



Missouri State
U N I V E R S I T Y

REPORT ON NINE MAJOR GOALS FOR 2015-2016

I. STRATEGIC PLANNING

1. Develop a report on the University's progress under the 2011-2016 long-range plan.

The University has developed a report on the University's progress under the 2011-2016 long-range plan. The finalized report will be presented to you at the June 10 board meeting.

2. Complete the strategic visioning project including the report developed as part of that process.

The University completed its strategic visioning project titled *Missouri State Vision: Our Passion for Excellence*. The report on the visioning project can be found online at <http://www.missouristate.edu/vision/>.

3. Develop a 2016-2021 long-range plan through a collaborative process that seeks broad input from University stakeholders.

The University has developed the 2016-2021 long-range plan. The plan was developed by a twelve-member steering committee with broad representation from the various academic and non-academic units throughout the University. The steering committee solicited input from internal and external audiences on the plan throughout the past year and from the board at Program and Planning Committee meetings. The finalized plan is available in your board advantage packets and will be available in print and online on or before July 1 after approved by you at the June 10 board meeting.

4. Evaluate opportunities to improve the University's existing mission statement.

As part of the long-range plan development, the University developed revised mission, vision, and values statements. The revised mission statement is:

Missouri State University is a comprehensive institution offering undergraduate and graduate programs, including the professional doctorate. The university educates students to be global citizen scholars committed to public affairs.

5. Create and grow a reserve fund designed to enable investment into strategic initiatives.

The University allocated \$700,000 to a Strategic Initiatives fund last year. The fiscal year 2017 budget allocates another \$1,000,000 to this fund. This fund will prove useful to fund strategic initiatives emerging from the new long-range plan. The fund could also prove useful to strategically manage contingent expenses that could arise in the near future.

6. Develop a visioning guide that supports the University's long range plan through a collaborative process that seeks broad input from University stakeholders.

The University has developed the 2016-2021 visioning guide. The guide was developed under the direction of the Vice President for Administrative Services and the University Architect. The development process involved multiple meetings with students, employees, administrators and board members to gather input. The finalized visioning guide will be available in print and online on or before July 1.

II. ACCESS TO SUCCESS

1. Successfully complete the Higher Learning Commission accreditation process.

In February, the HLC formally notified the University that the Institutional Actions Council had decided to continue Missouri State's accreditation with the next reaffirmation to occur in 2025-2026. The HLC's final report can be found at http://www.missouristate.edu/assets/hlc/HLC_Final_Report.pdf.

2. Maintain modest growth in enrollment while increasing the diversity of the student body.

The University's system enrollment in fall 2015 was 24,735, an increase of one percent from fall 2014 and a University record. The Springfield campus enrollment in fall 2015 was 22,834, an increase of 449 students from fall 2014. The number of freshmen students enrolled on the Springfield campus in fall 2015 was 3,178, an increase of 377 students from fall 2014. Enrollment in spring 2016 also demonstrated an increase over 2015 and set records. Additional data about the University's enrollment can be found on the attached enrollment highlights document.

• Continue to implement incentive and recruitment programs directed at increasing enrollment of underrepresented students.

The University established a campus-wide task force to assess the University's efforts to recruit and retain underrepresented students. The Office of Admissions hired for a new position, Coordinator of Diversity Outreach and Recruitment. This individual has met with numerous organizations through which Missouri State connects or could start to connect with prospective

underrepresented students. The Office of Admissions also refilled its existing position for Admission Counselor for Diversity Outreach and Recruitment.

The academic units throughout the University implemented their own initiatives to increase enrollment of underrepresented students. The Counseling Program obtained an internal recruitment grant and engaged in recruitment of students from Historically Black Colleges & Universities. The Graduate College offered graduate assistantships for McNair program students and diversity enhancement scholarships. These programs were successful in that the enrollment of students from underrepresented groups increased from 2,627 to 2,796 from fall 2014 to fall 2015.

- **Promote and assess the graduate needs-based scholarship program and the graduate diversity scholarship program.**

Graduate needs-based and diversity scholarships were promoted at career tables, online, emails to eligible students, a newsletter, and correspondence with department heads and program directors. This resulted in 25 applicants in fall 2015 with 13 scholarship offers.

- **Continue to strengthen relationships with diversity-oriented organizations.**

The University partnered with College Bound, College Summit, Greater Kansas City Boys and Girls Clubs, the Kauffman Foundation, and the Wymann Foundation to maintain and increase the number of students from historically excluded groups attending Missouri State. Additionally, the University has begun working with the Hispanic Association of Colleges and Universities, the United States Hispanic Leadership Institute, the Hispanic Scholarship Fund, and the Universidad Autonoma of Guadalajara to help students gain access to scholarships and internal programs in Mexico.

- **Strengthen and maintain relationships with community college partners.**

Missouri State worked with community college partners on numerous projects and events. These activities included developing a memorandum of understanding with regard to facilities at Crowder College, hosting community college students on campus, and speaking at events held on community college campuses.

With regard to Ozarks Technical Community College (OTC), Missouri State:

- Signed OTC Table Rock memorandum of understanding to offer courses in profession writing and communication
- Signed OTC Waynesville memorandum of understanding for course delivery
- Designed and offered criminal justice bachelor degree completion program at OTC Lebanon and hired a fulltime instructor
- Appointed per course faculty to teach face-to-face classes at Lebanon.
- Proposed and supported criminal justice dual enrollment program for Lebanon High School and Waynesville High School at OTC.
- Established OTC Waynesville recruiting and advising presence
- Collaborated with OTC Lebanon and Waynesville on joint marketing efforts

- **Promote and assess the Bachelor of General Studies program.**

The University actively promoted the Bachelor of General Studies program. By the end of summer 2016, over 40 students will have graduated from the program. Formal procedures have been established for students to be seamlessly admitted into the program. Most of these students had over 100 hours of credit but were not enrolled in college before this program was created.

- **Create new academic programs based on student demand and state need.**

New academic programs and program pathways include Enhanced Technology (accelerated master's option), Computer Science (alternate to accredited track), Statistics and Research Design (certificate), Agriculture (MS), History (BS), Music (BS), Child Life Studies (MS), Cybersecurity (MS), Teaching and Learning (MA), Teacher Leadership (EdS), and certificate programs in Hospitality Administration, Teaching and Learning, Teacher Leadership, Public Health Core, Public Health and Homeland Security, Public Health Administration, Literacy, Community Corrections, Conservation Education, Elementary Mathematics Specialist, Special Education Director. The University also received approval to re-film an iCourse in Economics and to develop an iCourse in Finance.

- **Evaluate opportunities to eliminate, merge or redesign existing programs.**

The University deleted a graduate certificate in Religious Studies for the Professions. The Library Science Education is undergoing a redesign. The University has placed the Computer Information Systems MS program and the Applied Anthropology MS program on hold for 2016-2017 to evaluate low enrollment. The University has decided to discontinue accreditation and reduce curriculum for the Planning program due to low enrollment. Particular programs have been moved within the College of Business to better align programs with appropriate departments. The Family and Consumer Science program has been moved from the College of Business to the College of Education.

- **Diversify international student enrollment, with a focus on recruiting students from India and South America.**

The number of students from India has increased from 20 in the fall of 2013 to 50 in the fall of 2015, a 150% increase. The number of students from Latin America has increased from 54 to 66 during that same time period, a 22% increase. Overall international enrollment increased from 1,661 to 1,719 from fall 2014 to fall 2015.

3. Increase retention and graduation rates.

First time freshman retention rate improved from 75.22% last year to 78.24% this year. The six-year graduation rate dropped from 54.74% last year to 52.36% last year. However, Missouri State's graduation rate still exceeds the "sustained excellence" mark monitored by the Missouri Department of Higher Education, meaning that Missouri State's rate is in the top third of its national peer group.

- **Implement a redesigned transfer student orientation program.**

The University contracted with a vendor to provide an enhanced online orientation for transfer students. Development of the final product is in progress and we anticipate it will be ready for use by spring 2017 transfer students.

