



Testimony to the House Select  
Committee on Budget and  
Appropriations - Higher Education  
Committee

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## MISSOURI STATE UNIVERSITY: THE VALUE OPTION

The value proposition involves two ingredients: quality and affordability. Evaluating Missouri State's quality and affordability, Missouri State undoubtedly provides an extremely high value to its students and to the state of Missouri.

### I. Quality

The first ingredient in the value proposition is a quality education. For its 109-year history, the University has consistently and continually improved its quality. Over the past 20 years, that improvement has occurred at an accelerated rate. Consider:

- In 1995, with the founding of Ozark Technical College (OTC), Missouri State became a selective admission institution – the result has been that the average ACT of Missouri State's entering students has consistently topped 24.0
- Between 1995-2014, Missouri State has more than doubled its graduate programs and graduate students – many of these programs were in the health area, thus responding to a critical need in southwest Missouri
- To meet the needs of the state, Missouri State has collaborated on undergraduate and graduate programs with the University of Missouri, establishing a Doctorate in Educational Leadership with the University of Missouri-Columbia, and engineering degree with Missouri University of Science and Technology, and a Doctor of Pharmacy with the University of Missouri-Kansas City
- Missouri State also has entered into agreements with community colleges to ensure seamless opportunities for transfer students – Missouri State and OTC, for example, are often cited as the model relationship for cooperation

As a result, enrollment has grown 16 of the past 18 years as students choose to study at Missouri State. More recently, Missouri State's growth has been dramatic—system enrollment went from 21,688 in Fall 2008 to a record-setting 24,489 in Fall 2014, an increase of 2,801 students (12.9 percent).

### II. Affordability

Missouri State's undergraduate tuition and fees are in the lowest half of the state's public four year universities. Missouri State's graduate tuition and fees are the lowest of any of the

state's public universities. Appendix A shows how Missouri's public universities rank in terms of tuition and fees.

In the seven-year period from Fiscal Year 2009 through Fiscal Year 2015, Missouri State's undergraduate resident tuition increased three times for a total of 9.7%. The average increase reported by *The College Board, Trends in College Pricing* for the same period was 28% for public four-year universities. During the same time period, the University's operating appropriation has decreased by 5.3%, the state retirement program (MOSERS) increased its contribution rate by 4.4% (increasing MSU's contribution over \$4 million annually), and MSU's system enrollment went from 21,688 in Fall of 2008 to 24,489 in Fall of 2014, an increase of 2,801 students (12.9 percent). Appendix B compares Missouri State's tuition and base appropriation for each year since 2009.

Missouri State's tuition remains considerably below all national averages. For example, Missouri State is 23% below the average annual cost for tuition and fees as reported by *The College Board, Trends in College Pricing* for Fiscal Year 2015: \$9,139 for public four-year universities compared to Missouri State's \$7,008. Missouri State is 12% lower in costs than the national average as reported by *The College Board, Trends in College Pricing* for Fiscal Year 2015: \$7,968 for Carnegie public four-year master's level universities compared to Missouri State's \$7,008.

### **III. Conclusion**

Missouri State takes pride in being the value option for higher education in the state of Missouri. But our student body has grown significantly and state appropriations have shrunk significantly. To continue providing quality education, the university has found creative ways to increase revenues through other sources, including enrollment growth (which results in increase gross receipts of tuition and fees, but also increased expenses), private support, student fees, and increased international student enrollment.

This situation is not sustainable. Unless public funding for the University changes in the near future, the University will have to make decisions that impact value through a reduction in quality or affordability. The consequences for the state's workforce will be felt for decades to come. Accordingly, Missouri State respectfully requests that the state implement a strategy to increase operating funding for Missouri State University year-over-year.

