noted earlier, there are two regional competitors with BAS degree programs. However, these programs are distinct from the BAS program proposed here. This presents an opportunity for UMKC and the UM System to be a leader in this area especially within the Missouri and Kansas region. We can provide a high-quality educational experience to students currently underserved and pave the way for their future career success through skill development and degree completion.

This innovative degree program presents a major opportunity to equip the region's workforce with in-demand education and skills. The ease of transfer allowed by the program will create opportunities for workers to augment their earning power and job opportunities through the acquisition of bachelor's degrees with core training and emphasis areas in high-demand fields such as health services management, business and organizational leadership, data analytics, digital media, and digital humanities. The attached letter from one of our community college partners, Metropolitan Community College, testifies to the impact that this opportunity will have for community college students seeking to grow their skills, credentials, and earnings. MCC and our two other community college partners, Johnson County Community College and Kansas City Kansas Community College, have been consulted in the development of this degree – thus it reflects the input not only of our campus faculty and staff, but that of the population we aim to serve.

We presented the BAS proposal to the College of Arts and Sciences Alumni Board. While our alumni graduated with BA, BS, or BLA degrees, they recognize the challenges students with an AAS degree often face at four-year institutions and the prospect for expanding educational opportunities for students with an AAS (see the email responses from several of our alums in the appendix). Critically, our recruitment team in the College of Arts and Sciences expresses enthusiasm for a program that would provide a clear path to completion for transfer students with an AAS (see letter of support in appendix).

### **3.A.2. Student Demand for the Program**

The BAS program at UMKC is unique from its regional competitors in its focus on critical skills and in-demand growth areas. It is also a unique degree for UMKC and targets a distinct population. The motivation for this proposal comes from student need.

Anecdotal evidence from our advising team indicated that students with an AAS degree were struggling to attend and complete their degrees. Before proposing the BAS degree, we substantiated this evidence. We started by exploring the awarding of AAS degrees by our three local community college partners: Metropolitan Community College (MCC), Johnson County Community College (JCCC), and Kansas City Kansas



Community College (KCKCC). Our partners report that 14%<sup>9</sup>, 23%<sup>10</sup>, and 18%<sup>11</sup>, respectively, of their graduates earned AAS degrees over the last few years. While AA and AS degrees remain the most common associate degrees, the AAS continues to be the degree of choice for many students in Missouri. When queried, MDHE reports that the state of Missouri graduates 3,500 AAS students **each** year.

In addition to community colleges, AAS degrees are the degree of choice for technical colleges, including many for profit schools. Finally, the AAS degree is also the degree of choice for a large portion of the veteran population in the United States. The Community College of the Air Force awards 22,000 AAS degrees annually across 71 AAS degree programs.<sup>12</sup> Though this is the degree offered by the CCAF, military personnel are often cautioned against the AAS because it “can be limiting when it comes to pursuing higher education later.”<sup>13</sup> This is the exact problem we seek to solve.

These graduation rates suggest the potential demand for a BAS degree, but we wanted to ensure that we offered a degree program that would: (a) provide students with a curriculum tailored to the unique needs and goals of students with an AAS degree, and (b) not detract from our traditional BA and BS programs. If AAS students are served well by our current BA or BS programs, then a BAS would not be as critical. The evidence, however, suggests otherwise. We collected data on the number of students admitted to UMKC with an AAS degree, the yield rate for those students (that is, how many of those students enroll at the university), and the graduation rate for those students. We excluded students applying to our Dental Hygiene or RN to BSN programs as these are completion programs designed in a similar vein to the BAS and serving a very specific student population. The figure below illustrates the results of this analysis.

UMKC had 300 students admitted with an AAS degree from 2018-2020. Of those students, 20% matriculated. Of those matriculating, only 15% have since graduated with a bachelor’s degree. To put this in perspective, the yield rate for transfer students across the board in the College of Arts and Sciences is 75% and the graduation rate is over 60%. There are two key takeaways from this figure. Our current degree programs are not attracting sufficient interest from students with an AAS.

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<sup>9</sup> [https://mcckc.edu/research/docs/Annual\\_Factbook.pdf](https://mcckc.edu/research/docs/Annual_Factbook.pdf)

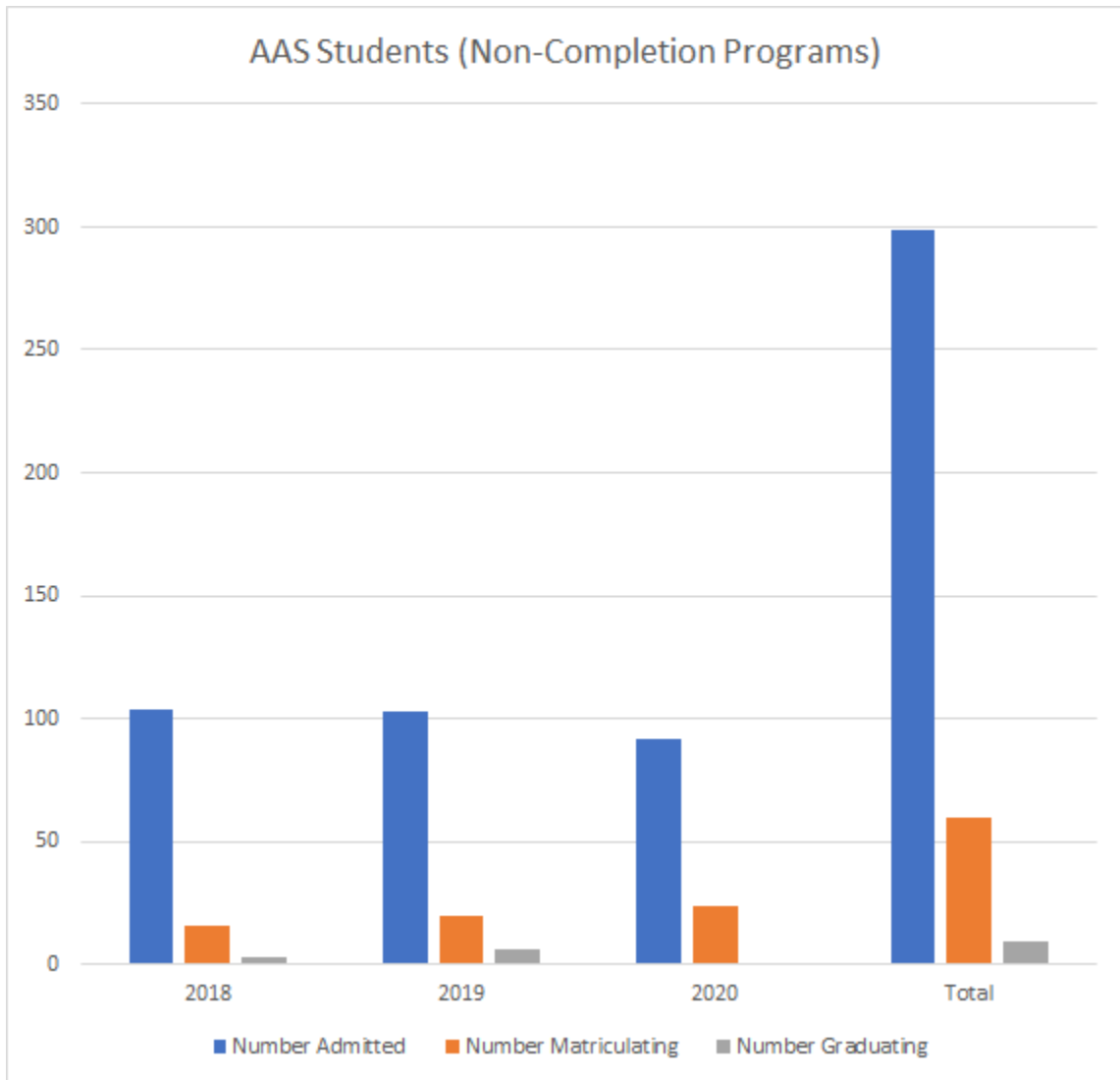
<sup>10</sup> <http://catalog.jccc.edu/degreerequirements/associate-applied-science/>

<sup>11</sup> [https://www.kckcc.edu/files/docs/ie/enrollment-and-degrees/final\\_kckcc\\_degrees-awarded-2013-2018\\_ipeds\\_cip.pdf](https://www.kckcc.edu/files/docs/ie/enrollment-and-degrees/final_kckcc_degrees-awarded-2013-2018_ipeds_cip.pdf)

<sup>12</sup> <https://www.airuniversity.af.edu/Barnes/CCAF/>

<sup>13</sup> <https://www.military.com/education/getting-your-degree/3-reasons-to-get-your-associate-degree.html>

When students do express interest, they struggle with completing the degree in a timely manner. As a result of this evidence, we designed the BAS to appeal to this target population and to facilitate their persistence and degree completion.



To demonstrate the benefit of the BAS program for AAS students, we examined the extent to which their AAS credits would transfer to UMKC under our traditional programs. The chart below illustrates the transfer course equivalencies of two AAS degrees: Administrative Assistant AAS and Interior Design AAS. As one can see, the transfer equivalencies vary by AAS degree. The Administrative Assistant AAS has many more courses that have either direct equivalencies or can receive elective credit. In contrast, students with an AAS in Interior Design would receive very little credit under a traditional degree program. With the BAS program, the student would be able to transfer up to 60 hours toward their bachelor's degree including technical coursework.

