



## **REPORT ON ACTION PLAN FOR 2019-20**

We began the year focused on enrollment. The university implemented multiple short-term initiatives to enhance recruitment and retention while working on a long-term strategic enrollment management (SEM) plan. Those initiatives were working, and we were poised to bend the enrollment curve in fall 2020. Then the coronavirus pandemic hit in spring 2020 and disrupted the world. Enrollment indicators turned, and we now anticipate a substantial enrollment decline.

The pandemic also drove the economy into a recession. State revenues dropped, and Governor Parson withheld a large part of our FY2020 funding. While the legislature passed a budget that includes flat funding for MSU in FY2021, we anticipate significant additional withholds.

In response to the pandemic, we pivoted our focus toward the health and safety of our students, faculty, and staff as well as cost saving measures designed to preserve the university's operations through the pandemic.

Following the tragic death of George Floyd in May 2020, the university dealt with substantial race relations and police brutality issues. This led to another pivot as the university focused on equity, inclusion, and campus climate.

These adjustments resulted in a year defined by actions and initiatives that were not part of the Action Plan for 2019-20.

### **I. COVID-19**

The university began monitoring the coronavirus in early January. The first case of coronavirus in the United States was reported on January 20 in the state of Washington. On January 29, the university canceled all China travel and advised the campus community to take health precautions to protect themselves and others from the virus.

On February 26, the university updated the campus community on coronavirus developments and again urged individuals to take appropriate health precautions. At that time there were 14 confirmed cases in the United States, 12 of which were travel related.

On March 2, the university initiated its emergency management plan, and the core executive team began regular meetings to analyze current information and develop the university's coronavirus response.

## **A. Phase I: Transitioning to a New Work and Delivery of Classes Plan**

The first case of coronavirus in the State of Missouri was reported on Friday, March 6 in St. Louis County. The following Monday, March 9, President Smart met with the director of the Springfield-Greene County Health Department (SGCHD). Throughout the week, university leaders collaborated with SGCHD to develop initial policies and modify or cancel large events and gatherings, including the State Championship High School Basketball Tournament set to begin on March 12 in JQH Arena.

On March 10, the university established travel restrictions requiring individuals to comply with specific return-to-campus protocols if they travel to a country with a CDC Level 2 or Level 3 advisory related to the coronavirus. President Smart emailed all students and Dr. Einhellig emailed all faculty advising them of the travel restrictions and urging them to consider how their spring break travel plans could be affected by the spread of the virus.

On the afternoon of March 11, the World Health Organization declared the coronavirus a pandemic. That evening President Trump banned travel to the United States from Europe. The university canceled all spring study away programs and began working with students located overseas to ensure their return to the United States.

On the morning of March 12, President Smart emailed all students, faculty, and staff advising students to take their books and computers with them during spring break and directing faculty to determine how to continue instruction through alternate methods.

On the evening of March 12, the first coronavirus case in Springfield was reported. The university immediately canceled classes for Friday, March 13, effectively starting spring break a day early.

On March 13, the university established additional travel restrictions, suspending all university travel that exceeds 150 miles. The university also canceled all events with greater than 250 attendees and established a process to assess risk for events with less than 250 attendees. Subsequently, all campus events were canceled through June 30.

Spring break began on Monday, March 16. On March 17, the university announced:

- Spring break is extended for an additional week to allow additional time for faculty to prepare alternate methods of course delivery.
- When classes resume on March 30, all in-person classes will move online or be provided through alternative means.
- All campus meetings, events, and conferences are canceled or postponed.
- Residence halls and modified dining options will remain open to those who must be on campus. Students moving out of their residence hall should schedule a specific date and time to move out to facilitate social distancing.

## 1. Work Changes

Throughout the first week of spring break, supervisors worked with their staff to move most of the university's employees to partial or total work-from-home arrangements. Leadership developed a building closure plan and a critical worker plan to implement if and when the state, county, or city implemented a stay-at-home order.

On March 18, the university established a temporary emergency paid leave policy providing qualified employees up to two weeks of paid time off to address particular needs related to the coronavirus.

On March 19, President Smart emailed and delivered a video message to all faculty and staff:

- Urging them to stay home if they are sick.
- Announcing the new emergency paid leave policy.
- Authorizing employees to use their accumulated sick or vacation leave as needed without scheduling vacation days in advance.

On Saturday, March 21, the university received information about the first MSU student that tested positive for coronavirus. The student was not living in university housing in spring 2020 and had not been in southwest Missouri since March 13.

On March 24, the City of Springfield and Greene County issued a stay-at-home order with an effective date of March 26. The university immediately implemented its building closure plan and critical worker plan (referenced above) to comply with this order.

The university also established a temporary work and compensation policy assigning all employees into one of four categories:

- Critical workers (employees who will continue to report to work on campus unless otherwise directed by their supervisors)
- Non-critical workers working remotely (employees who will perform their regular work duties remotely and not report to work on campus)
- Non-critical workers assigned to other duties (employees who will perform different work duties remotely and not report to work on campus)
- Non-critical workers who are not assigned work (employees who do not fall into any of the other three categories)

The policy provides that non-critical workers who are not assigned work will be paid 2/3 of their current salary. The policy also provides that employees who are unable to work because they must care for their minor children due to school or child care closures may take up to 12 weeks of partially paid leave.

On March 25, President Smart emailed and delivered a video message to all faculty and staff advising them of the new work and compensation policy and instructing non-critical workers to not come to campus.