APPENDIX A

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FY 2015 MISSOURI COMPREHENSIVE FEE SURVEY

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UNDERGRADUATE

<b>Institution name</b>	<b>In-state 2014-15</b>	<b>Out-of-State 2014-15</b>
Missouri U of Science and Technology	\$9,529	\$25,396
U of Missouri - Kansas City	\$9,476	\$22,535
U of Missouri - St. Louis	\$9,474	\$24,795
U of Missouri – Columbia	\$9,433	\$24,460
Northwest Missouri State U	\$8,156	\$14,407
Truman State U	\$7,374	\$13,438
U of Central Missouri	\$7,265	\$13,659
Southeast Missouri State U	\$7,043	\$12,450
Missouri State U	\$7,008	\$13,668
Lincoln U	\$6,988	\$13,378
Missouri Western State U	\$6,598	\$12,489
Harris-Stowe State U	\$5,820	\$10,453
Missouri Southern State U	\$5,762	\$11,156

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GRADUATE

<b>Institution name</b>	<b>In-state 2014-15</b>	<b>Out-of-State 2014-15</b>
Missouri U of Science and Technology	\$10,244	\$25,534
U of Missouri - St. Louis	\$9,965	\$24,566
U of Missouri - Kansas City	\$9,512	\$22,512
U of Missouri – Columbia	\$9,431	\$22,938
Truman State U	\$8,398	\$14,202
Northwest Missouri State U	\$8,297	\$14,244
Missouri Western State U	\$8,050	\$14,141
Lincoln U	\$7,577	\$13,457
U of Central Missouri	\$7,500	\$14,130
Southeast Missouri State U	\$7,008	\$12,384
Missouri State U	\$6,888	\$12,912

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**APPENDIX B**

Fiscal Year	Tuition Per Credit Hour	Base Appropriation (Less 3% holdback)
2009	\$186.00	\$87,299,246
2010	\$186.00	\$87,299,244
2011	\$186.00	\$82,755,488
2012	\$194.00	\$77,192,869
2013	\$200.48	\$76,962,606
2014	\$204.00	\$77,097,118
2015	\$204.00	\$82,661,951

Trends in College Pricing 2014 - College Board

State Funding and Tuition and Fees per Full Time Equivalent Student

State	Funding Per Public FTE Student 2013-2014	2014-15 In-State Tuition and Fees Undergraduate	Total
Alaska	\$18,857	\$6,138	\$24,995
Illinois	\$10,687	\$12,770	\$23,457
Hawaii	\$12,333	\$9,740	\$22,073
Connecticut	\$11,243	\$10,620	\$21,863
New Jersey	\$7,484	\$13,002	\$20,487
Vermont	\$4,434	\$14,419	\$18,853
Wyoming	\$14,045	\$4,646	\$18,691
Pennsylvania	\$5,233	\$13,246	\$18,479
Delaware	\$6,814	\$11,448	\$18,261
New Hampshire	\$3,184	\$14,712	\$17,896
North Dakota	\$10,324	\$7,513	\$17,837
Massachusetts	\$6,671	\$10,951	\$17,622
Minnesota	\$7,089	\$10,527	\$17,616
Washington	\$6,423	\$10,846	\$17,268
Tennessee	\$8,726	\$8,541	\$17,267
North Carolina	\$10,490	\$6,677	\$17,167
South Carolina	\$5,596	\$11,449	\$17,045
Maryland	\$8,276	\$8,724	\$16,999
Maine	\$7,427	\$9,422	\$16,849
Virginia	\$5,902	\$10,899	\$16,801
Alabama	\$7,327	\$9,470	\$16,797
Georgia	\$8,654	\$8,094	\$16,749
California	\$7,513	\$9,173	\$16,686
New York	\$9,213	\$7,292	\$16,505
Kentucky	\$7,130	\$9,188	\$16,319
Rhode Island	\$5,364	\$10,934	\$16,298
Nebraska	\$8,821	\$7,404	\$16,225
<b>United States</b>	<b>\$7,072</b>	<b>\$9,139</b>	<b>\$16,211</b>
Michigan	\$4,236	\$11,909	\$16,145
Texas	\$7,233	\$8,830	\$16,063
Indiana	\$6,780	\$9,023	\$15,802
Ohio	\$5,317	\$10,100	\$15,417
New Mexico	\$8,751	\$6,190	\$14,942
Arkansas	\$7,159	\$7,567	\$14,726
Iowa	\$6,292	\$7,857	\$14,150
Mississippi	\$7,209	\$6,861	\$14,070
Oklahoma	\$7,164	\$6,895	\$14,058
Arizona	\$3,614	\$10,398	\$14,011
Louisiana	\$6,543	\$7,314	\$13,857
Wisconsin	\$5,023	\$8,781	\$13,804
Kansas	\$5,690	\$8,086	\$13,775
Nevada	\$7,006	\$6,418	\$13,423
South Dakota	\$5,770	\$7,653	\$13,423
<b>Missouri</b>	<b>\$4,975</b>	<b>\$8,383</b>	<b>\$13,358</b>
West Virginia	\$6,627	\$6,661	\$13,289
Florida	\$6,905	\$6,351	\$13,256
Idaho	\$6,488	\$6,602	\$13,090
Oregon	\$4,068	\$8,932	\$13,000
Colorado	\$3,494	\$9,487	\$12,981
Utah	\$6,535	\$6,177	\$12,712
Montana	\$5,721	\$6,279	\$12,000
<b>Missouri State University</b>	<b>\$4,191</b>	<b>\$7,008</b>	<b>\$11,199</b>