<b>Admin Assistant (AAS)</b>	<b>Transfer Equivalencies</b>	<b>Interior Design, AAS</b>	<b>Transfer Equivalencies</b>
Humanities Elective	3 Hours in Discipline	Humanities Elective	3 Hours in Discipline
Social Science Elective	3 Hours in Discipline	Social Sciences Elective	3 Hours in Discipline
ACCT 111	ACCTNG 210	General Ed Elective	3 Hours in Discipline
COMS 120	COMM ST 110	ENGL 121	ENG 110
ENG 121	ENG 110	ITMD 121	NO CRE 1000
CPCA 128	COMP SCI 1EL	ITMD 125	NO CRE 1000
ENGL 123	ENGLISH 1EA	ITMD 132	NO CRE 1000
BUS 121	MGT 1EB	ITMD 230	NO CRE 1000
BUS 140	MGT 1ED	DRAF 164	NO CRE 1000
BUS 243	MGT 1ED	MATH 120	NO CRE 1000
BUS 225	MGT 1EI	ITMD 202	NO CRE 1000
MKT 146	MGT 1EL	ITMD 191	NO CRE 1000
BOT 105	NO CRE 1000	ITMD 185	NO CRE 1000
BOT 130	NO CRE 1000	ITMD 231	NO CRE 1000
BOT 260	NO CRE 1000	ITMD 271	NO CRE 1000
CPCA 118	NO CRE 1000	DRAF 264	NO CRE 1000
CPCA 121	NO CRE 1000	ITMD 222	NO CRE 1000
CPCA 228	NO CRE 1000	ITMD 129	NO CRE 1000
LAW 121	NO CRE 1000	ITMD 215	NO CRE 1000
BOT 150	NO CRE 1000	ITMD 260	NO CRE 1000
MATH 120	NO CRE 1000	ITMD 282	NO CRE 1000
BOT 265	NO CRE 1000	ITMD 224	NO CRE 1000
BOT 275	NO CRE 1000	ITMD 235	NO CRE 1000
		ITMD 270	NO CRE 1000
		ITMD 284	NO CRE 1000
<b>Total Hours Transferred</b>		<b>36</b>	<b>12</b>

We then examined what these transfer equivalencies might mean for time to completion. In the chart below, we list the BBA requirements and the BAS requirements and indicate whether a requirement would be fulfilled by the AAS coursework. As is evident, the time to graduation is significantly longer with the more traditional baccalaureate programs for a student with an AAS. Because AAS degrees vary in the number of general education credits they require and the technical nature of the program, this fluctuates by type of AAS. For students with an AAS in Administrative Assistance, the time to completion for a BBA is 3.3 years or 99 hours. If the student enrolled in the BAS program, the student would be able to complete the degree in 60 hours or 2 years.

Administrative Assistant AAS			
Bachelor of Business Administration Hours		Bachelor of Applied Science (BOL Emphasis) Hours	
GEFSE 101		3 GEFSE 101: First Semester Experience	Fulfilled with BAS Core
Oral Communication	Fulfilled with AAS	Oral Communication	Fulfilled with AAS
English 110	Fulfilled with AAS	English 110	Fulfilled with AAS
English 225		3 English 225	3
Math Pathway	Fulfilled with BBA	Math Pathway	Fulfilled with BAS Emphasis
GECRT-AH		3 GECRT-AH	3
GECRT-SC		3 GECRT-SC	3
GECRT-SS		3 GECRT-SS	3
GECDV		3 GECDV	Fulfilled with BAS Core
GECUE		3 GECUE	Fulfilled with BAS Core
Constitution Course		3 Constitution Course	3
ACCTNG 210		3 A&S 311: Experiencing UMKC	1
ACCTNG 211		3 Professional Communication	3
DSOM 211, Stat 235, or Stat 115		3 Ethics and Leadership	3
ECON 201		3 Civic and Urban Engagement	3
ECON 202		3 Culture and Diversity	3
MATH 110		3 Math 110	3
MGT 256		3 ACCTNG 210	3
MIS 202		3 MIS 202	3
MGT 370 or 470		3 MKT 324	3
DSOM 311		3 FIN 325	3
DSOM 340		3 BOL Elective 300/400	3
ENT 315		3 BOL Elective 300/400	3
FIN 325		3 BOL Elective 300/400	3
MGT 301 or 301A		3 Electives 300/400	8
MGT 332		3	
MGT 471		3	
MIS 402		3	
MKT 324		3	
MGT 337		3	
MGT 370 or 375 or 470		3	
MGT 372 or 410		3	
MGT 360 or other options		3	
Interest Area Course 300/400		3	
Interest Area Course 300/400		3	
Interest Area Course 300/400		3	
General Electives (15 hours)	Fulfilled by AAS		
<b>Total Hours at UMKC</b>		<b>99 Total Hours at UMKC</b>	<b>60</b>
<b>Total Hours from AAS toward UMI</b>		<b>21 Total Hours from AAS toward UMKC Degree</b>	<b>60</b>

In contrast, a student with an Interior Design AAS would need to complete 108 credit hours at UMKC (3.6 years) in the BBA program. With the BAS, this would be 63 hours or two years.

Interior Design AAS			
Bachelor of Business Administration Hours		Bachelor of Applied Science (BOL Emphasis) Hours	
GEFSE 101		3 GEFSE 101: First Semester Experience	Fulfilled with BAS Core
Oral Communication		3 Oral Communication	3
English 110	Fulfilled with AAS	English 110	Fulfilled with AAS
English 225		3 English 225	3
Math Pathway	Fulfilled with BBA	Math Pathway	Fulfilled with BAS Emphasis
GECRT-AH		3 GECRT-AH	3
GECRT-SC		3 GECRT-SC	3
GECRT-SS		3 GECRT-SS	3
GECDV		3 GECDV	Fulfilled with BAS Core
GECUE		3 GECUE	Fulfilled with BAS Core
Constitution Course		3 Constitution Course	3
ACCTNG 210		3 A&S 311: Experiencing UMKC	1
ACCTNG 211		3 Professional Communication	3
DSOM 211, Stat 235, or Stat 115		3 Ethics and Leadership	3
ECON 201		3 Civic and Urban Engagement	3
ECON 202		3 Culture and Diversity	3
MATH 110		3 Math 110	3
MGT 256		3 ACCTNG 210	3
MIS 202		3 MIS 202	3
MGT 370 or 470		3 MKT 324	3
DSOM 311		3 FIN 325	3
DSOM 340		3 BOL Elective 300/400	3
ENT 315		3 BOL Elective 300/400	3
FIN 325		3 BOL Elective 300/400	3
MGT 301 or 301A		3 Electives 300/400	8
MGT 332		3	
MGT 471		3	
MIS 402		3	
MKT 324		3	
MGT 337		3	
MGT 370 or 375 or 470		3	
MGT 372 or 410		3	
MGT 360 or other options		3	
Interest Area Course 300/400		3	
Interest Area Course 300/400		3	
Interest Area Course 300/400		3	
General Electives (6 hours)		6	
General Electives (9 hours)	Fulfilled by AAS		
<b>Total Hours at UMKC</b>		<b>108 Total Hours at UMKC</b>	<b>63</b>
<b>Total Hours from AAS toward UMI</b>		<b>21 Total Hours from AAS toward UMKC Degree</b>	<b>57</b>

With our marketing campaign and significant options for students, we anticipate rapid enrollment growth with a leveling off by Year 5 and then steady growth throughout the life of the program. In estimating enrollment, we made a few assumptions. Our transfer population in the College of Arts and Sciences is 20% part-time and 80% full-time. As a result, we have used that distribution in our calculations for both enrollment and the financial forecast. Our retention rate for full-time transfer students in the College of Arts and Sciences is 75% and our retention rate for part-time students is 52%. Though we anticipate doing better in retaining part-time BAS students with our targeted retention efforts, we used these retention rates in the enrollment calculations and financial forecast.

The number of degrees awarded is calculated using the number of part-time and full-time students projected in Table 1a combined with our retention rates. We assume that part-time students will complete their BAS degree in three years and full-time students will complete their degree in two years.

**Table 1a. Student Enrollment Projections** (anticipated total number of students enrolled in the program during the first five fall semesters following implementation.)

<b>Year:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Full-time</b>	12	33	54	71	85
<b>Part-time</b>	3	8	13	17	21
<b>Total</b>	15	41	67	88	106

**Table 1b. New Student Enrollment Projections** (anticipated number of students enrolled in the program during the first five fall semesters following implementation that are new to the University.)

<b>Fiscal Year:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Full-time</b>	12	24	36	44	52
<b>Part-time</b>	3	6	9	11	13
<b>Total</b>	15	30	45	55	65

**Table 1c. Projected Number of Degrees Awarded**

<b>Year:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b># of Degrees Awarded</b>	0	7	14	22	27	32	36	39	43	46

### **3.B. Financial Projections**

The financial projections for the BAS degree program are included in the detailed pro forma in the appendix and detailed below. We expect the program to generate revenue in Year 1, as we have built the program to rely on the strengths and resources of the current faculty at UMKC.

Our revenue estimates are built on the student projections detailed above and are split between full-time and part-time students. Given the population, we expect 20% to be part-time students and 80% to be full-time students. Full-time students are expected to complete thirty credit hours per year whereas part-time students are likely to complete 20 credit hours per year.

#### Assumptions included in financial projections:

- Given the requirements for the degree program (an AAS degree), we do not anticipate any transfers from within campus or any FTC students. As such, our financial projections are built on a 60-hour completion plan (two years of revenue and costs per student).
- Our student projections are based on the AAS graduation rates in Missouri, the graduate rates of our feeder schools, our experience with other flexible degree programs at UMKC (Bachelor of Health Science and Bachelor of Liberal Arts) and data from other BAS programs.
- We assume full-time students will take 30 credit hours per academic year and part-time students will take 20 credit hours per academic year.
- For our analyses, we used a rate of \$288 per credit hour estimate for FY23 and a 2% tuition increase in future years. We used the in-state tuition rate, which applies to both Kansas and Missouri students. Given the paucity of BAS programs in our region, this likely underestimates the tuition revenue.

#### **3.B.1. Additional Resources Needed**

The College of Arts and Sciences will be able to implement the BAS program using existing faculty and staff. The program relies on core courses cross leveled with other UMKC Essentials courses, existing courses within the College of Arts and Sciences, and collaborations with other units for emphasis area course offerings.

Expenses will include faculty and staff salaries and benefits, marketing costs, course development costs, start-up costs, supplies, and miscellaneous expenses. Tuition revenue will fund these expenses. A full financial projection worksheet (pro forma) is included.

In Years 1-4, we do not anticipate hiring any full-time faculty. We will need to hire part-time faculty to cover core BAS courses, general education needs and courses in the emphasis areas. In Table 2, these part-time hiring costs appear in the row labeled Faculty. This includes both the costs of offering the core BAS courses and the costs of adding the BAS students to general education courses and emphasis area courses (labeled payroll outside of program in the pro forma worksheet).

As the program grows, we will need targeted hires to support our emphasis areas. Given our enrollment projections and our curriculum, we anticipate a full-time hire would be needed in Year 5 when enrollment in the program exceeds 100 students. This hire would be contingent on the program meeting enrollment projections and would be full-time faculty supporting multiple degree programs. As UMKC is expanding its reach in data analytics, we anticipate this faculty member would be focused in Data Analytics and support the BAS and our DA programs in the Bloch School of Management, the College of Arts and Sciences, and the School of Computing and Engineering. Any full-time faculty hires would require a start-up budget for teaching and research.

We will need administrative support and mentoring in the form of a Director of the BAS (a current faculty member receiving a small stipend and course reduction) and a part-time staff person. As the program grows, we anticipate a full-time staff person will become necessary by Year 5. The amount included for staffing were based on the average salary and wages for staff members in this role in the College of Arts and Sciences.