## **2. Academic Changes**

Throughout the two weeks of spring break, faculty and staff worked to transition in-person classes (which constituted more than 80 percent of the university's spring 2020 classes). Blackboard LMS shells were provided for all class sections, and classes were shifted to delivery formats such as asynchronous online, synchronous ZOOM, and Media-site lecture capture. Discussion groups were moved online and assignments and testing formats were modified.

Class transition required substantial resources. The university distributed more than 1,000 ZOOM licenses as well as numerous licenses for Youcanbookme (for advising) and Respondus (for testing). The Faculty Center for Teaching and Learning (FCTL) provided on-site and virtual help for faculty. FCTL also developed video tutorials to help faculty transition their classes and teach online. Meyer Library loaned laptops to faculty and students and the Computer Services Help Desk resolved connectivity and technology concerns.

Subsequently, all summer classes were also moved online. This required approximately one-third of the sections planned for summer 2020 to be transitioned. The schedule for Student Orientation, Advisement and Registration (SOAR) sessions for incoming freshman was modified to move all sessions to July and August. This required the length of each session to be reduced to one day, and half of the SOAR sessions were redesigned to a virtual format.

The university temporarily removed restrictions in its pass/not pass grading policy, effectively allowing all undergraduate students to elect to take their courses on a pass/not pass basis for spring 2020. The university also eliminated that ACT/SAT requirement for summer and fall 2020 admissions and most graduate programs eliminated the GRE/GMAT requirement. The university extended the tenure clock for one year for pre-tenure faculty.

### **B. Phase II: Student Support**

Magers Health and Wellness Center remained open throughout the spring. Acute medical problems were treated in person, and tele-health options were made available for non-acute medical problems. Magers secured access to COVID-19 antigen testing and administered 64 tests in the spring.

Throughout March and April, 2,828 students moved out of university residence halls, leaving 191 students remaining in residence halls at the end of the semester. The university consolidated these students to Hutchens, Sunvilla, and Monroe. Students moving out of the residence halls received a 40% credit.

The university worked with CoxHealth and Mercy to make other residence halls available for housing healthcare workers. The university also worked with state and federal officials to make other campus facilities available for emergency medical care or other needs related to the pandemic. University facilities were ultimately not needed for these uses.

Dining options were modified to a takeout format to avoid students gathering in university dining halls. Students who purchased a meal plan received a credit to their account based on the meal

plan they purchased. Students' remaining BoomerMeals balances were extended for use through December 31, and students who will not be on campus during the fall 2020 semester received an 80 percent credit on their BoomerMeals balances. University staff delivered food and essentials to meet the needs of many students, most notably our students from other countries who were not able to return home.

The computer lab in Meyer Library was left open to ensure that students had access to the technology needed for their classes, and remote access to specialized software was enabled for certain lab courses. The Computer Services Help Desk was relocated to Meyer Library. Many traditional student services (tutoring at the BearClaw, mental health services at the Counseling Center, etc.) were moved online.

The university established a hotline to connect with students who experienced problems with the transition to remote learning. 439 students or family members contacted the university through the hotline.

The university also administered a survey and initiated a calling campaign to identify students who had unmet needs and connect them with resources. 7,245 students (a 46% response rate) responded to the survey, and follow-up was provided by the appropriate faculty or staff if a student expressed a particular concern. The calling campaign reached 1,215 family members of current students and 475 family members of prospective students.

On March 27, President Smart emailed all students about what to expect when classes resume on Monday, March 30. The message was also pushed through the university's social media channels. The email informs students that:

- Students who move out of the residence halls will receive a 40% housing credit.
- May commencement has been canceled.
- Undergraduate students may choose a pass/not pass option for spring 2020 classes.
- Registration for summer and fall 2020 classes will begin April 6.
- Students can drop or modify a course until May 1.

The email also contains information about the student success hotline, what buildings on campus are open, mental health services through the Counseling Center, opportunities to receive food through the Bear Pantry, and emergency financial assistance for students.

On March 27, the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act became law. The university received \$7.4 million in CARES Act funds to distribute to students. On May 1, the university distributed \$250 payments to 6,536 students with an expected family contribution of \$12,000 or less. At the end of May, the university distributed \$1,000 to 3,912 students who met particular qualifications and applied for funds. In June, the Springfield campus distributed its remaining funds to Title IV eligible students residing on campus in spring 2020, and the West Plains campus distributed its remaining funds to Title IV eligible students that received distributions under the first two phases of the CARES Act distribution process. The university has now distributed all of its CARES Act funds allocated for student aid.

In addition to the CARES Act funds, the Missouri State University Foundation distributed \$80,000 to students in spring 2020 through the Emergency Scholarship Fund. These awards range from \$150 for technology or course materials to \$2,000 to assist with financial hardship due to a job loss.

The university rescheduled May commencement to October 18 and created a series of virtual commencement experiences for graduating seniors. Graduating seniors will have the opportunity to participate in the October 18 or December 11 commencement ceremonies. The university graduated certain cohorts of senior students in health programs early to assist in efforts to increase the nation's health system capacity to fight the pandemic.

The university increased the threshold from \$200 to \$1,000 for financial holds on student accounts, allowing them to register for summer and fall classes with higher account balances. The university also refunded a pro rata portion of tuition for senior physical therapy students who graduated early.

The university established a Return to Finish scholarship program to encourage individuals who had dropped out of college to enroll in classes in the summer and fall and complete their degree.