- **Implement an engagement camp for new students.**

A new engagement camp “Ursa: The Maroon and White Overnight” was created last year to help socialize and transition new students to the University community. 50 first year students participated in the three-day program prior to classes beginning in fall 2015. 100 first year students will participate in Ursa in August 2016. Plans to continue to expand the program are underway and more students (first year and upper class students) will benefit from the program in future years. This expanded orientation initiative provides students the opportunity to meet other new students, learn about the University, instill school spirit and discover traditions prior to the start of classes.

- **Continue to improve family activities and expand living learning communities.**

A new Parent and Family Coordinator has been hired and efforts to create/expand to a more comprehensive year-long program are underway. Family Weekend participation was increased and a new Family Day was added in the spring semester. On-going communication has been established through newsletters, updated webpages, and other avenues.

Over 1,200 students (first-year, returning, and transfer) have signed up to live and learn in one of fourteen living-learning communities (LLCs) for fall 2016. Additionally, Residence Life will partner with three new academic units—the Darr School of Agriculture, Modern and Classical Languages, and the College of Education—to provide students with more LLC options.

- **Increase participation in the Partners in Education program.**

Approximately 60% of first year students and their parents participated in the Partners in Education program this year. The Parent and Family Programs office worked collaboratively with the Partners in Education program to help educate parents about the program and how their family would benefit from participation. This collaboration has increased participation and understanding of the program.

- **Expand college-specific GEP 101 sections and specialized GEP 101 sections directed at first-generation students, and develop and implement an assessment model to track the impact these sections have on retention.**

In fall 2014, the University enrolled 224 first generation freshmen in eight GEP 101 sections. The result was that fall 2014 to fall 2015 retention of these students was 72%, while the rate for all other GEP 101 students was 75%. This represents a reduction in the retention gap typically seen between first generation and non-first generation students.

In fall 2015, the University enrolled 320 first generation freshmen in college-specific GEP 101 sections. The fall to spring retention rate of these students was 91.8%, while the rate for all other GEP 101 students was 87.2%.

- **Implement the first-generation retention initiatives included in the University's recent Title III grant application if funding is awarded.**

Unfortunately, funding was not awarded for the first-generation retention initiatives included in the University Title III grant application.

- **Continue efforts to improve student placement and success in college level math courses.**

The Head of the Math Department and the Dean of CNAS have met with deans and department heads throughout the University to ensure that College Algebra is not required if Contemporary Math is a more appropriate math requirement. The result is that many students in CHPA and COAL who would have been previously advised to take College Algebra will now be advised to take Contemporary Math. The University has also transformed curriculum and pathways for intermediate math courses, resulting in a 10 to 15 percent increase in the success rates.

4. Increase the number of alternative pathway options for students.

The University continued to expand second block courses, offering 107 in fall 2015 and 145 in spring 2016. The University also offered alternative pathways for dual credit instructors to receive coursework to meet new state and HLC requirements.

- **Strategically implement and expand credit by assessment and credit by experience programs.**

The University engaged in extensive work over the past year to list Modern and Classical Languages courses as open to credit by assessment. The University also implemented a credit by assessment model as part of a pilot program.

- **Evaluate opportunities to improve the model used to deliver programs at off-campus sites.**

Numerous meetings this year focused on improving the model for program delivery at off-campus sites. These meetings yielded many changes, including a pilot program to offer a criminal justice course using ZOOM Technology and establishing a protocol for multiple off-campus course delivery sites to "share" an instructor such that the instructor will travel from site to site and the course will be delivered by video to the other sites.

- **Offer and actively market an open online course titled *Missouri's Civil War* and reoffer two existing open online courses titled *Laura Ingalls Wilder*:**

Examining Her Work and Writing Life – The Early Years and Laura Ingalls Wilder: Examining Her Work and Writing Life – The Later Years.

The University is offering Laura Ingalls Wilder: Her Work and Writing Life as an eight-week course for the second time in summer 2016. This year the English Department also offered a credit by assessment option for work related to the Laura Ingalls Wilder open online courses. The University also developed and offered a *Missouri Civil War* open online course in fall 2015. Enrollment in the course was 1,005.

• Create an online option for the Bachelor of Science in Psychology program.

The University created an online option for the Bachelor of Science in Psychology program. The University also added the following online programs in 2015-2016: Doctor of Nursing Anesthesia, MS in Cybersecurity, Literacy (certificate), Community Corrections (certificate), Diversity Studies (minor), and Accounting (minor).

5. Maintain competitive cost of attendance.

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 second lowest of any of the state's public universities. For additional details, see the attached Fiscal Year 2015 Missouri Comprehensive Fee Survey.

From Fiscal Year 2009 through Fiscal Year 2016, Missouri State's undergraduate resident tuition increased by 10.2% while inflation was 11.8%. Meanwhile, from Fiscal Year 2009 through Fiscal Year 2015 public universities throughout the United States raised tuition and fees by an average of 38.5%.

Missouri State's tuition remains considerably below its peers. In Fiscal Year 2015, Missouri State tuition and fees were 23.3% below the average annual tuition and fees for public universities throughout the United States.

6. Develop and implement a comprehensive plan to successfully track the outcomes of graduates as required by the state's performance funding model.

The University has systematically collected outcomes data for graduates in fall 2014, spring 2015, summer 2015, fall 2015, and spring 2016. The methodology for collecting this data has improved with each cohort of graduates. Accordingly, the data for each cohort is varied.

For spring 2016 graduates, we once again completed the initial collection of data at commencement. We will soon be entering the data into the new outcomes tracking software that the University recently purchased. We believe this new software, along with a strategic hire in the Career Center, will enable us to continue to improve our efforts to collect graduate outcome data. Our goal is to pilot the new software with the initial data collection for summer 2016 graduates.

7. Advocate for state funding of scholarship and grant programs that enhance access to higher education for Missouri residents.

During this legislative session, Missouri State University supported advocacy efforts led by the Missouri Department of Higher Education to fund existing scholarship and grant programs that enhance access to higher education for Missouri residents. Various individuals with connections to Missouri State University supported grassroots organization efforts for a new scholarship program directed at enhancing access to higher education for Missouri residents through a tobacco tax initiative. Due to circumstances beyond the University's control, this new scholarship program did not materialize.

III. PUBLIC AFFAIRS INTEGRATION

1. Emphasize and hold the seven signature public affairs events.

The University emphasized and held the seven signature public affairs events. The Public Affairs Hall of Fame successfully inducted its third class including Laura Ingalls Wilder, Mark Arnoldy, Henry Bloch, Pat Danner, and Jimmie Edwards. The University hosted Wes Moore for the Public Affairs Convocation lecture. The University hosted Jillian Michaels, Mark Umbreit, Peter Gray, Paul Thomlinson, Robert Putnam, and Zack Exley for plenary lectures at the Public Affairs Conference.

2. Enhance the profile of the Missouri Public Affairs Hall of Fame and operationalize the selection and induction of nominees.

The University established an External Recognition and Awards Policy that, in part, operationalized the selection and induction of nominees. The new policy establishes a selection committee that receives and makes nominations. The committee selected five individuals to induct in the Hall of Fame this year. The induction ceremony set a new attendance record with approximately 275 attendees. The committee is working on finalizing the class for next year's class, and it has already begun developing a list of potential inductees for the following year's class.

The Public Affairs Hall of Fame also received a permanent location this year as part of the branding panels installed on the west wall of the Davis-Harrington Welcome Center.

3. Evaluate opportunities to expand and improve the Public Affairs Conference.

The University implemented several strategies to enhance the Public Affairs Conference. These strategies included partnering with CoxHealth to sponsor and collaboratively market the conference, holding sessions on the CoxHealth campus, including a health walk from Jordan Valley Park to JQH Arena for the Public Affairs Convocation lecture featuring Jillian Michaels, increasing the number of conference sessions, increasing community marketing efforts, and focusing on increasing the number of speakers with connections to Missouri (30% of this year's

speakers were from Missouri). The result was a new attendance record of 6,236, a 12% increase over last year.