We have included a small budget for incidentals (supplies, copying, etc.) and a marketing budget. The initial marketing budget (Year 0) will include development of marketing materials while the recurring marketing budget appearing in Table 2 focuses on the costs of printing and distribution of the materials. Our marketing efforts for the BAS degree program will be coordinated with existing unit and campus marketing efforts to minimize costs during the initial years of the program.

### **3.B.2. Revenue**

Revenue will be generated from tuition.

### **3.B.3. Net Revenue**

The program will yield a net positive revenue immediately given the reliance on existing resources. The main cost in Years 1-4 will be basic incidental and part-time faculty costs. Part-time faculty will be hired only as enrollment increases. These minimal costs will be covered by the tuition revenue each year.



**Table 2. Financial Projections for Proposed Program for Years 1 – 5**

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>1. Expenses per year</b>					
<b>A. One-time</b>					
<i>New/Renovated Space</i>					
<i>Equipment</i>					\$3,754
<i>Library</i>					
<i>Consultants</i>					
<i>Other (start-up)</i>					\$80,000
<b>Total one-time</b>					\$83,754
<b>B. Recurring</b>					
<i>Faculty</i>	\$24,798	\$47,294	\$61,221	\$73,710	\$173,828
<i>Staff</i>	\$16,646	\$16,979	\$17,319	\$17,665	\$36,037
<i>Benefits</i>	\$10,670	\$11,614	\$11,846	\$12,083	\$55,445
<i>Equipment</i>					
<i>Library</i>					
<i>Other (travel/training)</i>					\$828
<i>Other (supplies)</i>	\$1,530	\$1,561	\$1,592	\$1,624	\$1,656
<i>Other (marketing)</i>	\$1,020	\$1,040	\$1,061	\$1,082	\$1,104
<i>Other (Misc)</i>	\$1,020	\$1,040	\$1,061	\$1,082	\$1,104
<b>Total recurring</b>	\$3,570	\$3,641	\$3,714	\$3,789	\$4,692
<b>Total expenses (A+B)</b>	\$55,685	\$79,529	\$94,100	\$106,707	\$353,756
<b>2. Revenue per year</b>					
<i>Tuition/Fees</i>	\$121,040	\$335,354	\$563,001	\$756,803	\$926,850
<i>Institutional Resources</i>					
<i>State Aid -- CBHE</i>					
<i>State Aid -- Other</i>					
<b>Total revenue</b>	\$121,040	\$335,354	\$563,001	\$756,803	\$926,850
<b>3. Net revenue (loss) per year</b>	\$47,877	\$207,398	\$387,600	\$540,810	\$439,252
<b>4. Cumulative revenue (loss)</b>	\$36,737	\$244,135	\$631,736	\$1,172,545	\$1,611,798

### 3.B.4. Academic and Financial Viability

The combination of a core BAS curriculum focused on developing key skills (critical thinking, ethics, leadership, professional communication, etc.) and emphasis areas developed to advance the professional goals of our students will provide BAS students with a strong academic background.

The BAS program is structured to rely heavily on pre-existing courses, so very few students are needed to ensure the program is financially viable (10). However, we expect many more students to be interested in the degree program than the minimum needed for financial viability. Because the courses serving the BAS program serve other degree programs, academic viability in the form of courses making our enrollment minimums (15 students) should not be challenging.

The College of Arts and Sciences will track the enrollment in the BAS program. After five years, the College of Arts and Sciences will assess the program's viability. If average enrollment does not correspond to the below table, we will assess the program's viability and consider changes to enhance its financial and academic viability, including the possibility of placing the program on inactive status. We will continue this assessment as part of our five-year program review process.

**Table 3. Enrollment for Academic and Financial Viability**

<b>Viability</b>	<b>Minimum Enrollment</b>
<b>Academic</b>	<b>15</b>
<b>Financial</b>	<b>10</b>
<b>Overall</b>	<b>15</b>

## **3.C. Business Plan: Marketing, Student Success, Transition & Exit Strategies**

### **3.C.1. Marketing Plan**

The target audience includes individuals with an AAS degree who are seeking career advancement in their technical field, personal development in the pursuit of a bachelor's degree, and a switch in career paths. As such, our marketing and recruitment strategy will focus on community and technical colleges as well as community partnerships. We plan substantial marketing and recruitment efforts coordinated by the Manager of Recruitment in the College of Arts and Sciences who will collaborate with Admissions, UMKC's Strategic Marketing and Communications group, and recruitment managers across campus to develop a unified marketing plan for the BAS. Our Manager of Recruitment also has extensive ties to our local community and technical college partners. Because many of our prospective students will be working adults, we will also tailor our marketing and recruitment efforts on direct marketing in the local and regional business community. Our cross-campus partnerships will facilitate this outreach.

We have included initial marketing costs to launch the program in our financial forecast as well as yearly marketing costs. The initial marketing costs are included in the pro-forma in Year 0. The yearly marketing costs are tied to printing costs. Additionally, the College of Arts and Sciences, as part of our UMKC Forward unit reorganization, will launch a rebranding advertising campaign that will coincide with the launching of the BAS and the BAS will feature prominently in that campaign. The budget for this campaign is \$85,000 and includes videography and photography.

### **3.C.2. Student Success Plan**

Retention of students is a high priority for UMKC, and we use early warning systems to keep students at the university and on track for graduation. Further, the university has made important changes to encourage retention, including a new centralized advising system and a transfer center dedicated to the unique needs of transfer students like those in our BAS program. As part of UMKC Forward, UMKC is instituting various mobility escalators to help propel students from the classroom to a career. This approach fits squarely with the way we have designed the BAS and will provide further support to the program.

Students start the BAS program with a first-semester experience course designed to familiarize BAS students with the many resources UMKC has to offer students, from supplementary instruction to career guidance. This course also provides students with the opportunity to build a learning plan connecting their professional goals to an academic path. For example, a student in the BAS program may be interested in completing the BAS to pursue supervisory or managerial opportunities within their

chosen field. During the first-semester experience course, the student would be advised to consider the Business and Organizational Leadership emphasis area (non-healthcare fields) or the Healthcare Services Management emphasis area (healthcare fields). The student would be advised to pursue curricular (internships) and co-curricular (volunteer, student organizations, etc.) opportunities in line with this goal and the Director of the BAS will meet with students periodically to reassess their progress toward their learning and professional goals.

### **3.C.3. Transition Plan**

The Dean of the College of Arts and Sciences will oversee the selection of the Director of the BAS. The Director of the BAS will be responsible for the in rollout of this new undergraduate program. Should the Director of the BAS leave the role, the Dean of the College of Arts and Sciences will select a successor and ensure that the new Director has been involved in the program and is familiar with its mission.

### **3.C.4. Exit Strategy**

The BAS program does not require a significant investment in faculty or staff and costs are directly tied to enrollment (i.e., adjunct hiring). As a result, the program should be given time to establish itself and determine demand for the program. However, should it become clear that the program is not viable due to low headcount (remaining below the academic viability figure after five years), we can eliminate our adjunct hiring and full-time faculty can return to teaching their BA and BS students alone. The Director of the BAS will be a current faculty member so the Director would resume their normal workload without the stipend.

## **4. Institutional Capacity**

The BAS program is designed to utilize existing UMKC teaching resources as much as possible while recognizing resource needs associated with growth. We have identified five emphasis areas that correspond to growth opportunities in our traditional degree programs to capitalize on resource commitments by the university.

The Dean of the College of Arts and Sciences will oversee the selection of the Director of the BAS and together they will be responsible for the rollout of the BAS. We have built the BAS in collaboration with faculty and administrators across multiple units and have worked with staff with expertise in transfer students, advising, and recruitment to address hurdles and avoid stumbling blocks. Full-time faculty across many units will be teaching our core and emphasis area courses, as appropriate, and well-qualified and experienced adjunct instructors will provide additional teaching support as needed.

The Director of the BAS will play a central role in the assessment of the BAS program, the recruitment of students, and advising students throughout their time at UMKC. Given our research, the advising component will be critical. The Director of the BAS will ensure that students start the program with a clear understanding of their academic and professional goals and the means to achieve them (through A&S 311, our first-semester experience course). The Director of the BAS will stay in contact with students as they proceed through their core courses and coordinate with faculty in the emphasis areas as appropriate to assist students. UMKC's central advising team will provide additional support to BAS students as well.

To ensure the Director of the BAS can focus substantial attention on student success, we have determined that a part-time and, as the program grows, full-time staff person will be necessary to assist with coordinating the program, addressing administrative needs, and fielding inquiries. The staffing costs are included in the budget (part-time in Years 1-4 and full-time starting in Year 5).

## **5. Program Characteristics**

### **5.A. Program Outcomes**

The Bachelor of Applied Science degree program will prepare BAS students to develop professional messages for a variety of audiences. Students will learn to:

1. Deliver professional messages in written and/or oral form.
2. Apply ethical standards to decisions and practical challenges relevant to their field of study.
3. Analyze professional, civic, and social problems in order to design solutions relevant to their field of study.
4. Examine the factors defining cultural identities from multiple perspectives.

Given their prior training and education, students may need to complete additional general education requirements focused on critical thinking, math, the Constitution, and written communication. These foundational courses will ensure students have the background to complete their educational and professional goals.

Students will also develop expertise in business and organizational leadership, healthcare management, data analytics, digital media, and digital humanities through their chosen emphasis area. All courses included in the emphasis areas serve other degree programs and are assessed yearly.

## **5.B. Program Design & Content**

The curriculum for the BAS was designed as a collaboration among faculty in the College of Arts and Sciences, School of Computer Science and Engineering, School of Nursing and Health Sciences, and the Bloch School of Management with the support of the Vice Provost for Curriculum and Assessment, who advised on the connection to UMKC Essentials and the unique needs of transfer students.

The program will be housed in the College of Arts and Sciences and the Director of the BAS will be responsible for coordinating the scheduling of the core courses (pre-existing courses serving other programs) and emphasis area courses. The Director of the BAS will also be responsible for teaching A&S 311 (Experiencing UMKC) as needed each year. We have put together two-year course plans for each emphasis area to ensure students can progress through the degree program in the two-year window set for full-time BAS students.

## **5.C. Program Structure**

The BAS will consist of a common core in five broad categories (13 hours), an emphasis area (18-24 hours) with coursework from across UMKC, general education needs (0-21 hours), and any remaining courses needed to meet the 36-hour upper-level requirement and to reach 120 credit hours. Students will work closely with the Director of the BAS to select an emphasis area that best fits their individual professional goals. Emphasis areas consist of coursework tailored by the relevant unit(s) consisting of courses applicable to other degree programs.