Throughout the spring semester, the university used multiple channels to communicate with students, faculty, and staff and to promote the university. Examples include emergency notifications, emails, social media posts, the university's COVID-19 webpage, Clif's Notes, and Inside Missouri State.

The university also distributed several videos. These efforts culminated with the "Better Than Ever" video which was released on April 27 and viewed 27,000 times as well as a video that included Brad Pitt congratulating MSU graduates which was released on May 19, was viewed 70,000 times, and received national and international news coverage.

### **C. Phase III: FY2020 Budget Revisions**

On April 1, Governor Parson announced a \$7.6 million withhold of MSU's FY2020 operating appropriation. On June 1, Governor Parson announced an additional \$4.3 million withhold.

Other FY20 revenue losses include:

- \$3.7 million in housing credits
- \$1.2 million in meal plan credits
- More than \$1 million as a result of contract revisions
- More than \$1 million in other credits (study away and immersion programs, band and Chorale trips, tickets for shows and events, etc.)
- Expenses to facilitate work-from-home, remote delivery of classes and disinfecting of campus spaces
- Expenses to enhance services, supplies and equipment at Magers Health and Wellness Center and our other campus clinics

The university managed these revenue losses by:

- Utilizing institutional support funds received under the CARES Act
- Freezing 99 open positions
- Halting 133 campus facility projects
- Reducing engagement of student workers and part-time staff
- Moving more than 160 staff to the 2/3 pay “Non-critical workers who are not assigned work” category
- Eliminating the online course incentive for summer classes
- Voluntary executive pay cuts for May and June
- Canceling all events through June
- Closing most campus buildings
- Spending reserves

#### **D. Phase IV: Recovery and Reopening Plans**

On April 26, the City of Springfield and Greene County announced a “Road to Recovery” plan allowing businesses to gradually reopen starting on May 4 and continuing through the summer and fall.

On May 5, President Smart informed the campus community about the university’s plans to reopen campus in his Clif’s Note and a video message. These plans involve staff gradually returning throughout the summer beginning on May 18 with intermediary benchmarks of SOAR sessions beginning on July 6 and the start of the fall semester on August 17. President Smart also informed the campus community that the university will have seated classes and students living in residence halls in the fall.

On May 15, the university implemented a return-to-campus and travel policy. This policy:

- Instructs employees to take appropriate health precautions.
- Prohibits employees from coming to campus if they have tested positive for coronavirus, have unexplained coronavirus symptoms, or have been in close contact with someone who has coronavirus.
- Allows domestic travel but requires testing protocols before returning to campus after international travel.
- Establishes a campus mask policy that will be in effect through July 3.

Specific reopening plans for the summer include:

- A staged reopening of campus facilities.
- Campus visits and tours resuming with social distancing precautions in place.
- McQueary College of Health and Human Services clinics opening with limited operations.
- Research labs opening with limited use and applicable guidelines.
- Some summer field studies occurring based on location, conditions, and numbers of participants. Summer study away programs have been canceled.
- Advising to continue via ZOOM.
- Student-athletes returning for training beginning in June with strict health precautions.

On May 19, President Smart emailed all students about the university's plans for fall 2020.

Changes for the fall semester include:

- 3,500 seated class sections.
- 920 online class sections (up from 694 in fall 2019).
- More classes in larger classrooms, blended classes, and classes spread more evenly throughout the day.
- More faculty with intensive training in delivering classes online.

On May 20, President Smart hosted a virtual town hall meeting to discuss the university's reopening plans as well as the budgetary impacts of the coronavirus. More than 1,100 members of the university community participated in the meeting, and President Smart received more than 300 questions.

On June 1, the university adopted an events policy. The policy reiterates that all events have been canceled for June and implements social distancing, size and space restrictions for university events thereafter. The policy also requires all events to be centrally approved after assessing risks through a standardized matrix.

Academic plans for the fall include:

- Risk evaluations and modifications for all classes (schedule modifications, limitations on number of students, class delivery in larger classrooms, changes to curriculum, front-load labs, change lectures to blended, divide classes into two rooms, etc.).
- Extensive faculty training for online and alternate class delivery.
- All faculty instructed to create contingency plans if seated classes must be moved to online or alternate delivery during the semester.
- Increasing number and availability of ZOOM-equipped classrooms.
- Assuring adequate licensure and storage for ZOOM, Respondus, and Mediasite.
- Shifting programs in China and other countries from seated to online courses.

Student support plans for the fall include:

- Alternate staffing schedules, space and program redesigns, and implementation of best practices for social distancing at events and gatherings.
- Social distancing precautions in residence halls, including expanded move-in days, central check-in, private room options, and revised visitation policies.
- Assigning no students to live in Kentwood Hall to reserve it for quarantine use.
- Redesigning welcome weekend activities to eliminate large gatherings and facilitate social distancing.

Facility plans for the fall include:

- Increased cleaning frequencies with hospital grade disinfectants in public, high-touch spaces.
- Installing plexiglass shields throughout campus where there is close, frequent contact between individuals.
- Modifying space management plans to spread classes, meetings, and events throughout the day and to make more frequent use of large classrooms and spaces.

Technology plans for the fall include:

- Updated Blackboard LMS interfaces and enhanced training and support systems.
- Adjusted staffing, equipment, and licenses to support student and employee needs for VPN, hotspots, remote desktops, softphones, and electronic faxing.
- A variety of new equipment, software, and information security tools to support remote study and work.
- Expanded access to computer labs.