- 4. Continue the Comprehensive Public Affairs Assessment Plan to assess multiple measures (open-ended essays and the 40-item Public Affairs Scale) of student learning in public affairs. Evidence of student learning will be collected from graduating seniors as part of the University Exit Exam. Faculty, staff, and students will review student learning in an annual workshop. Assessment grants will be available to support public affairs learning outcomes and a public affairs teaching toolkit will be expanded.**

The University operationalized the Comprehensive Public Affairs Assessment Plan. A diagram explaining this plan was provided at the Board of Governors March retreat.

- 5. Sponsor programs and activities recognizing anniversaries of significant public affairs events, including the 800th anniversary of the Magna Carta and the 70th anniversary of the United Nations.**

The University sponsored programs and activities recognizing anniversaries of significant public affairs events. Meyer Library hosted the Magna Carta: Enduring Legacy 1215-2015 exhibit and participated in a number of events surrounding the anniversary of the Magna Carta. The exhibit received 2,250 attendees, approximately 1,600 of whom were students at local high schools. Meyer Library also hosted a 70th anniversary celebration of the United Nations which included a presentation by Vadim Perfiliev (former Director of the General Assembly for the United Nations) and a reception.

- 6. Begin work on renewing the University's Carnegie Community Engagement Classification.**

Using the model utilized for the recent HLC accreditation process, the University started work in January 2016 to secure the committee for renewal of the University's Carnegie Community Engagement Classification. This renewal will be a 3-year process.

IV. ENGAGED INQUIRY

- 1. Sustain applications for grants and sponsored research above 300 annually and awards of grants and sponsored research above \$20 million annually.**

Through April 2016, the University has been awarded \$22,107,948 in grants and sponsored research in fiscal year 2016, a 45% increase from last year. Through May 2016, the University has submitted 309 applications in fiscal year 2016.

- 2. Continue to develop and implement strategies to emphasize nanotechnology and computational science research.**

Faculty focus groups continue to meet to develop interdisciplinary projects in these research areas. These focus groups include invitations to business partners at the Jordan Valley Innovation Center (JVIC). The University has agreed to continue an additional year of nanotechnology research at JVIC, extending the arrangement through 2018.

3. Continue to encourage collaboration between faculty in the College of Natural and Applied Sciences and the businesses conducting research in the Jordan Valley Innovation Center.

Faculty in the College of Natural and Applied Sciences conducted a joint symposium with the JVIC in February 2016. Meyer Library also worked with the JVIC management team and with various vendors, suppliers and publishers of electronic resources to extend access, when permitted and feasible, to tenant teams working in JVIC.

4. Continue to publicize the University's research successes.

The University published its third edition of Mind's Eye. Additionally, Meyer Library has increased efforts to highlight and display the works of Missouri State faculty and students. Several public lectures on Missouri State faculty research well attended on campus, and graduate and undergraduate research presentations were accepted by peer reviewed national and international conferences. Missouri State's on-campus student research presentation forums involved over 200 students.

5. Increase institutional support for graduate student research.

The University started a new fund to support non-thesis research and increased its funding for thesis support from \$33,500 to \$36,300. Every eligible proposal for graduate student research funding received some type of award. Graduate student research is also aided by the number of students on graduate assistantships. Sixteen new graduate assistantships were added throughout the University this year.

The University continued to support travel for conference presentations. The University also piloted a sponsored research proposal to fund a graduate assistant to complete data analysis for a College of Natural and Applied Sciences faculty member's grant proposal.

6. Evaluate opportunities to encourage and incentivize faculty who receive external research funding.

Protocols have been developed to allow colleges to provide financial incentives for faculty who receive external research funding. Several colleges have begun to provide these incentives. For example, the College of Natural and Applied Sciences provides incentives for all faculty who submit a proposal requesting more than \$30,000 in external funding.

V. PARTNERS IN PROGRESS

1. Evaluate the campus climate study and develop a plan of action to create and implement recommendations directed at enhancing the campus climate.

Faculty senate established an ad hoc committee to develop academic recommendations from the climate study. The president also established a staff task force to develop non-academic recommendations from the climate study. These work groups submitted final reports outlining their recommendations.

The President formed a Diversity Council comprised of internal and external members and charged it with advising the President and senior University administrators on campus issues, initiatives, and ideas related to diversity and inclusion.

In April, the Diversity Council received presentations about the work groups' climate study recommendations and reviewed their reports. The Council then developed a comprehensive set of recommended priorities that will be made part of the University's priority and goal setting process for the coming year. Among these priorities are that the University establish and publicize a strategic diversity and inclusion plan as well as a scorecard to track the University's measurable progress on key diversity and inclusion metrics.

2. Expand the University's health care partnerships by developing a primary care clinic on campus in collaboration with Mercy.

The MSU Care Clinic officially opened its doors in the O'Reilly Clinical Health Sciences Center on October 20, 2015. Mercy provides five full-time staff, a part-time medical director, and a part-time clinic manager to operate the clinic. Missouri State nursing faculty provide the equivalent services of one full-time nurse practitioner for the clinic. CHHS students are involved in various operations and clinical opportunities in the clinic. Through February 29, 2016, the clinic made over 1,200 appointments, 662 of which were with new patients.

3. Complete the two-year pilot project for the Center for Community Engagement ("CCE"), and evaluate the viability and sustainability of the CCE.

The second year of the pilot project was completed, and greater emphasis was placed over the past year on participation from Sociology faculty to assist in the CCE's efforts. In April the Community Foundation of the Ozarks awarded a \$1.3 million grant to address poverty in northwest Springfield to a partnership led by Missouri State's CCE in collaboration with the Drew Lewis Foundation and Drury University.

4. Evaluate opportunities to expand collaborations with public K-12 school districts.

The University collaborated with school districts in several ways throughout the year, including attendance by approximately 1,600 area high school students at the Magna Carta exhibit at Meyer Library, participating in Springfield Public Schools GO CAPS program, sponsoring the Foundation for Springfield Public Schools Teacher Appreciation Banquet, hosting high school counselors for the Counselors to Campus program, generating service

learning opportunities for Missouri State students in area schools, and delivering numerous certificate and graduate programs for area teachers.

5. Continue to enhance the University's support for entrepreneurial activities that foster job creation and economic growth by implementing a seed capital fund for qualified businesses.

To build on the success of The eFactory, Springfield Innovation, Inc. has established a seed capital fund to strategically invest in start-up and emerging companies as part of a new accelerator program. \$725,000 has been raised for the fund to date, with a goal of raising \$1,000,000. Applications for the accelerator program opened on April 1 and will close June 10. Plans involve selecting two cohorts of five companies per year to participate in the program. Participants will receive \$30,000 in capitalization in exchange for an eight percent equity interest. Participants will go through a 12-week business development program and will be required to maintain a presence in the state of Missouri for at least one year.

6. Continue to expand the International Leadership and Training Center, with a focus on contributing revenue to the University's general operations.

The International Leadership and Training Center continued to expand throughout the year, and it has begun to contribute revenue to the University's general operations. The University recently executed a five-year agreement for \$1.38 million each year to provide educational services through the International Leadership and Training Center for the Ningxia Province. Under the agreement, Ningxia Province will send 50 students and 10 faculty members to Missouri State's Springfield campus for 10 months out of each year to study grape and wine research and agriculture business.

7. Continue and evaluate opportunities to expand the Focus First Vision Program a collaboration with the Vision Rehabilitation Center of the Ozarks, under which low income populations receive vision screening.

This year the Focus First Vision Program provided 4,000 screenings, added color-blind screening to its process, and expanded to additional schools and daycare centers in the area.

8. Collaborate with the City of Springfield, the History Museum on the Square, the Route 66 Association of Missouri, and others to publicize Springfield, Missouri as the birthplace of Route 66.

Meyer Library hosted the annual meeting of the Route 66 Archives and Research Collaborative, applied for a federal grant to study the need and feasibility for a national Route 66 Research Center in Springfield, and completed the first phase of a grant-funded project to obtain updated information about the Route 66 corridor in Missouri through crowd-sourcing. Tom Peters also began serving on the Research and Education Working Group of The Road Ahead Initiative and authored the first biography of John T. Woodruff, a key figure in the birth and development of Route 66.