### **5.C.1. Program Structure Form**

#### **BAS Curriculum Outline**

##### **General Education**

Students may need to complete:

- Written Communication II
- Oral Communication
- Math Pathway
- Critical Thinking in Social and Behavioral Sciences, Natural and Physical Sciences, and Art and Humanities
- Constitution requirement
- Common core will meet the SLOs of First-semester Experience, Civic and Urban Engagement, and Culture and Diversity
- Additional Electives may be needed to meet the 36-hour upper level and 120-hour overall requirement.

## **Common Core**

- A&S 311: Experiencing UMKC (1 hour)
- Professional Communication—existing courses
- Ethics and Leadership—existing courses
- Civic and Urban Engagement—300-level courses designed to meet SLOs of UMKC Essentials
- Culture and Diversity—300-level courses designed to meet SLOs of UMKC Essentials

## **Emphasis Areas**

### **Health Services Management Emphasis Area**

Students will complete the following courses (17 hours)

- HLSC 101 Intro to Health Sciences
- HLSC 300 Diversity in Health
- HLSC 310 Healthcare Systems
- HLSC 430 Health Program Management
- HLSC 440 Policy and Ethics in Health
- HLSC 480 Leadership and Management in Health Professions

Students will complete one of the following courses (3 hours):

- HLSC 450 Urban Health
- HLSC 460 Global Health
- HLSC 470 Technology, Marketing, and Media in Health

Note: Additional courses may count toward the BAS emphasis area in Health Services Management with permission from the Director of the BAS.

### **Business and Organizational Leadership Emphasis Area**

Program Prerequisite:

- MATH 110 Precalculus Algebra (or MATH 120 or higher; or 61 ALEKS score or higher.)

Students will complete the following courses (15 hours)

- ACCTNG 210 Introduction to Financial Accounting
- MIS 202 Computer Applications in Management or COMP-SCI 101 Problem Solving and Programming I
- MKT 324 Principles of Marketing
- FIN 325 Financial Management
- MGT 332 Principles of Organizational Behavior

Students will complete 9 hours from the following courses:

- ENT 315 Entrepreneurial Mindset and Opportunity Recognition
- MGT 301 Effective Business Communication
- MGT 370 International Management
- MIS 402 Information Management
- MKT 335 Customer Insights
- MKT 420 Sales Management
- MKT 430 Personal Selling
- DSOM 443 Project Management

Note: Additional courses may count toward the BAS emphasis area in Business and Organizational Leadership with permission from the Director of the BAS

### **Digital Media Emphasis Area**

Students work with the Director of the BAS to identify 18 hours to correspond to their personal and professional goals from among the following courses:

- COMM-ST/ENGLISH 338 Film Adaptation
- COMM-ST 311 Radio & Television Performance
- COMM-ST 346 Art of the Short Film
- COMM-ST 363 Radio Production I
- COMM-ST 386 Animation
- COMM-ST 446 Principles of Advertising
- COMM-ST 447 Interactive and Social Media Advertising
- COMM-ST 448 Principles of Public Relations
- ART 310 Digital Video and Motion Design
- ART 337 Graphic Design and Typography I
- ART 338 Graphic Design II
- ART 340 3D Modeling and Animation
- ENG 308 Rhetorics of New Media
- ENG 307WI Language, Literacy, and Power
- ENG 381 Writing for Social Media

Note: Additional courses may count toward the BAS emphasis area in Digital Media with permission from the BAS advisor.



### **Digital and Public Humanities Emphasis Area**

Students will complete the following 6 hours:

- ENG 477DH Studies in Digital Humanities
- HIST 379 Museums, Monuments, and American Life: An Introduction to Public History

Students will complete 9 hours from the following courses with guidance from their advisor.

- COMM-ST 384 Documentary Film History
- ENG 308 Rhetorics of New Media
- ENG 380 Composing in the Digital Age
- ENG 430WI Technical Writing
- HIST 343 Oral History
- HIST 391 Archival Methods
- ART-HIST 470 Art Museums: History and Practice

At the end of their course of study, students will complete one of the following courses:

- ENG 448 External Internship
- ENG 449A Publication Practicum – New Letters
- ENG 449C Publication Practicum – Digital Projects
- HIST 392A Archival Internship
- HIST 392B Public History Internship

Note: Additional courses may count toward the BAS emphasis area in Digital and Public Humanities with permission from the BAS advisor.

### **Data Analytics Emphasis Area**

Program Prerequisite:

- Stat 235 (Elementary statistics) or equivalent
- COMP-SCI 191 Discrete Structures I

Students will complete the following courses (9 hours)

- Stat 340L Introduction to Data Visualization
- Stat 355L Introduction to Diagnostic Analytics
- Stat 360L Introduction to Predictive Analytics
- DSOM 311 Business Analytics II
- Acctng 487 Data Wrangling (Course number will change from Special Topics)

Students will choose from two of the following (6 hours)

- DSOM 487 Data Visualization (Course number will change from Special Topics)
- Stat 400 Machine Learning & Statistical Modeling (New Course)
- COMP-SCI 390 Data Stories & AI Experience (New Course)

- COMP-SCI 490 Web app mobile application
- Math 401 Data-Driven Modeling (New Course)
- Math 314 Graph Theory with Applications (New Course)

Students will complete two of the following courses (6 hours)

- COMP-SCI 490a Python Deep Learning
- COMP-SCI 490b Web app mobile application
- COMP-SCI 424 Software Methods and Tools
- COMP SCI 456 Human Computer Interface
- COMP SCI 465R Introduction to Statistical Learning
- COMP-SCI 394R Applied Probability
- GEOG 444 Spatial Data Analysis
- Math 469 Math Modeling
- STAT 496 Internship/Practical Training

Note: Additional courses may count toward the BAS emphasis area in Data Analytics with permission from the Director of the BAS

1. **Total Credits Required for Graduation:** 120
2. **Residence requirements, if any:** 30 credit hours (UMKC standard)
3. **General education:** 0-21 credit hours (AAS degrees vary in terms of the number of courses that fulfilling general education requirements)

Courses (specific course or distribution area and credit hours):

Course	Hours	Course	Hours
Math Pathway	3	Critical Thinking in Social and Behavioral Sciences	3
Written Communication II	3	Critical Thinking in Natural and Physical Sciences	3
Oral Communication	3	Critical Thinking in Arts and Humanities	3
Constitution Requirement	3		

#### 4. Major Requirements

- a. Total credits specific to degree: 31-37 (varies by emphasis area)

##### Requirements: BAS Core

<b>Course</b>	<b>Hours</b>	<b>Course Options</b>
A&S 311: Experiencing UMKC	1	
Ethics & Leadership (choose one)	3	Phil 321, 448, 450, 451WI
Professional Communication (choose one)	3	Comm-St 312, Comm-St 343, Comm-St 344, Comm St 351WI, ENG 304WI
Civic & Urban Engagement (choose one)	3	CS 304WI, POL-SCI 372, POL-SCI 379, and others in progress
Culture and Diversity	3	Pol-Sci 368, REGS 320, REGS 329, and others in progress

##### Requirements: Emphasis Area: Health Services Management

<b>Course</b>	<b>Hours</b>	<b>Course Options</b>
HLSC 101	2	
HLSC 300	3	
HLSC 310	3	
HLSC 430	3	
HLSC 440	3	
HLSC 480	3	
HLSC Elective	3	HLSC 450, HLSC 460, or HLSC 470

##### Requirements: Emphasis Area: Business and Organizational Leadership

<b>Course</b>	<b>Hours</b>	<b>Course Options</b>
Math 110 (pre- requisite)	(3)	
ACCTNG 210	3	
MIS 202	3	
MKT 324	3	
FIN 325	3	
MGT 332	3	
Electives	9	ENT 315, MGT 301, MGT 370, MIS 402, MKT 335, MKT 420, MKT 430, or DSOM 443

Requirements: Emphasis Area: Digital Media

Course	Hours	Course Options
Student and advisor select six courses	18	COMM-ST 303, COMM-ST 311, COMM-ST 346, COMM-ST 363, COMM-ST 378, COMM-ST 386, COMM-ST 446, COMM-ST 447, COMM-ST 448, ART 310,, ART 337, ART 338 , ART 340, ENG 308, ENG 307WI, or ENG 381

Requirements: Emphasis Area: Digital and Public Humanities

Course	Hours	Course Options
ENG 477DH	3	
HIST 379	3	
Internship Course	3	ENG 448, ENG 449C, HIST 392A, or HIST 392B
Electives	9	COMM-ST 384, ENG 308, ENG 380, ENG 430WI, HIST 343, HIST 391, or ART-HIST 470

Requirements: Emphasis Area: Data Analytics

Course	Hours	Course Options
STAT 235 (pre-requisite)	(3)	
COMP-SCI 191 (pre-req)	(3)	
STAT 340L	1	
STAT 355L	1	
STAT 360L	1	
DSOM 311	3	
ACCTNG 487	3	
Intermediate Courses	6	DSOM 487, STAT 400, COMP-SCI 390, COMP-SCI 490, MATH 401, or MATH 314
Advanced Courses	6	COMP-SCI 490A, COMP-SCI 490B, COMP-SCI 424, COMP-SCI 456, COMP-SCI 465R, COMP-SCI 394R, GEOG 444, MATH 469, or STAT 496

5. **Free elective credits:** 2-29 (depends on the number of general education credits transferred from AAS degree)
6. **Requirement for thesis, internship or other capstone experience:** No thesis or capstone required as part of the BAS Core though internal and external internship opportunities are encouraged or required in each emphasis area.

- 7. Any unique features such as interdepartmental cooperation:** This interdisciplinary degree program relies on collaboration between several departments within the College of Arts and Sciences and across academic units at UMKC, including the Bloch School of Management, the School of Computing and Engineering, and the School of Nursing and Health Sciences.

## **5.D. Program Goals and Assessment**

The BAS program will be assessed primarily through the SLOs of the common core coursework. These are the courses all students graduating with a BAS degree will have completed. Each emphasis area will assess its curriculum and report assessment data to the Director of the BAS for review each year.

The Student Learning Outcomes for the BAS include:

- Develop professional messages for a variety of audiences
- Deliver professional messages in written and/or oral form
- Apply ethical standards to decisions and practical challenges relevant to their emphasis area
- Analyze professional, civic, and social problems in order to design solutions relevant to their emphasis area
- Examine the factors defining cultural identities from multiple perspectives

We will use two types of assessment for the BAS degree. The assessment of student learning for the program will be based on a portfolio of student work. Portfolium in Canvas will be used to gather assessment artifacts and a rubric will be used to assess degree-level SLOs. Artifacts will vary across the different SLOs and will include essays, research papers, policy papers, and other professional products (e.g., professional messages and presentations).

Further, students in the BAS will create a learning contract that addresses their goals for the program as part of their first-semester experience course (Experiencing UMKC). With the help of the instructor, they will create a degree map to fit their specific career and professional goals. Using their portfolios, students will do a reflective assessment at the end of their 3rd and 4th years to assess their progress, adjust their goals and reflect on their learning.