Fig 17B

Fig 8

<b>FIGURE 17B. State Funding for Higher Education per Student by State, 2013-14</b>
<b>Figure 8. Average 2014-15 In-State Tuition and Fees at Public Four-Year Institutions by State</b>
<b>Data for Figure 17B and Figure 8 is from the Trends in College Pricing 2014- College Board, except Missouri State University Data</b>

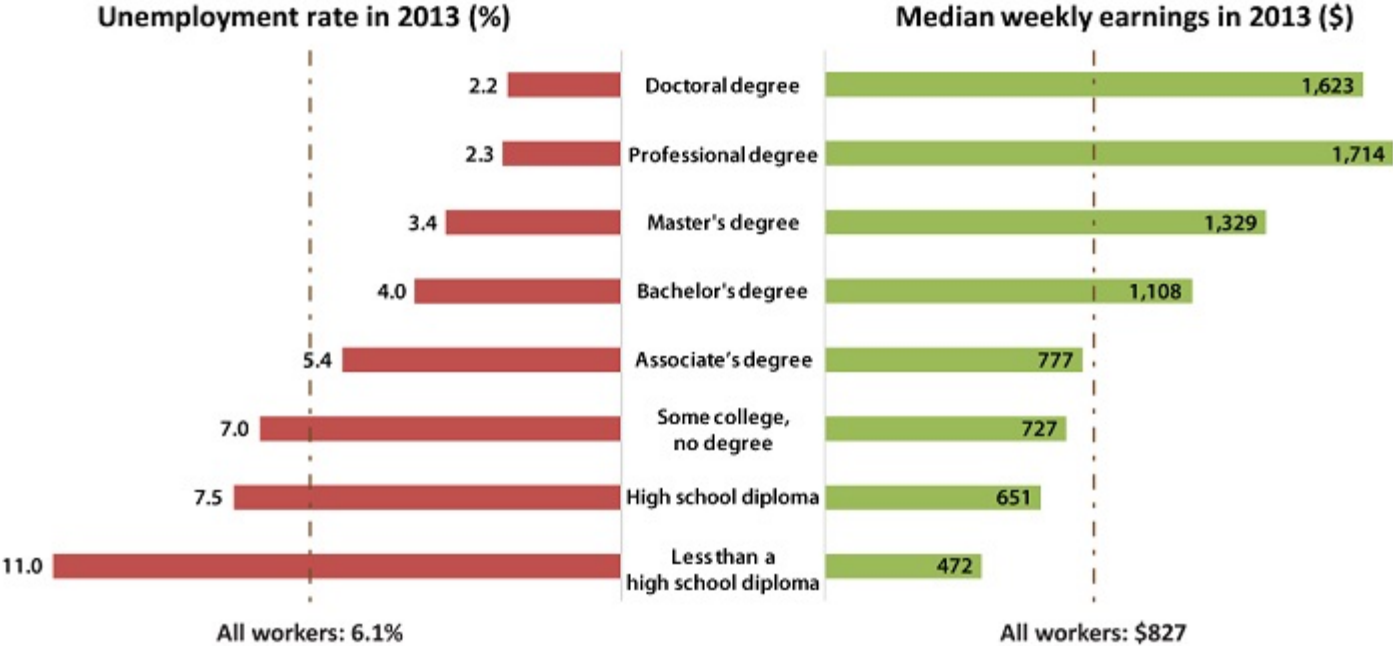
**FIGURE 17B. State Funding for Higher Education per Student and per \$1,000 in Personal Income, by State, 2013-14**