The university continues to work to establish fall plans for masks, COVID testing, and other health precautions.

### **E. Phase V: FY2021 Budget**

On July 1, we anticipate that Governor Parson will withhold a significant portion of MSU's FY2021 operating appropriation. The university also anticipates a substantial decline in tuition and fee revenue. Additional costs will also be incurred to facilitate coronavirus testing, PPE, facility changes, enhanced cleaning, and implementation of other precautions in the fall.

On May 15, the Board of Governors established principles to guide the university when developing the FY2021 budget. These principles lay out the following factors when evaluating all FY2021 cost savings options:

1. Potential to generate substantial savings
2. Impact on the university's mission. Mission considerations include:
  - Academic quality and accreditation
  - Enrollment
  - Affordability
  - Student success
  - Student experience
  - Inclusive excellence
  - Public profile
3. Impact on employees and workforce morale
4. Impact on university risk and compliance
5. Impact on university's ability to generate revenue
6. Improve efficiency and processes

The principles indicate that the budget will include strategic investments to support revenue and the university's mission. However, the overall need to generate substantial savings must be considered when evaluating all strategic investment options. Finally, the principles require that the university use a transparent process that seeks input from stakeholders when developing the budget.

The board will likely approve the FY2021 budget on June 18. The budget includes additional revenue and cost saving measures designed to offset revenue reductions and new expenses.

Additional revenue includes:

- \$3.1 million carry forward from last year's state appropriation increase.

- \$4.6 million in tuition and fee revenue from a 2.3% increase in tuition and fees and the collection of tuition and fees waived last year.

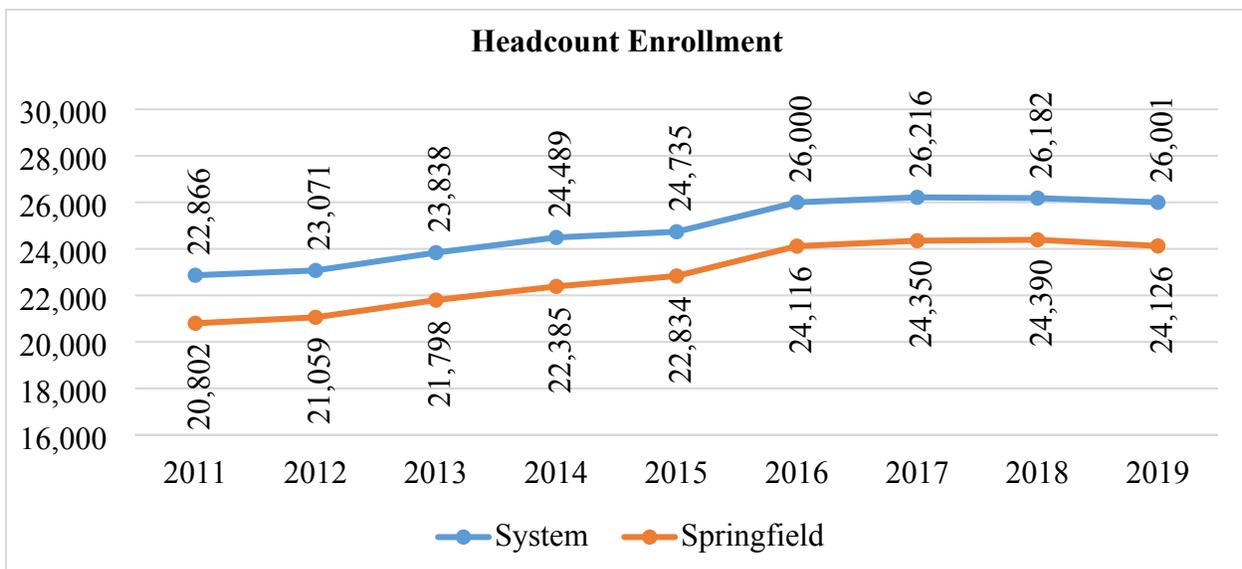
Cost saving measures include:

- \$2.9 million in expense reductions implemented before the pandemic to address an anticipated enrollment decline of 834 students, including the elimination of 3 vacant positions and 5 layoffs.
- Freezing 68 open positions through June 30, 2021.
- Eliminating internet incentive payments for faculty.
- Delaying the opening of the new residence hall.
- Reducing the operating budget allocation for facility repairs and classroom upgrades.
- Reducing operating budget allocations for academic equipment and the president’s enhancement fund.
- Reducing travel budgets.
- Spending \$4 million in university reserves.

The FY2021 budget anticipates \$16.4 million in revenue reductions due to state appropriation cuts and enrollment shrinkage. If revenue declines beyond this amount, additional cost saving measures, including personnel decisions, will need to be implemented.