Upon graduation, our goal for placement of these students is to see them advancing in their pre-BAS career or being employed in fields relevant to their chosen BAS emphasis area. We will assess this placement success with our graduating senior survey and our alumni surveys. Feedback from these surveys will be used to refine the BAS.

Our retention rates for full-time transfer students in the College of Arts and Sciences is high at 75% (three-year average of 2017-2019) and we anticipate a similar retention rate for full-time students in the BAS. Retention rates for part-time students

is lower in the College of Arts and Sciences (52% for the three-year average of 2017-2019). While our enrollment projections incorporate this lower rate, these projections are conservative. We expect our retention rate for BAS students to outpace the average rate for part-time students for two key reasons. First, our curriculum is designed with this population in mind. Our first-semester experience is designed to re-establish study habits for our adult learners, establish learning and professional goals, and provide campus contacts for students if they find themselves struggling. Because we are targeting students with particular professional and learning goals and students who will start our program as juniors, we anticipate greater persistence in the program given their intentional enrollment.

### **5.E. Student Preparation**

This interdisciplinary degree is designed for students who have completed an Associate of Applied Science (AAS) degree. This is a requirement for admission to the program. Our target population are adults with a AAS degree and work experience who would benefit from a Bachelor of Applied Science (BAS) degree for career progression, career change, or personal development.

### **5.F. Faculty and Administration**

Our Director of the BAS will be responsible for the execution of this proposal and management of the program. Our financial projections include a stipend and a course reduction to enable them to manage this program. Staff support for the BAS program will be provided by the College of Arts and Sciences. Advising support will be provided by the Director of the BAS and the central advising office at UMKC.

The BAS is a unique program in that it largely relies on courses that serve other degree programs. As a result, there are no specific faculty assigned to this program. However, units and departments have committed to ensuring courses are offered and seats are available for BAS students in required core courses and emphasis area requirements (see letters of support). A list of faculty likely to teach courses taken by BAS students is included in the appendix. Faculty will be eligible to teach in the BAS if they meet credentialing requirements set by MDHE for the relevant subject area.

The BAS curriculum has been developed according to existing faculty strengths at UMKC. As the program grows, we see the potential for strategic faculty and staff hires to accommodate significant growth. Specifically, we anticipate adjunct faculty needs immediately that evolve into full-time faculty hires as the program expands. Our likeliest area for future growth is in Data Analytics and this is where we expect a hire will be needed, but this faculty member would be hired in one of the departments supporting the emphasis area and expected to contribute to the BAS and relevant degree programs in their home department.

## **5.G. Alumni and Employer Survey**

We value feedback from our alumni and employers. As part of our assessment plan, we survey graduating seniors about the program. We will work with the College of Arts and Sciences Director of Advancement to follow up with alumni post-graduation and track employment opportunities as part of our regular program review process. We will use both methods to gather feedback on program assessment, revision, and growth opportunities.

## **5.H. Program Accreditation**

Accreditation is not a requirement for the Bachelor of Applied Science degree program.

## **6. Appendices**

Letters of support for the Bachelor of Applied Science:

- Letter of support from Jennifer Lundgren, Provost and Executive Vice Chancellor, UMKC
- Letter of support from Sue Gochis, Vice Chancellor of Instruction/CAO, Metropolitan Community College
- Letter of support from Kati Toivanen, Interim Dean, College of Arts and Sciences, UMKC
- Letter of support from Brian Anderson, Executive Associate Dean, Bloch School of Management, UMKC
- Letter of support from Joy Roberts, Interim Dean, School of Nursing and Health Studies, UMKC
- Letter of support from Kevin Truman, Dean, School of Computing and Engineering, UMKC
- Letter of support from Digital Media team, Elijah Gowin and Ye Wang, Chairs, Departments of Art and Art History, and Communication Studies, UMKC
- Letter of support from Digital Humanities Faculty, Departments of English Language and Literature, History, and Library, UMKC
- Letter of support from Majid Bani-Yaghoub, Chair, Department of Mathematics and Statistics, UMKC
- Letter of support from Brent Never, Department of Public Administration, UMKC
- Letter of support from Emma Casey, Manager of Recruitment, College of Arts and Sciences
- Letter of support, Natalie Frank, UMKC College of Arts and Sciences Alumni Board
- Letter of support, Kamera Meaney, UMKC College of Arts and Sciences Alumni Board

- Letter of support, John Herron, CEO of Kansas City Public Library

Other items included in the appendix:

- List of faculty teaching in the BAS program
- Burning Glass analysis



May 21, 2021

Dear Colleagues,

The UMKC College of Arts and Sciences is prepared to launch a new interdisciplinary degree, the Bachelor of Applied Sciences, that will support our mission as an urban research university, cater to adult learners, and provide a path for transfer students entering UMKC with an Associate of Applied Science degree (AAS). An AAS degree is focused on a specific career path and is often technical in nature, which distinguishes its degree holder from the traditional transfer population holding Associate of Science or Associate of Arts degrees.

As the proposal notes, the Bachelor of Applied Sciences increases the transferability of coursework that traditionally is not accepted at four-year institutions (e.g., beverage control). Although the technical training acquired for the AAS can lead directly to employment opportunities for students, the BAS provides additional professional skills (e.g., communication, critical thinking, leadership) to enhance current and future employment opportunities for students pursuing this option. Specifically, the emphases in Health Services Management, Business and Organizational Leadership, Data Analytics, Digital Media, and Digital and Public Humanities can make these students significantly more attractive to employers and improve earning potential for students.

The interdisciplinary and collaborative nature of the degree program maximized flexibility in course offerings and ensures that courses or emphases are not dependent on specific faculty. There is very minimal investment needed to launch the program because the coursework is already being offered as part of existing programs. As such, there is very little risk involved in launching this program, which notably is unique to the UM System.

In summary, the College of Arts and Sciences has planned a robust interdisciplinary degree, the Bachelor of Applied Sciences, that is important to our region and state, and that provides a path to professionalism and broader employment opportunities for those with more technical training backgrounds. I am confident that we can deliver this degree, meet student and workforce demand, and strengthen two-year college partnerships in the process.

Best regards,

A handwritten signature in black ink, reading "Jennifer D. Lundgren". The signature is written in a cursive, flowing style.

Jennifer D. Lundgren, PhD  
Provost and Executive Vice Chancellor  
University of Missouri-Kansas City

December 9, 2020

Dr. Vonnahme,

Thank you for sharing UMKC's Bachelor of Applied Science (BAS) degree proposal, and please accept this letter as MCC's support of UMKC's new degree plan. What an exciting opportunity for MCC students and an excellent next step in our schools' partnership.

The selling points of UMKC's BAS degree plan provide a seamless opportunity for MCC students to build onto their existing associate degree, allowing students to complete their bachelor's degree in two years or less and gain important professional skills to advance their careers. Especially exciting is the unique design of the UMKC BAS program which targets both students interested in advancing within their chosen career or students seeking a degree completion program. UMKC's combination focus on a common core aimed at broadening students professional and leadership skills (communication, ethics, engagement, and diversity) with emphasis areas in high demand fields is a perfect fit for students in technical careers looking to switch career paths without sacrificing the technical credits they have earned.

I look forward to building on what has already been a productive and beneficial partnership with UMKC and advancing further the opportunities to positively impact our institutions, students, and the communities we serve. Thank you for considering MCC and our students in the development of UMKC'S Bachelor of Applied Science degree plan.

Sue Gochis

*Sue Gochis*

Vice Chancellor of Instruction/CAO  
Metropolitan Community College

May 26, 2021

Beth Vonnahme, Ph.D.  
Associate Dean, College of Arts and Sciences  
Associate Professor, Department of Political Science  
University of Missouri - Kansas City

Dear Associate Dean Vonnahme,

I am pleased to write this letter of support for the proposed Bachelor of Applied Science you are developing. This new degree program presents a unique opportunity to serve a population of students that are currently underserved by our existing degree options. Students with an Associate of Applied Science degree often encounter many hurdles to completing their bachelor's degree. This program will ease this burden and ensure more students with an AAS degree apply to UMKC, matriculate, and graduate within a reasonable period of time. I look forward to being able to offer this exciting opportunity for our transfer population, a significant segment of our incoming students.

Not only will this program provide a path to degree completion for a frequently overlooked transfer population, but the curriculum will equip students with critical skills identified by employers as most necessary for their employees. As noted in the proposal, survey after survey documents employers' desire to have employees with critical thinking, problem-solving, ethical judgment, civic, team building, and communication skills. The BAS core curriculum was structured to hone these skills. The emphasis areas expand the professional development in the context of five in-demand areas: Business and Organizational Leadership, Health Services Management, Data Analytics, Digital Media, and Digital and Public Humanities.

The BAS was built by a multi-disciplinary team choosing the best set of existing courses to sharpen these critical skills and prepare students for careers in their chosen emphasis area. As such, this is a cost-effective degree program and the addition of new courses can be accommodated within existing workloads and by part-time instructors. I commend you for the heavy lift and intricate curriculum coordination to make this degree possible. I am excited to provide this unique opportunity to students who otherwise would not be likely to enroll at the university.

Sincerely,



Kati Toivanen  
Interim Dean  
UMKC College of Arts & Sciences

27 April 2021

Beth Vonnahme, Ph.D.  
Associate Dean, College of Arts and Sciences  
Associate Professor, Department of Political Science  
University of Missouri - Kansas City

Dear Professor Vonnahme:

I am writing in support of the proposed Business and Organizational Leadership emphasis area within the proposed Bachelor of Applied Sciences (BAS), developed by the UMKC College of Arts and Sciences.

We view the Business and Organizational Leadership emphasis area as providing complimentary skill development for BAS students. A recent employer survey noted that the ability to work effectively in teams, critical thinking skills, and the ability to analyze and interpret data as being critically important for college graduates. Developing these skillsets feature prominently in Bloch's curriculum, and will improve the competitiveness of BAS graduates in the Kansas City labor market. BAS students with a Business and Organizational Leadership emphasis area will also be able to utilize the Bloch Career Center, creating additional opportunities for these students to pursue an internship with a Kansas City employer.

I also wanted to address the question of financial support from Bloch for the proposed emphasis area. As you know, we structured the emphasis area to closely mirror the existing Minor in Business Administration in the Bloch School. This structure maximizes cost efficiency for Bloch—at this point, our proposal requires no new courses and based on current enrollment projections no new sections for existing courses. If, however, the program grows beyond the proposal projections, we may need to add new sections and potentially new faculty, consistent with the UMKC budget model.

Please do not hesitate to let me know if I can provide anything further and thank your leadership in the development process.