State	Funding Per Public FTE Student	Funding Per \$1,000 in Personal Income
New Hampshire	\$3,184	\$1.64
Colorado	\$3,494	\$2.78
Arizona	\$3,614	\$3.57
Oregon	\$4,068	\$4.01
Michigan	\$4,236	\$4.31
Vermont	\$4,434	\$3.21
<b>Missouri</b>	<b>\$4,975</b>	<b>\$4.02</b>
Wisconsin	\$5,023	\$4.51
Pennsylvania	\$5,233	\$3.02
Ohio	\$5,317	\$4.42
Rhode Island	\$5,364	\$3.45
South Carolina	\$5,596	\$5.38
Kansas	\$5,690	\$6.06
Montana	\$5,721	\$5.70
South Dakota	\$5,770	\$5.04
Virginia	\$5,902	\$4.40
Iowa	\$6,292	\$5.92
Washington	\$6,423	\$4.81
Idaho	\$6,488	\$6.59
Utah	\$6,535	\$7.63
Louisiana	\$6,543	\$5.98
West Virginia	\$6,627	\$7.80
Massachusetts	\$6,671	\$2.88
Indiana	\$6,780	\$6.69
Delaware	\$6,814	\$5.44
Florida	\$6,905	\$4.84
Nevada	\$7,006	\$4.49
<b>United States</b>	<b>\$7,072</b>	<b>\$5.45</b>
Minnesota	\$7,089	\$5.42
Kentucky	\$7,130	\$7.44
Arkansas	\$7,159	\$8.01
Oklahoma	\$7,164	\$6.52
Mississippi	\$7,209	\$9.50
Texas	\$7,233	\$5.78
Alabama	\$7,327	\$8.18
Maine	\$7,427	\$4.99
New Jersey	\$7,484	\$3.99
California	\$7,513	\$5.84
Maryland	\$8,276	\$5.42
Georgia	\$8,654	\$7.31
Tennessee	\$8,726	\$6.25
New Mexico	\$8,751	\$11.51
Nebraska	\$8,821	\$8.07
New York	\$9,213	\$4.91
North Dakota	\$10,324	\$10.02
North Carolina	\$10,490	\$9.62
Illinois	\$10,687	\$6.77
Connecticut	\$11,243	\$4.63
Hawaii	\$12,333	\$8.08
Wyoming	\$14,045	\$11.92
Alaska	\$18,857	\$10.48

SOURCES: Illinois State University, Grapevine reports; calculations by the authors.

This table was prepared in October 2014.

# Earnings and unemployment rates by educational attainment






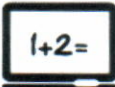


Note: Data are for persons age 25 and over. Earnings are for full-time wage and salary workers.  
 Source: Current Population Survey, U.S. Bureau of Labor Statistics, U.S. Department of Labor



# Report Card

## Missouri State Budget Support For Public Higher Education

	Subject	Grade	Comments
	Tuition	<b>B</b>	On average, tuition in Missouri is relatively cheap compared to other states in the country. In the last few years, it has risen only slightly.
	Spending per Student	<b>F</b>	Since the Great Recession, Missouri has cut higher education spending by 23% per full time student.
	Burden on Families	<b>C-</b>	Families put in roughly half of their incomes into paying for their student's higher education, but tuition represents closer to 17% of their household income.
	State Aid to Students	<b>D</b>	The state provides very little funding for grants per student, and even less than that for students in need.
	Education as a State Priority	<b>F</b>	In 2012, Missouri spent less than 5% of it's budget on higher education - and that number has only gone down in the last 4 years.
	<b>Final Grade</b>	<b>D-</b>	While Missouri's tuition is cheap, the state's budget cuts have taken a toll.

Additional Comments: Missouri must help students get through college with better grants, both based on merit and need. Cheap tuition is not enough, as many young adults are still recovering from the Great Recession.

The average student debt load in Missouri is: **\$23,030**

### Opportunities for Extra Credit

If you or your student group would like to become more informed about the state budget process, and keeping college affordable in your state, please contact Jasmine Hicks at: [jasmine.hicks@younginvincibles.org](mailto:jasmine.hicks@younginvincibles.org)





## 2015 LEGISLATIVE PRIORITIES

In the 2015 legislative session, Missouri State will advocate for three priorities: (1) a capital appropriation for maintenance and repair projects; (2) combining operating appropriations to the University into a single appropriation; and (3) an operating appropriation increase.