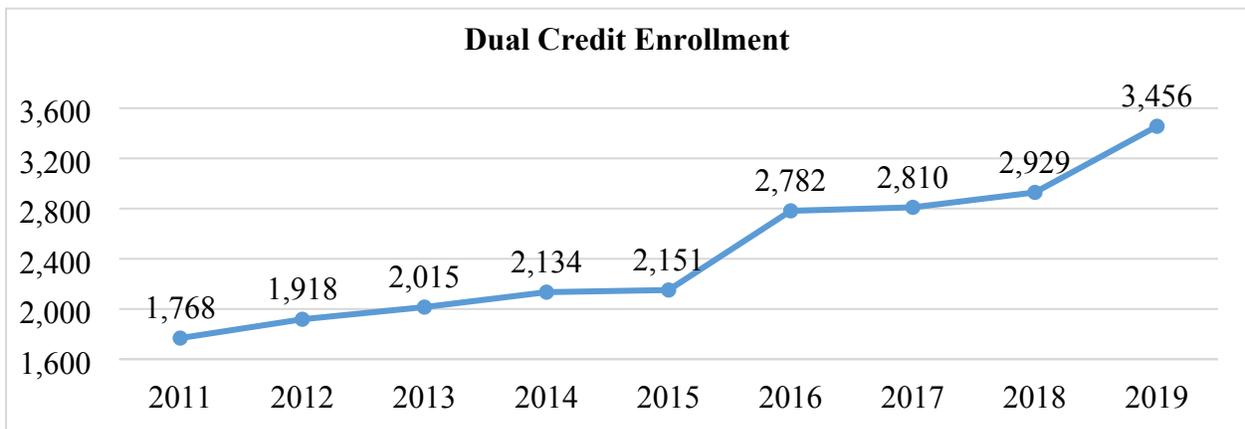
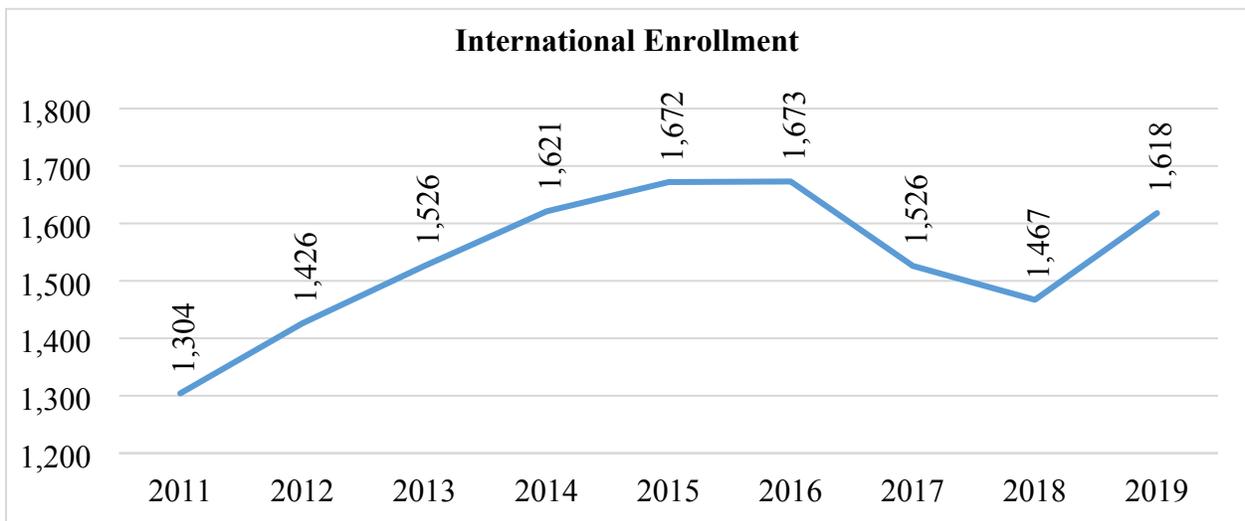
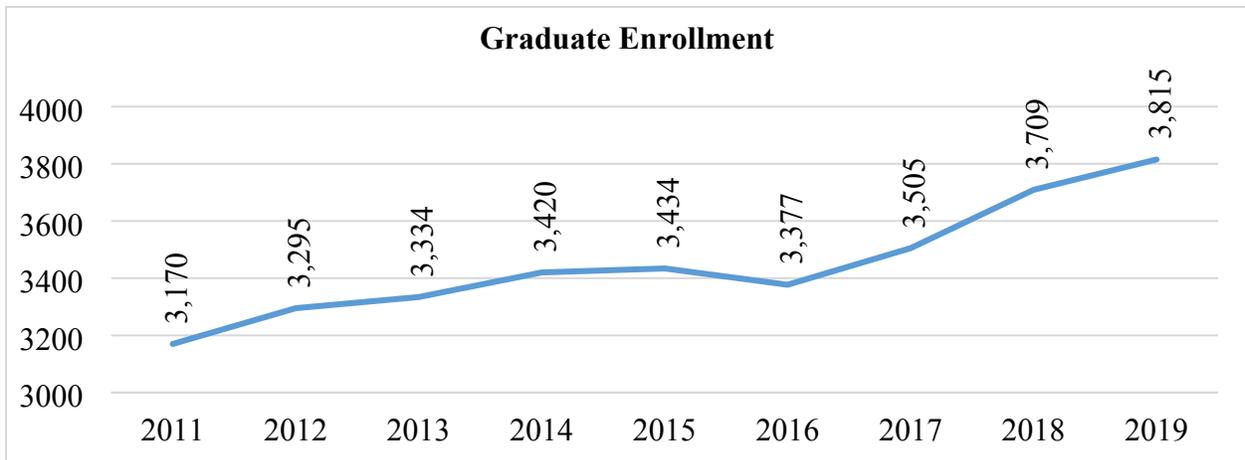
## II. ENROLLMENT

The university experienced an enrollment decline, from 26,182 students in fall 2018 to 26,001 students in fall 2019.