9. Collaborate with the Missouri Department of Conservation to utilize the University's agricultural properties to demonstrate sustainable practices for private land owners.

The University signed a Memorandum of Understanding with the Missouri Department of Conservation under which a Missouri State graduate assistant is made available to perform conservation research at Journagan Ranch. The University has also developed and established a native grassland, spring water, wildlife pasture, glade land, pond cleaning practices, stream exclusion fencing, water quality monitoring, and quail habitats at Journagan Ranch. These conservation practices have been publicly demonstrated through two public Field Days and four Department of Conservation field trips.

10. Collaborate with community organizations to provide services and opportunities for underrepresented individuals, including initiatives funded by the Springfield Project 2025 (Lumina Foundation grant).

The University partnered with the Community Foundation of the Ozarks, Drury University, Evangel University, Ozarks Technical Community College, Springfield Public Schools, the Springfield Area Chamber of Commerce, the City of Springfield and other community organizations to establish a Steering Committee for Project 2025 with funding (\$115,000) awarded through a planning grant from the Lumina Foundation. The specific goals of Project 2025 ("the Lumina Project") addressed (1) Enrollment, (2) Retention/ Persistence; (3) Completion and Overall Community Attainment for low-income African American, Latino and Euro-American traditional and adult learners.

Due to the grant's college advisory and retention/transition requirement, two Missouri State faculty members provided diversity cultural competency "train the trainer" sessions for 25 representatives from the partner organizations. Missouri State's trainers that attended the sessions are developing cultural competency training pilot projects for faculty and staff. Additionally, a University workgroup on data collection is developing the historical data collection module for the Lumina project.

VI. VALUING AND SUPPORTING PEOPLE

1. Continue to improve compensation for faculty and staff.

- **Provide a cost of living pay raise for fulltime employees.**

Effective July 1, 2016, the University will provide a 2% compensation increase to all fulltime faculty and staff. This is nearly triple the applicable rate of inflation which was 0.7% in 2015. This is the fifth year in a row that all fulltime faculty and staff received a raise that meets or exceeds inflation.

- **Continue the third year of the Full Professor Salary Incentive Program.**

Over the past two years, 40 professors received additional compensation under the Full Professor Salary Incentive Program. An additional 12 awards have been made effective August 1, 2016.

- **Implement programs to target other high-performing and underpaid employee groups for additional compensation.**

For the second year, the University included a staff pool in the budget which will allow cost center heads to increase compensation for high-performing and/or underpaid staff. The staff pool will result in 322 employees receiving an incremental increase. The University also adjusted pay ranges in the budget by 1.8%, resulting in 49 staff members receiving a compensation increase in addition to the 2% across-the-board increase. This pay range adjustment results in all positions except one at the University having a starting salary of at least \$10 per hour. The remaining position is a transitional position where employees receive a promotion to a higher position (with higher compensation) within a year after they are initially hired. Cost centers also funded equity based compensation increases for fiscal year 2017, resulting in 122 faculty and staff receiving a compensation increase in addition to the 2% across-the board increase.

- **Evaluate opportunities to improve policies and protocols with regard to compensation and hiring.**

The University updated provisions in the employee handbook related to employee-initiated transfers and within-grade salary adjustments. Cost center heads now have additional flexibility to determine salary levels when dealing with lateral transfers and transfers to a job with a lower salary midpoint. Cost center heads now also have additional flexibility to adjust staff salaries within-grade, budget permitting.

- **Evaluate opportunities to improve the fringe benefits package available to employees.**

The University established a Task Force on Family Leave and Support to develop recommendations and evaluate the Faculty Senate's Family Leave and Support Committee Proposal as well as other fringe benefit proposals submitted by other campus groups. The task force submitted its recommendations in December. The top three recommendations were:

1. Improve communication to ensure that benefit information is easily accessible and understandable to current and prospective employees.
2. Extend the current policy of up to a semester of paid leave for full-time faculty who do not otherwise accrue leave to include paid family leave.
3. Expand paid short term leave options for employees.

We have made significant progress on each of these recommendations. With regard to communication, next year's budget will provide funding to upgrade the University's web search engine, and Human Resources is evaluating the process to redesign its webpage. With regard to paid leave for faculty, revisions to the Faculty Handbook to extend paid leave will take effect before fall 2016. With regard to short term leave, revisions to applicable policies have been

approved to make the shared leave pool available for certain family care situations as well as an employee's own serious health condition or donations of bone marrow or organs.

2. Continue to improve diversity of the workforce.

Racial diversity of Missouri State's workforce has continued to increase. Specific data can be found on the Diversity Report included with this report.

- **Encourage individuals involved in hiring processes to hire highly qualified, diverse candidates in furtherance of the University's affirmative action plan, with a target of at least 20% of new hires being ethnically or racially diverse, international, disabled, of veteran status, or a member of a group that is underrepresented within the hiring department.**

Data indicates that the University reached the 20% hiring target. Through May 23, the Springfield campus had 184 new hires. 113 (61.4%) were women, 34 (18.5%) were members of an underrepresented group, 11 (6%) were individuals with disabilities, and 2 (1.1%) were protected veterans. The West Plains campus had twenty new hires, five of whom were a member of a group that was underrepresented within the hiring department.

- **Continue to implement the campus-wide Appraisal and Development Plan ("ADP") diversity goal, with a target of at least 80% of ADPs including a goal related to diversity.**

The University continued to implement the campus-wide ADP diversity goal. Human Resources tracks ADP completions for employees. As part of this tracking process, Human Resources has begun to also track which ADPs include diversity goals. Currently, 81% of ADPs tracked by Human Resources include diversity goals.

3. Enhance initiatives and programs to prevent and address sex and gender discrimination and harassment (including sexual assault) in compliance with Title IX.

The University hired a full-time Title IX Investigator to assist the Title IX Coordinator with investigations and educational presentations. The University also hired a full-time Green Dot Coordinator to lead the University's bystander intervention initiatives. The University also implemented a one-hour Title IX component in all GEP sections and included Title IX training in new faculty orientation (including per course faculty orientation).

4. Establish an employee resource group for young professional staff.

An employee resource group called "The Bear Network" was established for young professional staff. The group had official meetings three times in the fall and three times in the spring, along with a number of unofficial gatherings at University and community events. Meetings were varied and included presentations by President Smart, Springfield City Manager Greg Burris, and Giving Voice. Social gatherings included happy hours, basketball games,

family dinners, and attendance at keynote presentations on campus. Approximately 100 individuals participated in one or more Bear Network events throughout the year.

VII. RESPONSIBLE STEWARDSHIP

1. Continue to grow and diversify revenue.

- **Maximize state funding by satisfying the five established statewide performance measures.**

The University satisfied all five of its established statewide performance measures. The legislature appropriated a cumulative 4% increase for public universities in fiscal year 2017. However, our campus will receive a 4.5% increase because we met all of our performance measures and because the formula includes an equity component.

- **Advocate for matching capital funding from the state for the Glass Hall addition and renovation project.**

The legislature passed HB 2018 which appropriated \$5 million to Missouri State University for the Glass Hall project. HB 2018 also included a \$2 million matching appropriation for a construction project at Greenwood Laboratory School.

- **Advocate for increased operational funding from the state, including an increase designated for STEM programs.**

Missouri State advocated for a 6% increase to its operating appropriation and committed that one-sixth of that increase would be used to expand Missouri State's collaborative engineering program with Missouri S&T. A 6% increase to Missouri State's operating appropriation would have netted approximately \$5.2 million.

The legislature appropriated Missouri State an operating appropriation increase of more than \$3.8 million. The legislature also appropriated a \$1 million line item to Missouri State for the collaborative engineering program with Missouri S&T. This additional \$1 million is a new, on-going appropriation.

Accordingly, Missouri State added a total of more than \$4.8 million in operating appropriations this year. This is a 5.6% increase to Missouri State's total operating appropriations.