Sincerely,

A handwritten signature in blue ink, appearing to read 'BSA', with a stylized flourish at the end.

Brian S. Anderson, Ph.D.  
Executive Associate Dean & Associate Professor of  
Entrepreneurship

June 1, 2021

Beth Vonnahme, Ph.D.  
Associate Dean,  
College of Arts and Sciences  
Associate Professor, Department of Political Science  
University of Missouri - Kansas City

Dear Professor Vonnahme,

I am pleased to write this letter of support for the proposed Health Service Management emphasis area within the proposed Bachelor of Applied Sciences (BAS) degree program recently developed by the UMKC College of Arts and Sciences.

We view the Health Services Management track as an option for students to broaden their leadership skills to join the current booming health services workforce. The BAS students in this track will also complete several career exploration options with agencies and organizations in the KC metro area.

I also wanted to address the question of financial support from SoNHS for the proposed emphasis area. We have structured this emphasis area using courses that are regularly offered in the BHS program. This structure maximizes cost efficiency for SoNHS—at this point, our proposal requires no new courses and based on current enrollment projections no new sections for existing courses. If in the future there is rapid growth in course enrollment, we may need to add new course sections, but that could be done in a budget-effective way.

I look forward to watching this program and our minor develop and grow.

Sincerely,

A handwritten signature in blue ink that reads "Melissa Joy Roberts". The signature is written in a cursive style.

Joy Roberts, JD, MSN, APRN-BC  
Interim Dean



School of Computing and Engineering  
Office of the Dean

July 2, 2021

Beth Vonnahme, Ph.D.  
Associate Dean, College of Arts and Sciences  
Associate Professor, Department of Political Science  
University of Missouri - Kansas City

Dear Associate Dean Vonnahme,

I am writing to offer my support for the proposed Bachelor of Applied Science (BAS) developed in collaboration with the College of Arts and Sciences (CAS) with an emphasis area in Data Analytics (DA). This new degree program is unique in the fact that it is a collaborative effort with many units across campus. The School of Computing and Engineering (SCE) is excited to be involved in a degree program that includes faculty and course from across the UMKC campus. We, in SCE, view this degree program as an opportunity to provide a pathway to degree completion for a transfer student population that will likely include a higher than normal number of underserved and economically disadvantaged students.

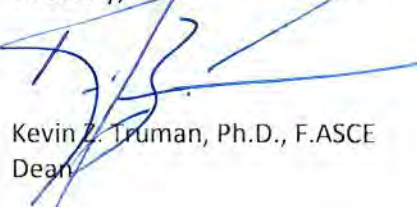
The BAS Core curriculum targets skills often cited by SCE employers as desirable skills: critical thinking, problem-solving, ethical judgment, civic centric, team building, and communication. I also recognize that the emphasis areas focus on high-demand fields, including DA. It is exciting that BAS students will be able to use their prior work experience, their pre-BAS education, their career based core skill development, and their emphasis area training to pursue these BAS degrees preparing them for new careers or the enhancement of their current careers.

The DA emphasis developed by a multi-disciplinary faculty team from SCE, Bloch, and the CAS will be extremely useful for a variety of BAS students. The DA coursework will provide students with the technical knowledge for a career in data analytics or the expertise to work with data analysts.

I also want to address the financial support from SCE for the proposed emphasis area in DA. The emphasis area coursework from SCE was structured to rely heavily on pre-existing courses and to encourage course development tailored to serve multiple degree programs in SCE and the CAS. This ensures that the degree program will be cost effective and will not require significant investment beyond select part-time adjuncts. If, however, the program grows beyond the projections, we will add new sections of existing courses, create new courses and add new faculty to accommodate this growth.

As this letter shows, I wholeheartedly support the BAS degree with a *Data Analytics emphasis*. Please let me know if I can provide further information and thank you for your collaboration on this proposal.

Sincerely,



Kevin Z. Truman, Ph.D., F.ASCE  
Dean



Dear to Whom It May Concern:

We are writing to enthusiastically support the degree program proposal of the Bachelor of Applied Science. Specially, we want to express our full commitment and support to the Digital Media Emphasis that is closely related to our departments.

The Digital Media Emphasis is important to local and regional employers since there is an increasing demand of such skills with a science background to contribute to the region's digital media industry. According to a report by the Kansas City Business Journal, Kansas City is the home to many top international, national, and regional digital marketing firms, such as VMLY&R and Intouch Group. The digital marketing industry becomes increasingly data-driven in recent years. As a thriving industry, their demand of graduates specialized in Digital Media with a science background highlights the importance of the proposed BAS degree programs.

Among our students, there is also a growing need for multi-media and digital media education that can prepare them for jobs in the digital media industry. Many internship opportunities are seeking students with skills in social media, online streaming, video production, and digital advertising.

All of these are strong evidence that the proposed BAS degree program will serve the local communities and our students very well. As the Chairs of the Department Art and Art History and the Department of Communication Studies, we feel excited about this new degree program and the value it will bring to UMKC and the region.

Ye Wang

A handwritten signature in black ink, appearing to read 'Ye Wang', written in a cursive style.

Associate Professor  
Interim Chair  
Department of Communication Studies  
University of Missouri-Kansas City

Elijah Gowin

A handwritten signature in black ink, appearing to read 'Elijah Gowin', written in a cursive style.

Professor  
Chair  
Department of Art and Art History  
University of Missouri-Kansas City

19 May 2021

Elizabeth Vonnahme  
Associate Dean  
College of Arts & Sciences  
University of Missouri-Kansas City

Dear Associate Dean Vonnahme,

We are eager to partner with the College of Arts & Sciences in the development of a Bachelor of Applied Sciences with an emphasis in Digital and Public Humanities. As you are aware, we are a collaborative, multi-disciplinary group of faculty who offer courses that train students in the creative application of data science and digital tools to texts, archives, and visual materials. These Digital and Public Humanities courses have been integrated into the university's general education program, undergraduate research program, special collections and archives programming, undergraduate research program, and many majors. In addition, we have two important new resources/spaces that support research and teaching agendas in Digital and Public Humanities: the Digital Collaboration Studio in Miller Nichols Library, which will be dedicated to experiential research discovery and collaboration, and the Plaster Free Enterprise Center in the School of Computing and Engineering, which has experiential teaching, learning, and research space for interdisciplinary collaborations. UMKC's momentum in providing infrastructure to support state-of-the-art pedagogical engagement through which to train students to address twenty-first century challenges means it is time to develop a coherent pedagogical program in Digital Humanities. We are uniquely positioned to serve as Kansas City's leading humanities program, empowering scholars at UMKC and in the region to discover, explore, experiment, and develop critical research skills that advance humanity. The Digital and Public Humanities curriculum and research plans align with UMKC's strategic plan and the UMKC Forward initiatives.

To begin, Digital Humanities include the application of data science methodologies to problems in the humanities while also engaging with broad public audiences using digital methods and media. Public humanities are broader. It includes digital humanities, but also emphasizes collaborative community engagement and outreach through public exhibitions and programming. Our mission is to engage students, faculty, and the community in using digital technologies and data research methods to enrich the public's understanding of humanity and to promote solutions that improve the quality of life for citizens of the Kansas City region. We would like to outline here some of the key reasons that that this emphasis area is a critical area of growth.

As researchers and educators, we have had considerable momentum over the past ten years. The following numbers are low estimates, restricted to the funding received by the English and History Department as well as the University Libraries grants and gifts that support the Humanities (we are aware other faculty have been offering courses that will contribute to the new curriculum as we move forward). University Libraries supports the entire academic enterprise and has not only had major success in raising funds for facilities, but also funds for public programming, exhibits, and digital access and preservation projects.

\$4,802,000	Community Gifts and Partnerships for Digital and Public Humanities
\$3,164,009	External Grant Funding for Digital Humanities Projects
\$1,569,961	External Grant Funding for Public Humanities Projects
\$294,685	Tuition 2018-2020: \$294,685 (undergraduate and graduate)
\$377,300	Paid Internships in Public History (stipend and tuition) 2014-2020



Our numbers to date illustrate strong faculty engagement and success, as well as strong student interest in these courses. With a coherent curriculum and advertising, we anticipate student enrollment increases of at least 5% each year over the first five years after the program launches. Through the K-12 initiatives in teacher training the Department of History has developed, we anticipate a pipeline of students from high school to UMKC. The real-world job training offered through the paid internship program in Public History has drawn students from the region and beyond to UMKC. We also know that on-the-job training provided by participation in externally funded grant projects will give undergraduates and graduate students the multidisciplinary skills they need to compete in the job force (from computing and coding to public exhibitions and open-access story-telling, from data processing and metadata management to collaboration and project management. Developing this curriculum will mean that we can bring our research into our teaching and allow the successes of student learning to help develop our research projects going forward.

We believe that the Bachelor of Applied Sciences can be an integral piece in the implementation of UMKC Forward. The degree will prepare our students to succeed in the 21<sup>st</sup>-century workforce, it will provide new interdisciplinary research opportunities, and ultimately actively engage and collaborate with community stakeholders to build a better Kansas City. We look forward to participating in the Bachelor of Applied Sciences and helping students realize their full potential as experiential learners.

Yours sincerely,



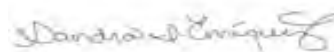
Virginia Blanton  
Curators' Distinguished Professor  
[blantonv@umkc.edu](mailto:blantonv@umkc.edu)



Diane Mutti Burke  
Chair and Professor of History  
[muttiburked@umkc.edu](mailto:muttiburked@umkc.edu)




Sandy Rodriguez  
Associate Dean of Special Collections & Archives  
University Libraries  
[rodriguezsan@umkc.edu](mailto:rodriguezsan@umkc.edu)



Sandra I. Enríquez  
Assistant Professor of History  
Director of Public History Emphasis  
[Enriquezs@umkc.edu](mailto:Enriquezs@umkc.edu)



Jeff Rydberg-Cox  
Curators' Distinguished Professor  
[rydbergcoxj@umkc.edu](mailto:rydbergcoxj@umkc.edu)

  
**UMKC**  
College of Arts and Sciences  
Department of Mathematics and Statistics

Dear Program Evaluation Committee,

As the chair of the Math & Stat Department, it is my pleasure write a letter in support of the proposal for the “*UMKC Bachelor of Applied Sciences – Emphasis in Data Analytics (BAS-DA)*” being submitted to the University of Missouri system. This program provides an opportunity for those who have an associate of applied science degree to obtain a bachelor’s degree with high employability. The BAS-DA coursework is designed to prepare students for the growing data analytics job market. By the end of the program students will gain multi-language programing, predictive modeling, critical thinking, problem solving and communication skills which are necessary for the current job market.