Trends indicate that the decline resulted from demographic shifts and an unusually large graduating class in spring 2019.

In anticipation of this enrollment decline, the university worked to increase enrollment in targeted areas. These efforts proved successful.



The 2019-20 graduating class was also very large. If we enroll a freshman class in fall 2020 that is the same size as our freshman class in fall 2019, and if all other enrollment factors remain constant (retention rates, etc.) we would have an enrollment decline of 834 students.

Throughout the year, MSU initiated many programs and decisions designed to enhance recruitment efforts for fall 2020.

In September 2019, the university waived its undergraduate application fee and joined the Common App.

The university leveraged technology to recruit students by using variable data printing to customize marketing materials, implementing a CRM system, developing a campus virtual tour, and redesigning the university's website. The university also increased efforts to promote enrollment through traditional means such as campus tours, high school visits, and college fairs.

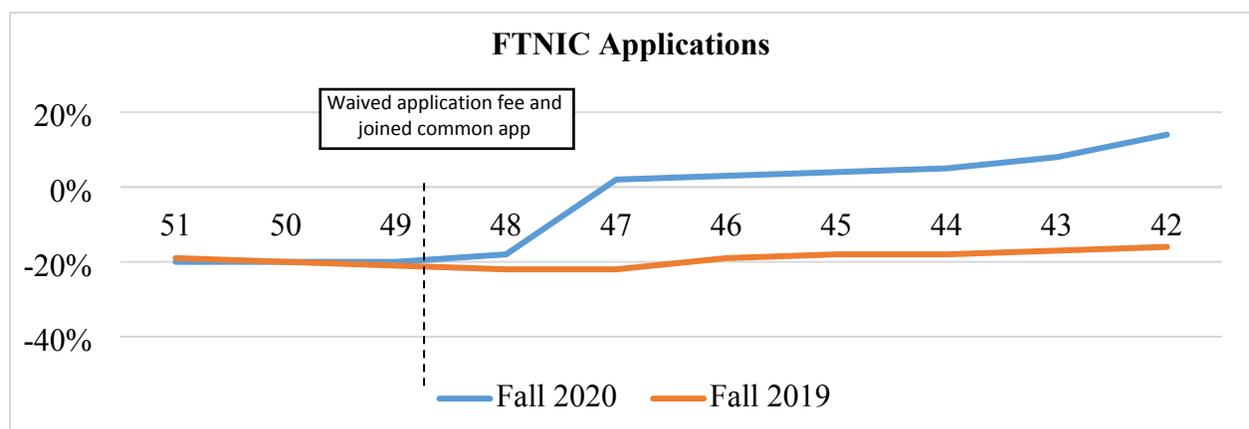
The university worked throughout the summer and fall to develop new college access initiatives for underrepresented students. These initiatives include:

- A statewide agreement with Boys and Girls Clubs in Missouri to offer scholarship and academic success support to students attending MSU.
- An agreement with Big Brothers Big Sisters of Eastern Missouri to offer scholarship and academic success support to students attending MSU.
- A scholarship program to provide dual credit at no cost to high school students on free or reduced lunch.

The university also:

- Redesigned and increased funding for freshmen and transfer scholarships.
- Developed new international relationships and reformatted the way we deliver degree programs with international partners through 3+1 agreements.
- Reformatted and streamlined our transfer relationships through 2+2 agreements with OTC, Crowder College, and MSU-West Plains.

Indicators show that these initiatives positively impacted our anticipated fall 2020 enrollment. Applications were up 30 percent, and admissions were up 20 percent. Transfer applications were up 20 percent and FAFSA filings were up 12 percent.



Unfortunately, the coronavirus has undermined recruitment and retention efforts as universities nationwide brace for declining enrollments in the fall. MSU's enrollment indicators are now mixed, predicting a likely enrollment decrease greater than the 834 students originally predicted for fall 2020.

Other enrollment highlights from 2019-2020 include:

- Introduced 22 new undergraduate certificate programs (bringing the total to 62) and nine new graduate certificate programs (bringing the total to 88).
- Increased online programs:
  - o Undergraduate degree programs from 10 in fall 2019 to 15 in fall 2020.
  - o Undergraduate certificate programs from 2 in fall 2019 to 4 in fall 2020.
  - o Graduate degree programs from 16 in fall 2019 to 19 in fall 2020.
  - o Graduate certificate programs from 19 in fall 2019 to 26 in fall 2020.
- Obtained university and state approval for the Doctorate in Defense and Strategic Studies program (awaiting HLC approval).
- Restructured a variety of student support services to establish the Center for Academic Success and Transition and the Academic Advisement and Transfer Center. The Provost's Transfer Council was reorganized to enhance the university's work on transfer processes.
- Redesigned GEP 101 as a blended, 8-week block course for fall 2020. Magers Health and Wellness Center and the Counseling Center have developed a learning module for use in all GEP 101 sections that acquaints students with available physical and mental health resources.
- Finalized 3+1 plant science agreement with Southwest University in China and enrolled 110 online students in the program.
- Created a distance track in Ag Business for place-bound students with a focus on transfer students at Crowder College and West Plains.
- Established college and department level communications and marketing plans and targeted campaigns.
- Implemented the College of Education's Bear In Every Building program and expanded it to include more than 1,000 alumni and supporters working in K-12 schools.
- Piloted a dual credit scholarship program for students on free and reduced lunch in fall 2019 and expanded the program statewide in spring 2020.
- Implemented a messaging system that allows the university to send targeted text messages to encourage students to register, etc.
- Developed a scholarship program for student leaders that live on campus.
- Collaboration meetings with OTC, Crowder College, St. Louis Community College, MSU-West Plains, and other two-year partners.
- Eliminated barriers for students, including:
  - o Streamlined course and testing requirements for degree programs in political science, anthropology, history, economics, education, business, information technology, and others.
  - o Improve access to textbooks by increasing use of Open Education Resources, exploring more affordable textbook options, and implementing the Textbook Reserves project in Meyer Library.
  - o Implementing online resources for testing, course evaluations, academic support appointments, various applications and forms, and advising.
- Expanded proactive advising with 57 faculty and staff advisors receiving proactive advisor training and provided graduate assistant academic coaches for students needing additional assistance.