- **To continue to receive private support through mini capital campaigns for Glass Hall, the Hospitality and Restaurant Administration Department projects, the College of Health and Human Services projects, the College of Arts and Letters projects, and the Meyer Library renovation.**

Regarding capital campaigns:

- Glass Hall: Nearly \$6 million in gifts and pledges have been received.
- Hospitality and Restaurant Administration: A significant amount of the work on this campaign is for future gifts. A \$75,000 scholarship gift was received this year.
- College of Health and Human Services: The main naming gift for the O'Reilly Clinical Health Sciences Center has been completed. Fundraising continues with a focus on the Professional Building.
- College of Arts and Letters: Many proposals are under consideration for the Steinway campaign and the renovation of Ellis Hall. Several calls and events have occurred on the Steinway campaign, including a tour of the Steinway Factory with potential donors.
- Meyer Library: The campaign committee has met and reviewed plans, and proposals have been developed.

2. Successfully bond the addition to and renovation of Glass Hall.

On August 11, 2015, the University closed a \$16,790,000 MOHEFA Bond issue which funded a portion of the addition to and renovation of Glass Hall.

3. Invest in the preservation, modernization, and replacement of capital assets to support mission critical needs.

- **Complete the construction and renovation of Pummill Hall, the O'Reilly Clinical Health Sciences Center, the Davis-Harrington Welcome Center, Sunvilla Tower, Temple Hall Laboratories, John Q. Hammons Parkway Transit, and Meyer Library (Phase 1).**

Pummill Hall, the O'Reilly Clinical Health Sciences Center, the Davis-Harrington Welcome Center, Sunvilla Tower, Temple Hall Laboratories, John Q. Hammons Parkway Transit, and Meyer Library (Phase I) have all reached substantial completion and are in use.

- **Begin construction and renovation of Glass Hall, Ellis Hall, West Plains Life Safety Improvements, and Sunvilla West FEMA Safe Room.**

Construction is underway on Glass Hall (estimated completion by fall 2017) and the Sunvilla West FEMA Safe Room (estimated completion in spring 2017). Construction will begin on Ellis Hall in July 2016, with estimated completion by fall 2017. Construction will begin on West Plains Life Safety Improvements in summer 2017 with estimated completion by fall 2017.

4. Utilize and operate facilities efficiently.

- **Continue to incorporate sustainability into campus operations and foster principles of environmental stewardship, as measured by continued improvement within the Sustainability Tracking, Assessment and Rating System (STARS), a program of the Association for the Advancement of Sustainability in Higher Education (AASHE).**

The University took several actions to incorporate sustainability into campus operations, including:

- Replacing servers with new servers that process at higher speeds while consuming less energy.
- Creating a master distributed server list to evaluate opportunities to consolidate servers, reducing energy consumption.
- Expanding Green Teams program to promote individual sustainability actions and education across campus. Twenty-three such teams have been created.
- Establishing an Eco-Reps program to provide sustainability education to students, increase involvement and encourage behavior change. 18 Eco-Reps participated in 2015-2016.
- Establishing an interdisciplinary minor in sustainability 24 students enrolled in this program in 2015-2016.
- Restructuring subcommittees for the Sustainability Advisory Committee to focus on campus-wide sustainability goals as defined by AASHE STARS program.
- Participating in EcoChallenge 2015. 22 MSU teams, consisting of 115 individuals, participated. Participants saved 861 gallons of water, 152 lbs. of CO₂, and 1 lb. of paper in addition to diverting 19 lbs. of food waste and 43 disposable cups from the landfill.

- **Continue to expand the campus chilled water system to ensure reliable chilled water service to more efficiently air condition campus facilities.**

Phase I of the district chilled water system improvements is underway with expected completion by August 2016. This phase will provide additional piping pathways to allow for more efficient delivery of chilled water to campus facilities. This phase will also connect Kings Street Annex to the system and replace the air handling units in the building.

Phase II of the district chilled water system is currently under design with expected completion in summer 2017. This phase will expand the Cherry Street chilled water plant and add 1,000 – 1,200 tons of capacity. This phase will also connect the Art Annex to the system (budget permitting).

- **Continue to evaluate the sustainability of parking lot maintenance activities with regard to the performance, impact and cost of coal tar and asphalt emulsion sealant products.**

The University continues to monitor the installation of various parking lot sealants that have been installed on campus in the past. As this evaluation continues, the University is only doing asphalt repairs in 2016.

Parking lot evaluations begin with an ASTM standard that uses the pavement condition index to determine which lots need attention. The University has applied several products to compare long-term performance versus cost. Research continues on alternative sealant products as well as other creative options like concrete overlays when possible.

5. Manage University-wide risk effectively through the Enterprise Risk Management and Compliance Committee, including an external assessment of the University's emergency preparedness.

In February, the University administration updated the Board on steps taken to date to minimize each of the university's major risks as identified in the June 2015 Enterprise Risk Management report. The Enterprise Risk Management Committee continues to meet regularly to discuss University wide risks. A contract has been signed with the International Association of Campus Law Enforcement Administrators to conduct on-site assessments of the security function and emergency preparedness of the Springfield and West Plains campuses. The Springfield assessment will occur in June 2016 and the West Plains assessment will follow.

6. Develop and deploy a comprehensive rebranding creative campaign utilizing brand research completed in 2013 which will include a campaign style guide for use across the University, and internal roll-out plan and a state and regional marketing plan.

The University worked with Ologie, a branding agency from Columbus, Ohio with extensive experience in higher education, to develop the campaign. A University steering committee worked with Ologie throughout fall 2015. The campaign was presented to campus stakeholders and feedback was received through January 2016. In April and May, elements of the campaign were introduced to campus and will be incorporated into print pieces, banners, billboards, and online over the next 18 months. The formal celebration of the rebrand will start this summer and continue throughout fall 2016.

7. Develop opportunities to operate the University in a more efficient manner by streamlining, eliminating, and improving University policies, processes, and programs.

The University underwent a committee review process. The result of this process was the elimination of 12 committees, many of whose functions were consolidated with other committees. Several other committees were reformatted or recharged as part of this process.

The University also improved its efficiency through electronic workflows and software applications to automate processes. Several examples include an electronic workflow for curricular actions, electronic workflows for registration hold removals and requests to drop a class, a fee waiver web application, an electronic workflow for personnel action forms, mobile application improvements, and an upgrade to the Computer Account Management System.

The University also improved its efficiency through policy and process improvements. Several examples include procurement policy updates (reducing process time for purchases under \$10,000), developing a new process for grant time and effort time reporting, developing a new student refund process through credit cards to avoid fraud, revamping the financial hold process to reduce human intervention, and modifying the visioning guide development process to make the guide a five-year document instead of a two-year document.

VIII. ATHLETICS

1. Comply fully with NCAA rules with no major violations.

The University complied with NCAA rules and had no major violations.

2. Maintain an NCAA Academic Progress Rate above 930 for all teams.

All University teams had a 930 or higher NCAA Academic Progress Rate.

3. Finish in the top three in the Missouri Valley Conference All-Sports standings.

Missouri State finished in fourth place in the MVC All-Sports standings for 2015-2016.

4. Enhance revenues by increasing ticket sales in football, men's basketball and women's basketball and by increasing Bears Fund memberships.

Missouri State increased ticket sales for football, but ticket sales were not increased for men's or women's basketball. Bears Fund memberships and revenues also decreased. However, the University increased external support for coaches' salaries in 2015-2016, and total contributions (Bears Fund and coaches' salaries support) increased last year from \$1,813,720 to \$1,936,700.

5. Successfully integrate the operations of the University's athletics facilities, JQH Arena, and Juanita K. Hammons Hall for the Performing Arts with the Athletics Department.

The operations of the University's athletics facilities, JQH arena, and Juanita K. Hammons Hall for the Performing Arts were integrated with the Athletics Department this year. The University believes this integration will provide opportunities to operate these facilities more efficiently.