The entire Math & Stat Department is supportive of the new BAS-DA program. We are confident that the new program will significantly increase student retention and recruitment at UMKC. More importantly, the new program will create a new generation of college graduates who are highly competitive in the data analytics job market.

If I can be of any further assistance, or provide you with any further information, please do not hesitate to contact me.

Sincerely,

**Majid Bani-Yaghoub, Ph.D.**

Associate Professor & Department Chair  
Department of Mathematics and Statistics

5100 Rockhill Road

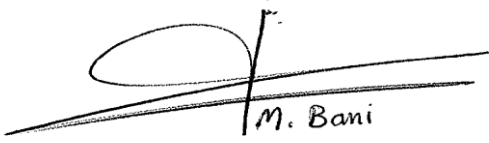
University of Missouri-Kansas City

Kansas City, MO 64110-2499

(816) 235-2845 (phone)

[baniyaghoubm@umkc.edu](mailto:baniyaghoubm@umkc.edu) (email)

<http://b.web.umkc.edu/baniyaghoubm> (webpage)

  
M. Bani  
June 10, 2021

**UNIVERSITY OF MISSOURI – KANSAS CITY**

Haag Hall, Room 206 | 5100 Rockhill Rd. | Kansas City, MO 64110-2499

(p) 816-235-1641 | (f) 816 – 235 – 5517 | [umkcmathdept@umkc.edu](mailto:umkcmathdept@umkc.edu) | [cas.umkc.edu/Mathematics](http://cas.umkc.edu/Mathematics) | Location 5120  
an equal opportunity/affirmative action institution

June 11, 2021

To whom it may concern:

This letter is intended to enthusiastically support the application for the Bachelor of Applied Science in Data Analytics. Over the course of eight months a team of faculty, staff, and administrators have worked to create a program of study that meets industry needs and dovetails with current strengths at UMKC. Students will be able to study with faculty experts that range in expertise from Computer Science, Management, to Mathematics and Statistics.

As Coordinator of the Data Science initiative at UMKC, I have been able to spend a significant amount of time with industry leaders in our region. I have learned that they are starved for data science talent, and particularly for employees able to start as entering professionals with the basic skills to then effectively learn on the job. With this intuition, the BAS in Data Analytics leverages hands-on learning so that graduates are positioned to be successful from the very start of their employment.

Given the vigorous demand for data science professionals and high entering salaries in this field, our faculty team knows that the BAS in Data Analytics will be valuable for our students and the university as a whole.

Sincerely,

A handwritten signature in blue ink, appearing to read "Brent Never".

Brent Never, Ph.D.  
Coordinator, Institute of Data Education, Analytics and Science



May 21, 2021

To Whom It May Concern –

I am writing to enthusiastically support the creation of the Bachelor of Applied Science degree program (BAS) at the University of Missouri-Kansas City.

As Manager of Recruitment and Outreach for the UMKC College of Arts and Sciences, I work closely with prospective transfer students, community college advisors, and faculty to facilitate referral to the College, with a focus on metro area partners such as MCC, JCCC, and KCKCC. Having the BAS as a degree option would provide an invaluable recruitment tool as well as the ability to meet the ever-changing demands of our prospective transfer students.

The primary benefit of this program is the ability to maximize transfer credits previously taken as part of an Associate's of Applied Science. When working with our transfer prospects, I have observed the number one concern of students to be the transferability of prior credits, often as a means to save time and money while working towards a Bachelor's degree. Being able to promote the AAS to BAS route would allow UMKC to become more competitive with our peers, while striving to become a true destination for metro area transfer students. In our current regional recruitment landscape, UMKC faces increasing competition for transfer students amongst four-year peers as community college graduation rates have declined over recent years. The BAS would be instrumental in helping to raise the profile of UMKC to both students and community stakeholders alike.

I am hopeful and excited about the prospect of being able to personally utilize the BAS degree as an impactful recruitment tool in my future outreach to transfer students and our community college partners. Please accept this letter as my strongest endorsement of the creation of the BAS degree program at UMKC.

Sincerely,

**Emma Casey, M.M.**

Manager of Recruitment and Outreach  
UMKC College of Arts and Sciences

[caseye@umkc.edu](mailto:caseye@umkc.edu)

W: [816-235-6162](tel:816-235-6162)

C: [913-645-9080](tel:913-645-9080)

## Vonnahme, Elizabeth M.

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**From:** English, Karen K.  
**Sent:** Wednesday, May 26, 2021 10:03 AM  
**To:** Vonnahme, Elizabeth M.  
**Subject:** FW: The College of Arts and Sciences Alumni Feedback Requested on Behalf of Associate Dean Dr. Beth Vonnahme

Hi Beth –

This came in from Kamera Meaney, the VP of the A&S Alumni Board.  
Karen

---

**From:** Meaney, Kamera N <KAMERA.MEANAY@tmcmcd.org>  
**Sent:** Wednesday, May 26, 2021 9:30 AM  
**To:** English, Karen K. <englishk@umkc.edu>  
**Subject:** RE: The College of Arts and Sciences Alumni Feedback Requested on Behalf of Associate Dean Dr. Beth Vonnahme

**WARNING:** This message has originated from an External Source. This may be a phishing expedition that can result in unauthorized access to our IT System. Please use proper judgment and caution when opening attachments, clicking links, or responding to this email.

Hi, Karen,

Can you please share my feedback with Dr. Vonnahme?

I have unwavering support for this potential new program. From my perspective, it presents an equitable path for vulnerable students laced with transferable skills to every industry and profession. This degree program is versatile making it something, I can image, local organizations getting behind as we continue to work to battle worker shortages. Please let me know if there is a way to partner when it comes to the healthcare area.

### KAMERA MEANEY, MA, MBA

*Director of Nursing Administrative Services, Nursing Administration*  
(816) 404-5218 | [kamera.meaney@tmcmcd.org](mailto:kamera.meaney@tmcmcd.org)

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**From:** English, Karen K. <[englishk@umkc.edu](mailto:englishk@umkc.edu)>  
**Sent:** Wednesday, May 19, 2021 9:50 AM  
**To:** Anne Kniggendorf <[akknigg@gmail.com](mailto:akknigg@gmail.com)>; Baronio, Lisa <[baroniol@umkc.edu](mailto:baroniol@umkc.edu)>; Becky Smith <[trinity03becky@aol.com](mailto:trinity03becky@aol.com)>; Burrus, Jennifer Parker <[burrusjen@umkc.edu](mailto:burrusjen@umkc.edu)>; Candy Tai (<[candytai@gmail.com](mailto:candytai@gmail.com)>) <[candytai@gmail.com](mailto:candytai@gmail.com)>; Chris Wadington <[cwadington@gmail.com](mailto:cwadington@gmail.com)>; Curtis Lee <[curtis.lee@ssa.gov](mailto:curtis.lee@ssa.gov)>; Roberts, Danielle M. (UMKC-Student) <[dmr998@mail.umkc.edu](mailto:dmr998@mail.umkc.edu)>; Darryck Dean <[darryck.dean@usdoj.gov](mailto:darryck.dean@usdoj.gov)>; Debbie Howell <[Deberahowell@yahoo.com](mailto:Deberahowell@yahoo.com)>; English, Karen K. <[englishk@umkc.edu](mailto:englishk@umkc.edu)>; Holsinger, Alexander M. <[HolsingerA@umkc.edu](mailto:HolsingerA@umkc.edu)>; Horsmon, Caitlin M. <[horsmonc@umkc.edu](mailto:horsmonc@umkc.edu)>; James Garrett <[jrockgarrett@outlook.com](mailto:jrockgarrett@outlook.com)>; Jarrett Bertocin <[jarrett.bertocin@gmail.com](mailto:jarrett.bertocin@gmail.com)>; [jea51795@gmail.com](mailto:jea51795@gmail.com); Jennifer Wilding <[jenwilding4301@gmail.com](mailto:jenwilding4301@gmail.com)>; Jerry Cullen <[kangawoo@msn.com](mailto:kangawoo@msn.com)>; Jerry Lonergan <[jlonergan4@att.net](mailto:jlonergan4@att.net)>; Joe McBride <[joe\\_mcbride@kcmo.org](mailto:joe_mcbride@kcmo.org)>; Jon DeMonte <[insanecitizen@gmail.com](mailto:insanecitizen@gmail.com)>; Meaney, Kamera N <[KAMERA.MEANAY@tmcmcd.org](mailto:KAMERA.MEANAY@tmcmcd.org)>; Kathy Webster <[Kathywebster2020@gmail.com](mailto:Kathywebster2020@gmail.com)>; Kendra Burgess <[kburgess@thewholeperson.org](mailto:kburgess@thewholeperson.org)>; Kenneth Cain <[kenneth.cain@dolir.mo.gov](mailto:kenneth.cain@dolir.mo.gov)>; Kimiko Black Gilmore <[kimikogilmore@gmail.com](mailto:kimikogilmore@gmail.com)>; Kristina Gardner <[Kristinagardner4@gmail.com](mailto:Kristinagardner4@gmail.com)>; Leah Palmer

<[Leah.G.Palmer@jocogov.org](mailto:Leah.G.Palmer@jocogov.org)>; Leo Hirner ([ljhirner@gmail.com](mailto:ljhirner@gmail.com)) <[ljhirner@gmail.com](mailto:ljhirner@gmail.com)>; Lisa Folscroft <[folscroft@growyourgiving.org](mailto:folscroft@growyourgiving.org)>; Lundberg, Alicen <[lundberga@umkc.edu](mailto:lundberga@umkc.edu)>; Matt Hoefer <[MHoefer@greatambank.com](mailto:MHoefer@greatambank.com)>; Micah Starr <[Micah.Starr@vmlyr.com](mailto:Micah.Starr@vmlyr.com)>; Michelle Lapointe <[mlapointe50@gmail.com](mailto:mlapointe50@gmail.com)>; Nacente Seabury <[nacentes@gmail.com](mailto:nacentes@gmail.com)>; Natalie Frank <[nfrank@sakg.com](mailto:nfrank@sakg.com)>; Natalie Walker <[natalie.walker@nara.gov](mailto:natalie.walker@nara.gov)>; Pat Madden <[pmadden@nscaa.com](mailto:pmadden@nscaa.com)>; Pat Riehle <[riehlepatj@gmail.com](mailto:riehlepatj@gmail.com)>; Ron Given <[rgiven@sbcglobal.net](mailto:rgiven@sbcglobal.net)>; Simon Moeller <[simon@quasily.com](mailto:simon@quasily.com)>; Toivanen, Kati <[ToivanenK@umkc.edu](mailto:ToivanenK@umkc.edu)>; Travis Salmon <[travissalmon2@gmail.com](mailto:travissalmon2@gmail.com)>; Vanessa Spartan <[vanessaspattan@gmail.com](mailto:vanessaspattan@gmail.com)>; Vonnahme, Elizabeth M. <[vonnahmeb@umkc.edu](mailto:vonnahmeb@umkc.edu)>; Wheeler, Elizabeth <[wheelerei@umkcfoundation.org](mailto:wheelerei@umkcfoundation.org)>

**Subject:** The College of Arts and Sciences Alumni Feedback Requested on Behalf of Associate Dean Dr. Beth Vonnahme

Good afternoon. Over the last year, I have been developing a new degree program for the College of Arts and Sciences (and the new SACSS) called the Bachelor of Applied Science. This innovative degree targets students with an Associate of Applied Science (AAS) degree. An AAS degree is focused on a specific career path, which distinguishes its degree holder from the traditional transfer population holding Associate of Science or Associate of Arts degrees.