### 1. Capital Appropriation for Maintenance and Repair Projects

Missouri State developed a Facilities Reutilization Plan (FREUP) in the 1990s to identify and fund the most pressing maintenance and repair needs for facilities on the Springfield and West Plains campuses. Many projects identified at the outset of this plan have still not been funded. Flat and reduced state appropriations during the past decade have caused the University's deferred maintenance backlog to reach record highs (\$114.6 million in Fall 2014). Absent significant increases to its operating appropriation, Missouri State does not (and will not in the foreseeable future) have the means to address this backlog on its own.

Missouri State requests a capital appropriation to address four of its most imminent maintenance and repair projects:

- Ellis Hall (\$7,581,818) (houses music programs on the Springfield campus);
- Missouri Hall (\$1,547,890) (will contain classrooms, a computer lab, a conference room, a seminar room, and administrative space for faculty and staff on the West Plains campus);
- Life safety improvements throughout the West Plains campus (\$220,000); and
- Hill Hall (\$9,575,669) (houses teacher preparation and psychology programs on the Springfield campus).

The University will match at least 10% of the cost for these projects. More information about these projects can be found in the attached summaries.

### 2. Combine Operating Appropriations Into a Single Appropriation

Missouri State's funding for core operations is comprised of two items:

1. \$85,218,506 which represents the fiscal year 2015 operating base plus performance funding (section 3.220 of HB 2003 (2014)); and

2. \$1,325,000 for the fiscal year 2015 health initiatives/occupational therapy core (section 3.130 of HB 2003 (2014)).

The health initiatives appropriation was approved for fiscal year 2014 as an ongoing core appropriation based upon the critical community needs for educated, skilled health care providers (section 3.136 of HB 3 (2013)). The health initiatives appropriation was approved to fund a Master of Occupational Therapy degree program at the Springfield campus and to provide funds to enhance the current nursing and respiratory care programs and initiate a new Associate of Applied Science in Allied Health-Certified Nursing Assistant program located at the West Plains campus.

Missouri State requests that these two items be combined into one ongoing appropriation.

### **3. Operating Appropriation Increase**

In fiscal year 2009, the University received \$87.3 million in state appropriations. In fiscal year 2014, MSU received \$78.4 million in state appropriations, meaning its state appropriations decreased by \$8.9 million (10.2 percent) over the past five years. During the same time period, the CPI increased 9.3 percent, the state retirement program (MOSERS) increased its contribution rate by 4.4% (increasing MSU's contribution over \$4 million annually), and MSU's system enrollment went from 21,688 in Fall of 2008 to 24,489 in Fall of 2014, an increase of 2,801 students (12.9 percent).

For fiscal year 2015, the General Assembly appropriated Missouri State \$86.5 million (\$81,039,663 base plus \$1,325,000 for health initiatives plus a performance funding increase of \$4,178,843). The \$1,325,000 appropriation has been withheld. Additionally, three percent of both the base appropriation and performance funding increase have been withheld as required by section 33.290, RSMo. Appropriations still do not reach the fiscal year 2009 level.

In sum, MSU's student body has grown significantly while state appropriations have decreased significantly. To continue providing quality educational services to students, the University has found creative ways to increase revenues through other sources, including enrollment growth (which results in increased gross receipts of tuition and fees, but also increased expenses), private support, student fees, and increased international student enrollment.

The situation is not sustainable. The University is unable to continue covering the funding gap with alternative revenue sources and operating efficiencies.

The University's operating appropriation request seeks a 3% (\$2,556,555) performance funding increase and a \$600,000 increase to address inequitable state funding. The CBHE's "Alternative Operating Budget Recommendations" include a performance funding increase of approximately 5%. Regardless, the message is the same: a pattern should be established to reduce the funding gap for higher education year-over-year.

Missouri State requests an ongoing operating appropriation increase.

**ELLIS HALL (1959)**  
**Springfield Campus**

Ellis Hall houses the Music Department offering programs in performance, composition, musical theater and electronic arts. This facility contains approximately 45,000 square feet, featuring an exterior limestone panel surface, low efficiency single pane glass curtain walls, and 19,000 square feet of roof surface at the end of its life expectancy.