- 6. Create a fiscally responsible budget for the Athletics Department that incorporates the University's athletic facilities, JQH Arena, and Juanita K. Hammons Hall for the Performing Arts, and maintain athletic expenses within applicable budgetary limits.**

The University developed a budget that integrated athletics facilities and operations. Expenses were maintained within the budgeted amounts. To address declining revenues, the University has committed to further reduce the athletics budget for 2016-2017.

- 7. Coordinate with the new football staff to complete a successful transition and to position the football team for a winning season.**

Despite a losing season, the new football staff transitioned successfully into the University's existing operational framework.

- 8. Collaborate with students and Learfield Sports to improve the overall game day experience.**

The University built on the framework it developed last year and continued to host Bearfest Village on the heart of campus. Similar to last year, this resulted in much larger pregame crowds than have historically participated, and it significantly enhanced the game day experience. The University implemented feedback it received last year by reducing contests during basketball games and enhancing pregame and game technology. Specifically, a University ribbon board was installed in JQH Arena that was funded by entirely by Learfield Communications, saving the University more than \$500,000.

- 9. Successfully implement the Missouri Valley Conference television and digital media initiative.**

The television and media initiative was successfully implemented. A significant number of Missouri State athletic events can now be viewed on ESPN3.

- 10. Continue to evaluate new NCAA legislation and implement appropriate strategic responses.**

Through President Smart's role on the NCAA Board of Directors, the University was actively engaged on NCAA legislation this year, including cost-of-attendance for student athletes, the new Division I structure, and multi-sport limitations and requirements.

IX. WEST PLAINS INTEGRATION

- 1. Continue to develop and market pathways for students to transition from West Plains coursework to Springfield coursework.**

Springfield and West Plains representatives have collaborated to create and market transition pathways. The Springfield campus includes information about the West Plains campus on its application and website and in its denial letters. Each week Springfield provides a list of denied applicants to West Plains to facilitate recruitments and follow-up. The Springfield campus' International Services office also refers ineligible students to the West Plains campus.

To facilitate transfer, the Springfield campus transfer coordinator regularly visits the West Plains campus. West Plains Admissions staff also regularly coordinate with Springfield recruitment and admissions staff. In April, the Springfield campus' Director of Admissions, Coordinator of Diversity Outreach and Recruitment, and Transfer Coordinator traveled to West Plains and met with Student Services staff.

In August 2015, fifteen West Plains students attended a targeted orientation developed by Springfield's Office of Student Engagement and Admissions Staff. The orientation included a student organization fair, student employment information, an interactive campus tour, and a student panel. Discussions are currently occurring between Springfield and West Plains student engagement staff regarding whether to hold the next session at West Plains or on the Springfield campus.

- **Evaluate the potential for delivery of additional Springfield courses and programs on the West Plains campus.**

The Springfield campus will pilot course delivery in West Plains through Zoom video conferencing fall 2016. Also in fall 2016, a master of science in counseling degree will be offered on the West Plains campus and criminal justice courses will be offered in West plains online and through ITV.

- **Continue to refine marketing efforts to inform West Plains students of their available options to participate in Springfield courses and programs.**

The Springfield campus Registrar has conducted several visits to West Plains to meet with records and registration staff. Administrators and staff in the College of Business made regular trips to West Plains to recruit business students. Administrators and staff in the other colleges and schools have also made several recruiting and advising trips to West Plains. Transfer advisors throughout the Springfield campus work with West Plains advisors to create smooth transitions for students transferring from West Plains to Springfield.

- **Enhance orientation processes for students transferring from the West Plains campus to the Springfield campus.**

Springfield and West Plains collaborated to host Find Your Place Day—West Plains which focused on giving Springfield prospective students from West Plains the opportunity to receive a tour, learn of opportunities to get involved, and ask faculty and staff questions about their experience in Springfield. West Plains honors students traveled to Springfield in fall 2015 to view a theatrical performance at Craig Hall. West Plains also transported prospective transfer students to the Springfield campus showcase in the spring.

- **Identify and encourage opportunities for Springfield student organizations to coordinate and interact with West Plains student organizations.**

West Plains SGA students participated in a Springfield SGA meeting. West Plains SGA representatives also attended SGA Day at the Missouri Capitol along with Springfield SGA representatives.

2. Identify and evaluate opportunities to improve the coordination of Banner processes between the West Plains and Springfield campuses.

The West Plains campus worked with the Springfield campus to implement the following applications on the West Plains campus: Microsoft Office 365 Education, Degree Works, and graduate outcome tracking software. Routers were also upgraded to facilitate the Show-Me network infrastructure upgrade, which will provide increased bandwidth between West Plains and Springfield.

West Plains and Springfield representatives also collaborated on numerous technology-related committees, workgroups, and meetings, including Information Technology Council, Information Security Officer Search Committee, and Professional Learning Management System (PLMS) Vendor Demonstrations.

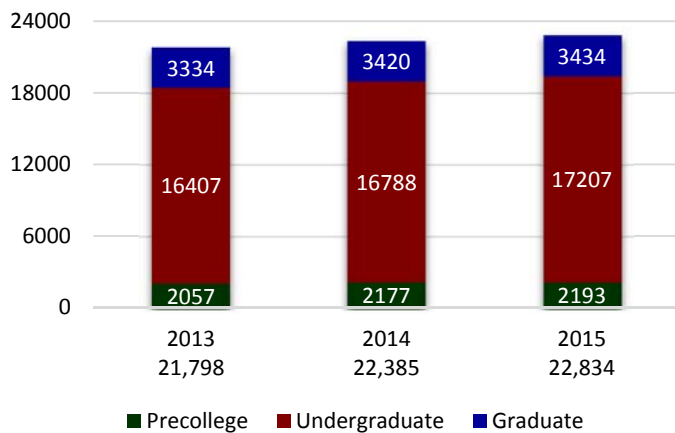
3. Solicit private support and begin design and construction for the renovation of Missouri Hall.

Solicitations for private support on this project have resulted in \$1 million of naming contributions by the Hass family and the Darr family. In addition, over \$250,000 has been pledged for the Carol Silvey Student Union. The University continues to actively work to match donors to other opportunities in the facility. The President and system administrators have been actively engaged in these fundraising efforts. Construction will begin in 2017 with an estimated completion date of fall 2018.

ENROLLMENT HIGHLIGHTS FOR MARCH 2016 BOARD OF GOVERNORS RETREAT

Bolded items reference those in the “9 Major Goals for 2015-16” document.

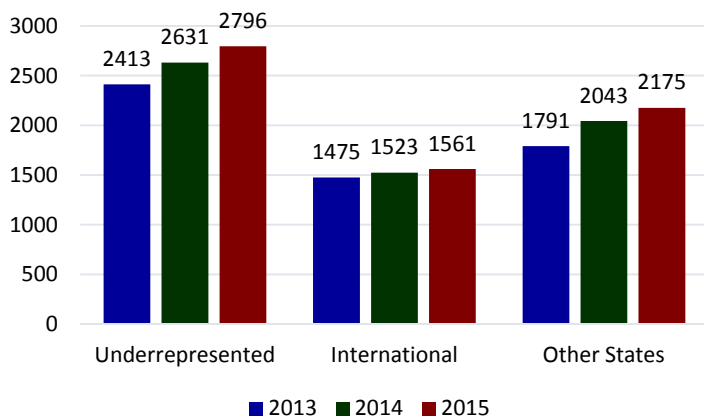
Total Fall Semester Headcount Enrollment



Our goal is to ***maintain modest annual growth***. We have grown each year since 2011, and our average annual growth over the last three years has been 2.7 percent. From fall 2014 to fall 2015, we grew in most student categories, including undergraduate degree-seeking, graduate, and dual credit (precollege). Our fall 2015 and spring 2016 enrollments were both records.

One factor in our growth in 2015 was an ***increased retention*** of first-time, full-time students to the following fall. For the 2012 and 2013 cohorts, the retention percentage was 75.2. It jumped to 78.2 for the fall 2014 cohort. We also enrolled our first students in the new ***Bachelor of General Studies*** program.