At present, AAS degree holders do not have an easy path to degree completion within the UM System because much of their coursework is technical or career specific. In fact, the data we collected shows these students matriculate at significantly lower rates and take longer when they do matriculate than their AA and AS counterparts. This population is not well-served by the current degree options within the UM System.

The BAS seeks to ease the transition of AAS students from their two-year technical degree to a bachelor's degree and thus serve a new population of students. The curriculum combines in-demand skills like critical thinking, communication, ethics, teamwork, and complex problem-solving skills with expertise development in business and organizational leadership, health services management, data analytics, digital media, and digital humanities.

While housed in the College of Arts and Sciences (soon to be School of Arts, Culture, and Social Sciences), the BAS program is a collaborative effort with three additional units at UMKC—the Bloch School of Management, the School of Computing and Engineering, and the School of Nursing and Health Sciences—with further collaborations with other units possible. Working with these collaborators across campus, we have developed the curriculum and the key courses serving the BAS core and the five emphasis areas.

I have attached a brief presentation that I prepared for our meeting. I would love your feedback/support for this degree program. I believe it provides a unique opportunity for an underserved population of students and provides a clear path to growing the College/School.

Thank you!

Beth

Dr. Beth Vonnahme  
Associate Dean, College of Arts and Sciences  
Associate Professor, Department of Political Science  
Scofield rm. 313  
816.235.6108

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**From:** [Natalie Frank](#)  
**To:** [Vonnahme, Elizabeth M.](#)  
**Subject:** Bachelor of Applied Science Proposal  
**Date:** Friday, May 21, 2021 4:43:05 PM

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Hi Dr. Vonnahme!

I hope you've been doing well amidst the chaos over the past year. I always look forward to seeing you on the Alumni Board monthly Zoom meetings!

I'm just reaching out to express my support for the BAS degree program based on your proposal shared with the Alumni Board. It sounds like a great plan to expand the College's curriculum and serve a growing sector of the job market (health care management/administration). I'm toying with the idea of eventually transitioning from litigation to working as in-house counsel for a large hospital chain (far, far, far down my career road, of course) because the more I learn about the legal aspects of healthcare administration, the more interesting they sound. A BAS would have been a great option for me when I was in college, and I'd love to see the opportunity given to future students.

Thanks!  
Natalie



**NATALIE FRANK**  
**ASSOCIATE**

1100 Walnut, Suite 1950  
Kansas City, MO 64106  
Direct: 816.268.9415  
[Download my vCard](#)

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June 28, 2021

Beth Vonnahme, Ph.D.  
Associate Dean, College of Arts and Sciences  
University of Missouri - Kansas City

Dear Associate Dean Vonnahme,

I am very pleased to offer support for the proposed Bachelor of Applied Science degree program at the University of Missouri-Kansas City. There is much to applaud in this new degree program as the BAS has the potential to make UMKC a more attractive destination campus for the city and the extended region. The BAS wisely expands the university's degree completion options, providing an improved pathway to graduation for all students (especially transfer students), including the many with earned credits in technical and STEM fields. An innovative program of study that equips students with the communication, analytical thinking, and management skills needed for success in the modern workplace, the BAS should prepare UMKC students for a range of careers.

It is cliché (but still true) that the changing nature of our modern economy has put a premium on degree programs that set up students not just for success in their first job, but for a lifetime of industry shifts and career changes. This past Covid year has only further highlighted the need for dynamic and flexible degree programs that blend perspectives and experiences, just as they also broaden student engagement in a wide range of in-demand skills. With a creative applied curriculum, the BAS is well-poised to produce graduates ready for a varied range of opportunities. As representative of an institution that invests heavily in K-12 education, career preparation, and the entrepreneurial community, I am excited to see this program grow and look forward to UMKC BAS students eventually joining our team.

Best,

A handwritten signature in black ink, appearing to read "John Herron".

John Herron  
CEO & Director  
Kansas City Public Library



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OPEN -- ASARED -- 2-57

September 2, 2021

# BRETT REID

**Brett Reid Group | 4200 Somerset Dr Prairie Village, KS 66208 | 913-717-7600**

**7.20.21**

Beth Vonnahme  
Associate Dean  
College of Arts and Sciences  
University of Missouri – Kansas City  
711 E 51<sup>st</sup> St – 107 SH  
Kansas City, MO 64110

**Dear Beth Vonnahme:**

Thank you for bringing the proposed Bachelor of Applied Science degree program to my attention. As an employer in the Midwest, I am pleased to learn that graduates of this program will be prepared to enter highly sought-after fields such as Business and Organizational Leadership, Health Services Management, Data Analytics, Digital Media, and Digital Humanities. Many of these industries, including my own, are experiencing extreme worker shortages. We are consistently looking to hire graduates with degrees in the fields listed above and, in my opinion, will be for the long run.

I am happy to see that UMKC is continuously looking to meet the needs of a student population that has been overlooked. The BAS degree will allow graduates to use their knowledge and skills attained from the degree to enter the workforce and separate themselves with a bachelor's degree in two years. Being able to complete their baccalaureate in two years is going to help students use their previous education/training that may have not been an option in the past. Education, in my mind, is a critical step for personal and professional growth and key to the economic advancement of the region. I highly support the adoption of this degree program.

I would most definitely consider a student with a BAS degree from UMKC for any open position within Brett Reid and look forward to interviewing graduating students in the future!

Sincerely,

A handwritten signature in black ink, appearing to read 'Chris Wadington', with a large, stylized initial 'C'.

**Chris Wadington**  
**Brett Reid Group**



July 19, 2021

Beth Vonnahme, Ph.D.  
Associate Dean, College of Arts and Sciences  
University of Missouri - Kansas City

Dear Associate Dean Vonnahme,

Thank you for bringing the proposed Bachelor of Applied Science degree program at the University of Missouri-Kansas City to my attention. As an employer in the Kansas City region, I am pleased to learn that graduates of this program will be prepared to enter highly sought-after fields such as Business and Organizational Leadership, Health Services Management, Data Analytics, Digital Media, and Digital Humanities. Several of these industries, including my own, are experiencing worker shortages. BAS graduates who can help meet the demand for skilled job applicants will be a boon to this industry and the greater Kansas City region.

Furthermore, I am pleased to see UMKC working to meet the needs of an overlooked student population. This degree path allows students to make use of their Associate of Applied Science credits, thus recognizing the technical knowledge and experience transfer students with an applied degree bring to UMKC and enabling them to enter the workforce with a bachelor's degree in two years. Education is an important driver of personal and professional growth and key to economic advancement of the region. I support the creation of this degree program, which will ease the path to a bachelor's degree for Associate of Applied Science degree holders and equip them with communication, leadership, and critical thinking skills applicable to all careers.

In sum, I would eagerly consider a candidate with a BAS degree from UMKC and look forward to seeing how this program will benefit a historically underserved student population in the Kansas City region.

Regards,

Matthew P. Hoefler  
Senior Vice President

3901 Main Street, Kansas City Missouri, 64111  
816-561-8866 Fax: 816-531-3442

July 12, 2021

Beth Vonnahme, Ph.D.  
Associate Dean, College of Arts and Sciences  
University of Missouri - Kansas City

Dear Associate Dean Vonnahme,

Thank you for bringing the proposed Bachelor of Applied Science degree program offered at the UMKC to my attention. As an employer in Kansas City, I am pleased to learn that graduates of this program will be prepared to enter career fields such as Business and Organizational Leadership, Digital Media, and Digital Humanities. A program such as this would enable career advancement in technical industries in our region, particularly in management and supervisory roles which, as you know, usually require a bachelor's degree or higher.

A degree program designed to create a bachelor's degree path for students who may not otherwise return to college will be very well received by both students and employers. Students with AAS degrees are likely to have worked for years in technical fields, and they will bring diverse experiences and technical expertise to the classroom. A BAS program would then equip them with communication, leadership, and critical thinking which would be applicable to all careers and for further specialized training in key growth fields.

I look forward to the development of this degree program and evaluating BAS graduates in our applicant pools.

Regards,

Jon F. Trozzolo  
Founder of Crossroads Media Group  
Co-Founder of StageportKC



OPEN – ASARED – 3-1

UNIVERSITY OF MISSOURI – KANSAS CITY  
CAMPUS HIGHLIGHTS

There are no materials for this information item.

STRATEGIC THEME DISCUSSION:  
ACHIEVING RESEARCH EXCELLENCE

There are no materials for this information item.



UNIVERSITY OF MISSOURI



**BOARD OF CURATORS  
OPEN MEETING AGENDA DRAFT**

November 18, 2021

University of Missouri-St. Louis

***General Business***

*Information*

*Board Chair's Report*

*President's Report*

*Student Representative to the Board Report*

*Strategic Theme Discussion*

*UMSL Campus Highlights*

*Action*

*Election of Board of Curators Chair and Vice-Chair*

*Board Resolution for Jon Sundvold*

*Board Resolution for David Steelman*

*Board Resolution for Julia Brncic*

*Board Resolution for Maurice Graham*

***Consent Agenda***

*Action*

*Minutes, September 2, 2021 Board of Curators meeting*

*Minutes, September 2, 2021 Board of Curators Committee meetings*

***Finance Committee***

*Information*

*Fiscal Year 2021 Financial Status Report, UM*

*Master Plan, UMSL*

*Review Residence Hall and Family Student Housing Rates*

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

*Information*

*Research and Economic Development Annual Report*

***BOARD OF CURATORS MEETING-Executive Session***

September 2, 2021

OPEN – GB VIII A – INFO 3-1

No. 1

Recommended Action – Resolution for Executive Session of the Board of Curators Meeting September 2, 2021

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 September 2, 2021 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 Graham  
Curator Graves  
Curator Hoberock  
Curator Holloway  
Curator Layman  
Curator Wenneker  
Curator Williams

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

September 2, 2021