- Continued to demonstrate excellence in helping graduates secure meaningful employment. The university achieved an 89.8 percent successful career outcome rate on its last reporting cohort.
- Created a Return to Finish (RTF) Scholarship to be awarded fall 2020 and spring 2021 for students who left Missouri State with 90 credits or more. The award is \$200 for students enrolling in three to five credits and \$500 for students enrolling in six or more credits.
- Continued the Mission Diploma program. In fall 2019, 60 students were moved closer to degrees through this program and 10 students were eligible to graduate.

Due to the pandemic and other intervening factors, the university did not complete some enrollment action items in the 2019-20 Action Plan.

The strategic enrollment management (SEM) plan was put on hold. The university will move the SEM plan forward along with a university-wide long-range plan in the coming academic year.

The university did not recruit and enroll a substantial number of students through the state’s Fast Track Workforce Incentive Grant. Specifically, the Springfield campus disbursed \$6,674 in Fast Track funding to seven participants. This followed extensive efforts by the university to utilize the program, including multiple marketing communications to nearly 3,000 prospective students who qualify for the program. MSU’s experience with the program is similar to that of other universities and community colleges throughout the state. The program has not been popular with prospective students for a variety of reasons. We continue to collaborate with the state on this program and hope to utilize it when recruiting unemployed adults in the current economy.

The university planned to continue implementing its International Programs Recruitment Plan with a goal of continuing to build international student enrollment in fall 2020. The pandemic significantly impacted international operations, and the International Programs Recruitment Plan was substantially revised. Due to global conditions beyond the university’s control, international enrollment will likely drop in fall 2020.

### III. ACADEMIC PROFILE

The university awarded 5,531\* degrees and certificates in 2019-20.

	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020*</b>
Degrees awarded	4,306	4,359	4,635	4,724	5,020	4,959
Certificates awarded	173	282	301	462	470	572
<b>Total</b>	<b>4,479</b>	<b>4,641</b>	<b>4,936</b>	<b>5,186</b>	<b>5,490</b>	<b>5,531</b>

\* Data as of June 8, 2020. These numbers should increase when all degree checks from spring 2020 are completed.

The university received the national Excellence in Assessment Designation. This award recognizes the university’s work in general education and public affairs assessment,

administration of numerous institutional surveys, awarding assessment grants to faculty and academic programs, and providing assessment workshops.

The university approved an additional 22 undergraduate and nine graduate for-credit certificates, making a total of 149 certificates available to students. Several of these undergraduate certificates have little or no pre-requisite requirements and are intended to have an interdisciplinary appeal. The university enhanced efforts to involve faculty and students in the work occurring at IDEA Commons. Students and faculty worked in JVIC labs and on JVIC sponsored research. The College of Business established office space for students at the efactory. Students worked with a number of efactory clients and the SBDC.

Other academic highlights are included in section II above.

#### **IV. STUDENT SUCCESS AND EXPERIENCE**

The university enhanced students' opportunities to engage in career planning and development. The Career Center implemented the Handshake career management platform in fall 2019 and increased student engagement with Handshake by almost 300 percent and employer connections by 200 percent. Students had access to over 9,000 job and internship listings posted by 4,000 employers who expressed specific interest in recruiting MSU students.

The university continues to discuss opportunities with LinkedIn Learning as an option for student, faculty, and staff workforce skills development. Due to the pandemic, the university has delayed its decision on whether to partner with LinkedIn Learning and how to incorporate it into the university's operations.

The university provided students with opportunities to engage in intercollegiate athletic events, performing arts, fine arts, and other campus activities. The university also provided a range of leadership, community engagement, and cultural development opportunities for students. The university enhanced affordability of textbooks and course materials for students by developing a robust textbook rental program and continuing to implement the StreamLinED program that provides students with online course materials in many classes.

#### **V. DIVERSITY AND INCLUSION**

2019-20 brought the tragic deaths of Breonna Taylor, Ahmaud Arbery, and George Floyd. As protests spread throughout the country, MSU received reports about racially charged socially media posts by two prospective students planning to attend MSU in fall 2020. Faced with the impact of their ugly posts, these students withdrew from the university. President Smart publicly condemned the horrific nature of the posts while noting the university's constitutional duty to protect students' rights to free speech and ethical responsibility to educate students in the three pillars of the public affairs mission. The Missouri State University Foundation established two new diversity scholarships funded entirely with private contributions.

The university will implement a series of new diversity, equity, and inclusion initiatives in 2020-21 to address national, regional, and campus climate issues.