This four-story facility features original interior surfaces retained from original construction. Painted cinder block walls, deteriorating birch paneling, and carpeted walls are prevalent throughout. Delaminating wooden lockers are publicly viewable in the lower hall. Flooring conditions are subject to tiles adhered to concrete using asbestos based adhesives. Partial classroom and hallway flooring has been removed exposing stained and patched concrete surfaces.

Recital halls are less than desirable with poor acoustics, outdated auditorium lighting controls, and textured ceilings incapable of being properly maintained, and generally not appropriate for handicap access. Offices, practice rooms, and storage rooms typically are minimal in space, poorly illuminated, poorly ventilated, leaving an unpleasant atmosphere. Educational technology media is compromised in classrooms and labs with uncontrollable daylighting affecting lecture surfaces.

Climate control throughout the building is poor and is a great concern for expensive musical instruments. Portions of the control system remain original and upgrades are no longer manufacturer-supported. It is typical to find one air moving device serving an entire section of floor, with limited individual thermostat control. It is necessary to replace this system with energy efficient units and greater temperature control. Domestic water piping and associated equipment is reaching the end of its life.

Life safety is lacking throughout the facility. Although the building is equipped with a basic fire alarm panel and smoke detectors, the facility is not equipped with any form of fire suppression. This makes the building, its contents, and occupants vulnerable to risk.

In addition to the items listed above, technology infrastructure, fixtures and equipment will need to be anticipated to complete the planning, renovation and rehabilitation of Ellis Hall.

**TOTAL ESTIMATED COST (ELLIS HALL): \$7,581,818**

**MISSOURI HALL (1966)**  
**West Plains Campus**

This University-owned building contains about 8,200 square feet and is currently leased to the United States Postal Service (USPS) and serves as the main post office in West Plains, Missouri. The lease with USPS has an upcoming expiration date. The University will renovate the facility at that time for classroom and faculty and staff administration space. Through the creation of both large and small classrooms, a large computer lab, a conference room, a seminar room, faculty/staff offices, space for administrative support personnel, and a reception area, much needed space will be created, thus making the space functional for University use. The original restroom is still in place and in need of replacement as well as increased number of stalls to accommodate the higher occupancy numbers.

Electrical upgrades and additions are needed to accommodate the new use of the classrooms and offices. By converting the large open space of the Post Office with limited electrical wiring into classrooms and offices, additional electrical wiring and equipment will be needed. Life safety equipment will be required throughout the building to include a fire panel and fire suppression system.

Upgrades would be needed for the climate control system to accommodate the space use change. Going from a large open area to a classroom use area will require replacements and upgrades to the current system to control the environment in the building.

Networking equipment will be required to give the classrooms, computer lab, and offices access to the University's computer network for server and internet access. In addition to the network equipment, computers will be needed for the computer lab, instructor stations for the classrooms, and for the faculty/staff offices and administrative support areas.

Exterior improvements include masonry work to the 50 year old building to reflect the change in use from a Post Office to a University building, and parking improvements to give students, faculty, and staff sufficient access to the building. Installing energy efficient windows will help make the building more economical to operate. Entryways require modifications for ADA access.

**TOTAL ESTIMATED COST (MISSOURI HALL): \$1,547,890**

## **LIFE SAFETY EQUIPMENT West Plains Campus**

Several buildings on Missouri State University's West Plains campus are without a sprinkler system and fire alarm panel. These two items are extremely important to the life and safety of occupants of the building as well as the contents and the building itself. By installing a fire alarm panel, occupants are immediately alerted to the presence of danger, thus giving them enough time to calmly react and exit the building. The fire panel also sends an alert to the central monitoring department on Missouri State University's Springfield campus, which in-turn follows the emergency notification list (i.e. fire department, police, campus safety personnel, etc.) that has been established for the West Plains campus. In addition to the fire panel, a sprinkler system is needed to limit any damage that would be caused by an actual fire in the buildings. By being able to immediately spray water over a fire, the fire can either be totally put out or at least contained enough until emergency personnel can arrive on campus.

**Garnett Library (1927):** This facility contains about 13,000 square feet and is a combination of cinder block, brick, and wood construction, with the roof being constructed totally of wood and asphalt shingles. In addition to typical library functions, the veterans program and academic advising offices are located in this facility. With the combination of books and wood in the facility, there is potential for a huge amount of damage should the building be a victim of a fire. By installing a sprinkler system and a fire panel, the building and its contents have a better chance of survival in the event of a fire.