**Selected Target Population Enrollments-
Fall Semesters**

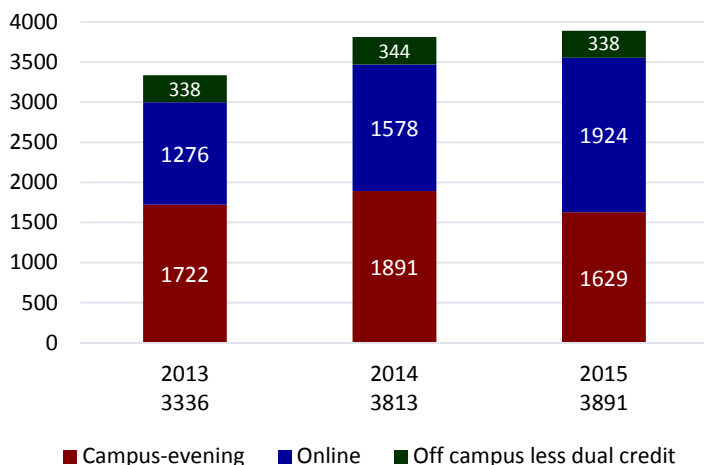


Consistent with our goal of ***increasing the diversity of our student body***, enrollment of underrepresented students continued to increase. Our fall 2015 enrollment of students from underrepresented ethnic groups was 2,796, an increase of 6.4 percent over fall 2014.

Our international student enrollment also continued its upward trend. In fall 2015, we had 1,561 international students representing 83 countries studying on the Springfield campus. Our combined enrollment of 4,357 underrepresented and international students represented 19.1 percent of our total enrollment, up from 17.8 percent in fall 2013.

Our enrollment of students from other states showed another increase in fall 2015 and included students from every state except Hawaii.

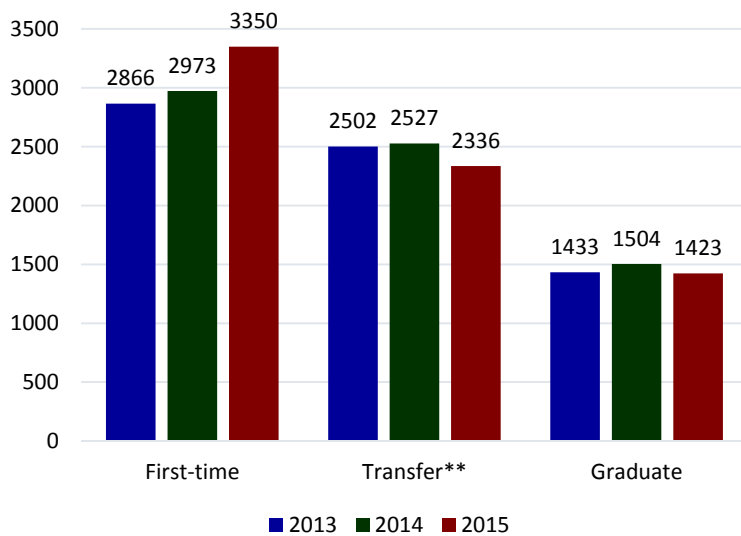
**Students Predominantly Taking Evening,
Online, or Off-Campus Courses**



As of fall 2015, 69 majors could be completed through ***alternate pathway options*** (that is, could be completed through online, off-campus, and/or evening courses). The number of options (combinations of major and modality) approached 150. Through recently developed tracking procedures, we identified 1,427 students specifically pursuing one of those programs in fall 2015, up from 1,180 in fall 2014. Many other students are taking a predominance of their courses either online, off-campus, or in the evening as shown by the graph.

In the fall 2015 semester, courses taken through non-traditional means (online, blended, interactive video, and iCourse) generated 46,560 credit hours, 18.0 percent of the total credit hours for that semester.

New Degree-Seeking Students by Calendar Year*



*Spring, summer, and fall combined

**Excludes transfers on the China campus

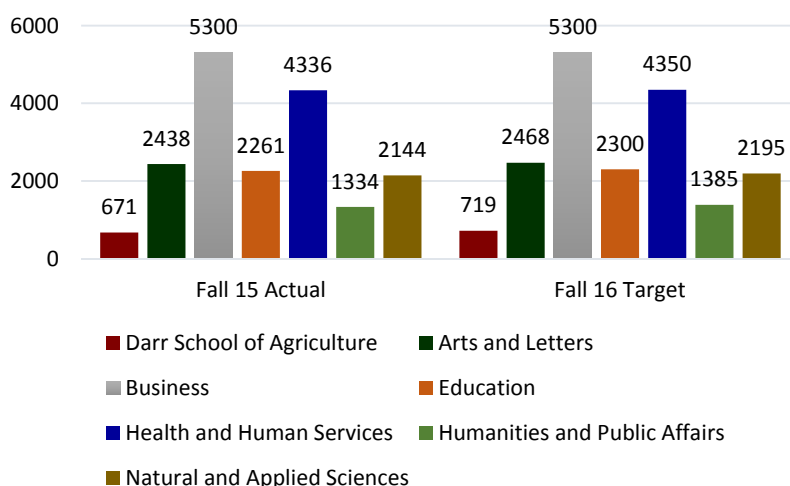
Our total enrollment of new degree-seeking students during the 2015 calendar year was 7,109, up from 7,004 in 2014, driven by an increase of 377 (12.7 percent) in enrollment of first-time new in college students during a year when many institutions in the state reported declines. Enrollment of new transfers dropped after two years of growth, due largely to significant declines in Missouri's community colleges in recent years. The number of new degree-seeking graduate students dropped back to near 2013 levels, though overall graduate enrollment remained steady in keeping with national trends..

Indicators point to continued growth in fall 2016. We are ahead of last year in the number of applied and admitted first-time and transfer students. While we are down in applications from new graduate students, much of the decline is due to a new application process being used by several graduate programs. Many graduate students begin in the summer, and as of March 12 we had 171 of applications from new graduate students for summer 2016, up from 138 last year.

Applications for Fall 2016 as of March 12, 2016

Student Type	Applications	Change over corresponding date in 2015
First Time-New in College	9869	8.1%
New Transfer	1490	12.3%
New Degree Seeking Graduate	870	-13.7%

College Enrollment Targets for Fall 2016



Through the Executive Enrollment Management Committee, enrollment targets are established for total enrollment and various segments of the enrollment.

The overall target for 2016 is 23,175, an increase of 1.5 percent over fall 2015. The target set the previous year was 22,500, which we exceeded by 334 students. Targets by college are shown in this graph.

Missouri Comprehensive Fee Survey, Undergraduate

Institution name	In-state 2014-15	In-state 2015-16	Out-of-state 2015-16
U of Missouri - St. Louis	\$9,474	\$10,065	\$25,512
Missouri U of Science and Technology	\$9,529	\$9,620	\$26,144
U of Missouri - Kansas City	\$9,476	\$9,553	\$22,714
U of Missouri - Columbia	\$9,433	\$9,509	\$25,166
Northwest Missouri State U	\$8,156	\$8,459	\$14,779
Truman State U	\$7,374	\$7,456	\$13,680
U of Central Missouri	\$7,265	\$7,322	\$13,767
Missouri State U	\$7,008	\$7,060	\$13,930
Lincoln U	\$6,988	\$7,042	\$13,432
Southeast Missouri State U	\$7,043	\$6,990	\$12,375
Missouri Western State U	\$6,598	\$6,652	\$12,810
Missouri Southern State U	5,762\$	\$5,877	\$11,188
Harris-Stowe State U	\$5,820	\$5,820	\$10,453