**Putnam Student Center (1965):** A 4,300 sq. ft. building that contains the dining and student life facility. The dining facility serves breakfast, lunch and dinner seven days a week for the residents of the on-campus dorm (Grizzly House) and those individuals that have purchased a meal plan. A small computer lab has been setup for students to use when they are in the building. With the combination of cooking and high student use, this facility has the need to be protected in the event of a fire. Installing a sprinkler system and fire panel is a critical life safety feature.

**Looney Hall (1925):** This three story building is approximately 17,600 square feet and contains several classrooms, offices, and a nursing simulation lab. This building is home to the Nursing and Respiratory Therapy programs on the West Plains campus. With the constant flow of students, faculty, and staff in the building, it is vitally important to have a sprinkler system and a fire panel to protect the people and contents that occupy the building.

**TOTAL ESTIMATED COST (LIFE SAFETY EQUIPMENT): \$220,000**

## **HILL HALL (1924) Springfield Campus**

Hill Hall houses the College of Education and Department of Psychology programs. This facility contains approximately 70,000 square feet, featuring an architectural limestone surface. This four-story facility features original interior surfaces retained from original construction. Painted lathe and plaster walls, wood surfaces, doors, and trim have been exposed to many years of wear and tear. Facility lighting is minimal and inefficient. Offices and classrooms have been created from every useable space over many years and are limited in function to meet the expected learning environment of current educational facilities. Multiple levels throughout the building provide challenges to ADA compliance. Restrooms are in need of total replacement, with some featuring original partitions; they also have limited or no ventilation.

Environmental mechanical equipment was upgraded many years ago, but does not meet current standards. The fourth floor is heated and cooled with multiple zone units of inefficient design. Temperature controls are no longer supported by the original manufacturer. Inaccessible steam piping is deteriorating inside wall cavities and no longer reliable. Due to spaces modified throughout the course of time, multiple areas are served with one mechanical unit and temperature is controlled from a single thermostat, creating extreme hot and cold areas.

Electrical service is limited with aging equipment. Electrical equipment is at or beyond its life expectancy and most switchboards and branch panels utilize obsolete components. Plumbing within the building is original and is becoming compromised over time. Sewer lines, connecting the building to main sewer lines, are in need of replacement. Life safety equipment is marginal for the building, including a basic fire panel and fire suppression system.

In addition to the items listed above, technology infrastructure, fixtures and equipment will need to be anticipated to complete the planning, renovation and rehabilitation of Hill Hall.

**TOTAL ESTIMATED COST (HILL HALL): \$9,575,669**



## MISSOURI STATE UNIVERSITY'S 50/50 PROJECT REQUESTS

Discussions have recently resurfaced regarding matching funding for higher education 50/50 projects. Missouri State has submitted two requests for 50/50 funding to the state that have not yet been funded.

### **1. Student Admission and Success Center (\$2,250,000)**

The Student Admission and Success Center will serve as a starting point for prospective students and other visitors to campus. The 12,800 square foot facility will house an auditorium and serve as an office complex for admissions staff. The facility will incorporate cutting edge technology relating to modern students, and it will provide a much needed gateway to campus for visitors.

The General Assembly appropriated \$2,250,000 from the General Revenue Fund in fiscal year 2015 for the Student Admission and Success Center (section 21.065, HB 2021 (2004)) on a 50/50 matching basis. Unfortunately the Governor has withheld this appropriation. Because of the imminent need for this facility, University and Foundation resources were reassigned from other priorities to begin construction (anticipated completion May 2015). However, if the state funds the \$2,250,000 match, the University will reassign University and Foundation resources to other important facility needs, including a renovation of the Duane G. Meyer Library.

### **2. College of Business Building – Glass Hall (\$3,000,000)**

Missouri State's College of Business (COB) is the largest business school at any public university in the central Midwest and one of the fifty largest business schools in the United States. However, the COB facilities are outdated and in serious disrepair. To continue to attract the best and brightest business students to Missouri State, and to remain competitive in the market, it is essential that the University upgrade its existing COB facility, Glass Hall. This appropriation will be matched by private donations totaling \$3,000,000 to complete the project.