Missouri Comprehensive Fee Survey, Graduate

Institution name	In-state 2014-15	In-state 2015-16	Out-of-state 2015-16
Missouri U of Science and Technology	\$10,244	\$10,537	\$27,015
U of Missouri - St. Louis	\$9,965	\$10,459	\$25,179
U of Missouri - Kansas City	\$9,512	\$9,587	\$22,693
U of Missouri - Columbia	\$9,431	\$9,506	\$23,601
Northwest Missouri State U	\$8,297	\$8,615	\$14,684
Truman State U	\$8,398	\$8,556	\$14,458
Missouri Western State U	\$8,050	\$8,256	\$14,496
Lincoln U	\$7,577	\$7,692	\$13,572
U of Central Missouri	\$7,500	\$7,559	\$14,242
Missouri Western State U	\$7,008	\$7,068	\$12,492
Missouri State U	\$6,888	\$7,030	\$13,174
Missouri Southern State U	N/A	\$6,266	\$9,266

MISSOURI STATE UNIVERSITY DIVERSITY REPORT

Faculty and Staff

Table 16. All Employees by Ethnicity, Gender and Fiscal Year

Ethnicity	Fiscal Year											
	2013-2014				2014-2015				2015-2016			
	Male	Female	All	% of Sub-Total	Male	Female	All	% of Sub-Total	Male	Female	All	% of Sub-Total
All Employees												
Nonresident Alien	50	42	92	2.8%	47	64	111	3.3%	58	73	131	3.8%
Hispanic/Latino	22	35	57	1.7%	24	37	61	1.8%	29	36	65	1.9%
American Indian/Alaskan Native	8	12	20	0.6%	4	13	17	0.5%	4	13	17	0.5%
Asian	37	33	70	2.1%	41	35	76	2.3%	38	32	70	2.0%
Black or African American	40	32	72	2.2%	46	34	80	2.4%	43	29	72	2.1%
Native Hawaiian/Pacific Islander	1	0	1	0.0%	1	1	2	0.1%	1	1	2	0.1%
White	1,238	1,563	2,801	84.4%	1,213	1,566	2,779	82.6%	1,228	1,596	2,824	81.4%
Two or more races	19	42	61	1.8%	24	32	56	1.7%	26	39	65	1.9%
Race or ethnicity unknown	68	75	143	4.3%	90	91	181	5.4%	101	121	222	6.4%
All Employees	1,483	1,834	3,317		1,490	1,873	3,363		1,528	1,940	3,468	
Full-Time Instructional Faculty												
Nonresident Alien	4	3	7	1.0%	7	8	15	2.1%	11	9	20	2.7%
Hispanic/Latino	11	1	12	1.7%	10	1	11	1.5%	10	2	12	1.6%
American Indian/Alaskan Native	3	0	3	0.4%	2	0	2	0.3%	2	1	3	0.4%
Asian	26	19	45	6.4%	28	18	46	6.3%	26	17	43	5.9%
Black or African American	12	7	19	2.7%	11	9	20	2.7%	12	8	20	2.7%
Native Hawaiian/Pacific Islander	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
White	310	297	607	85.7%	310	304	614	84.3%	305	297	602	82.6%
Two or more races	4	8	12	1.7%	5	7	12	1.6%	6	7	13	1.8%
Race or ethnicity unknown	3	0	3	0.4%	8	0	8	1.1%	11	5	16	2.2%
All Full-Time Instructional Faculty	373	335	708		381	347	728		383	346	729	
Part-Time Instructional Faculty												
Nonresident Alien	2	1	3	0.8%	3	2	5	1.3%	1	2	3	0.7%
Hispanic/Latino	1	3	4	1.0%	2	4	6	1.5%	4	3	7	1.7%
American Indian/Alaskan Native	0	2	2	0.5%	0	3	3	0.8%	0	1	1	0.2%
Asian	2	2	4	1.0%	3	2	5	1.3%	2	2	4	1.0%
Black or African American	1	0	1	0.3%	0	1	1	0.3%	0	0	0	0.0%
Native Hawaiian/Pacific Islander	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
White	147	189	336	84.4%	136	176	312	78.8%	153	169	322	79.1%
Two or more races	0	2	2	0.5%	0	1	1	0.3%	1	4	5	1.2%
Race or ethnicity unknown	20	26	46	11.6%	29	34	63	15.9%	27	38	65	16.0%
All Part-Time Instructional Faculty	173	225	398		173	223	396		188	219	407	
Full-Time Non-Instructional Research Faculty												
Nonresident Alien	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
Hispanic/Latino	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
American Indian/Alaskan Native	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
Asian	1	0	1	20.0%	1	0	1	20.0%	1	0	1	20.0%
Black or African American	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
Native Hawaiian/Pacific Islander	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
White	4	0	4	80.0%	4	0	4	80.0%	4	0	4	80.0%
Two or more races	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
Race or ethnicity unknown	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
All FT Research Faculty	5	0	5		5	0	5		5	0	5	

MISSOURI STATE UNIVERSITY DIVERSITY REPORT

Faculty and Staff

Table 16. All Employees by Ethnicity, Gender and Fiscal Year - **Continued**

Ethnicity	Fiscal Year											
	2013-2014				2014-2015				2015-2016			
	Male	Female	All	% of Sub-Total	Male	Female	All	% of Sub-Total	Male	Female	All	% of Sub-Total
Full-Time Staff												
Nonresident Alien	5	3	8	0.6%	5	5	10	0.7%	5	5	10	0.7%
Hispanic/Latino	4	19	23	1.7%	5	18	23	1.7%	7	21	28	2.1%
American Indian/Alaskan Native	4	8	12	0.9%	2	7	9	0.7%	2	6	8	0.6%
Asian	6	5	11	0.8%	5	7	12	0.9%	5	8	13	1.0%
Black or African American	23	12	35	2.6%	25	14	39	2.9%	21	17	38	2.8%
Native Hawaiian/Pacific Islander	1	0	1	0.1%	1	0	1	0.1%	1	1	2	0.1%
White	546	677	1,223	90.7%	536	683	1,219	90.3%	524	690	1,214	89.1%
Two or more races	11	19	30	2.2%	14	17	31	2.3%	12	18	30	2.2%
Race or ethnicity unknown	2	4	6	0.4%	3	3	6	0.4%	10	9	19	1.4%
All Full-Time Staff	602	747	1,349		596	754	1,350		587	775	1,362	
Part-Time Staff												
Nonresident Alien	5	2	7	2.1%	7	2	9	2.4%	7	12	19	4.4%
Hispanic/Latino	1	7	8	2.4%	1	8	9	2.4%	2	4	6	1.4%
American Indian/Alaskan Native	1	1	2	0.6%	0	2	2	0.5%	0	1	1	0.2%
Asian	1	2	3	0.9%	2	1	3	0.8%	0	0	0	0.0%
Black or African American	3	1	4	1.2%	5	3	8	2.1%	2	0	2	0.5%
Native Hawaiian/Pacific Islander	0	0	0	0.0%	0	1	1	0.3%	0	0	0	0.0%
White	79	154	233	68.9%	79	176	255	67.1%	89	195	284	66.0%
Two or more races	3	5	8	2.4%	3	4	7	1.8%	3	4	7	1.6%
Race or ethnicity unknown	36	37	73	21.6%	44	42	86	22.6%	47	64	111	25.8%
All Part-Time Staff	129	209	338		141	239	380		150	280	430	
Graduate Assistants												
Nonresident Alien	34	33	67	12.9%	25	47	72	14.3%	34	45	79	14.8%
Hispanic/Latino	5	5	10	1.9%	6	6	12	2.4%	6	6	12	2.2%
American Indian/Alaskan Native	0	1	1	0.2%	0	1	1	0.2%	0	4	4	0.7%
Asian	1	5	6	1.2%	2	7	9	1.8%	4	5	9	1.7%
Black or African American	1	12	13	2.5%	5	7	12	2.4%	8	4	12	2.2%
Native Hawaiian/Pacific Islander	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
White	152	246	398	76.7%	148	227	375	74.4%	153	245	398	74.4%
Two or more races	1	8	9	1.7%	2	3	5	1.0%	4	6	10	1.9%
Race or ethnicity unknown	7	8	15	2.9%	6	12	18	3.6%	6	5	11	2.1%
All Graduate Assistants	201	318	519		194	310	504		215	320	535	

Note: Full-time faculty counts represent data as of November 1st of the report year.

Source: IPEDS Human Resources Survey Part A1