Throughout 2019-20, the university initiated many actions to address diversity and inclusion issues on our campus and in our community, including:

- Shared key climate survey data with university and community leaders and implemented a campus diversity scorecard.
- Relocated the Student African American Brotherhood (SAAB) national office to university property in downtown Springfield.
- Relocated MSU's Brother2Brother chapter to the Community Partnership of the Ozarks to coordinate efforts amongst the Springfield higher education community.
- Utilized focus groups to identify the needs of diverse faculty and established opportunities for diverse faculty and staff to collaborate and support one another.
- Developed a tenure strategy for faculty that includes diversity-related activities.
- Developed a young professional diversity community survey and the City of Springfield's Human Relations Commission Survey.
- Established a fund for retaining diverse faculty and staff.
- Developed new diversity training opportunities for all faculty and staff.
- Collaborated with Community Foundation of the Ozarks and area schools to develop training and development sessions on diversity, inclusive excellence, micro aggressions, and bias awareness.
- Began developing a semester based Facing Racism program and a campus-based summer Facing Racism program for the campus community.
- Presented the Facing Racism program to Springfield Public Schools leadership and multiple other community groups.

## **VI. GLOBALIZATION**

Until the pandemic in spring 2020, 2019-20 was on track to set a record for study away participation. 658 MSU students had their study away plans cancelled, including 36 faculty-directed programs that included 495 students. Most long-term (semester or year-long) study away programs were cancelled as well, impacting 163 students that either returned to the U.S. early or were unable to go abroad due to program cancellation.

The university established the Globally Responsive Education and Teaching (GREAT) program to develop a learning network for our faculty to collaborate in improving global teaching and learning. The Global Leaders and Mentors (GLaM) program completed its second year of operation and expanded its work to welcome, orient and engage new international students on the Missouri State campus. Likewise, the International Friends organization continues to help international students develop quality friendships with at least one American family. GLaM and International Friends played essential roles in supporting MSU international students who were unable to travel home during the COVID-19 travel shutdown.

## **VII. INFRASTRUCTURE**

The university closed financing on the JVIC expansion. Construction will begin this summer. In fall 2020, the university will complete construction of the Ozarks Education Center at Bull Shoals, Plaster Center (Phase 2), the McQueary Family Health Sciences Hall addition, and the Greenwood Laboratory School addition.

The university agreed with its private partner to delay taking possession of the new residence hall until summer 2021. This reduced the university’s expenses for fiscal year 2021 and alleviated space concerns related to enrollment projections.

Other infrastructure highlights include:

- Upgraded 80 classrooms with web conferencing software and tracking cameras during summer 2020 and incorporated other technology in classrooms throughout campus.
- Implemented the Automated External Defibrillator (AED) program, placing AEDs in all buildings on campus.
- Increased video surveillance coverage in high-risk areas.
- Implemented a new parking management system and created a redundant backup dispatch center.
- Expanded the university’s wireless network to support new devices (Amazon Alexa, Google Home, etc.).
- Developed a plan to transition the university’s phone system to an advanced Voice Over IP system this summer.
- Enhanced information security by implementing multi-factor authentication, network segmentation, and simulated phishing exercises for employees.
- Initiated a campus waste audit and integrated waste management plan.

## VIII. FUNDING

We set a goal of \$40 million in external funding in 2019-20. By the end of May, we had already exceeded that goal.

<b>Fiscal year</b>	<b>Foundation</b>	<b>Grants</b>	<b>Total</b>
2013	\$16,657,888	\$20,188,675	<b>\$36,846,563</b>
2014	\$18,377,965	\$21,948,926	<b>\$40,326,891</b>
2015	\$19,206,438	\$19,021,365	<b>\$38,227,803</b>
2016	\$18,010,206	\$24,791,365	<b>\$42,801,571</b>
2017	\$19,515,898	\$20,584,404	<b>\$40,100,302</b>
2018	\$21,534,074	\$26,051,086	<b>\$47,585,160</b>
2019	\$20,083,060	\$32,802,989	<b>\$52,886,049</b>
July 19 – May 20	\$21,695,807	\$25,958,186	<b>\$ 47,653,993</b>

The Missouri State University Foundation successfully launched the Onward Upward campaign with a goal of raising \$250 million. The total raised for the campaign through May is over \$180 million. This year’s campaign highlights include the largest scholarship gift in the history of the university (\$12 million) and an eight-figure gift to assist students in the College of Arts and Letters. The Foundation will have raised the most money in its history by the end of 2019-20. Efforts to secure a naming gift for JQH Arena were cut short by the pandemic. Meetings with prospective donors continue to occur.

In addition to the items referenced in sections I.C. and I.E above, funding highlights include:

- Limited tuition and fee increases to the consumer price index.

- Saved \$1.5 million by refinancing academic and auxiliary bonds.
- Enhanced revenue by \$3 million through a new three-year depository bank contract.
- Contracted with consultants to review and implement recommendations designed to enhance bookstore operations.

## **IX. ATHLETICS**

The Lady Bears clinched the Missouri Valley Conference regular-season basketball title, ending the season ranked in the national Top 20. Men’s swimming and diving, women’s swimming and diving, and men’s soccer also won conference championships, with the Bears hosting and winning the opening round in the NCAA soccer tournament. Missouri State was poised to win the MVC All-Sports Trophy until athletic seasons were cut short due to the coronavirus.

The university hired Bobby Petrino as the new football coach and Steven McRoberts as the new volleyball coach. MSU student athletes achieved a 3.00 GPA for 15 consecutive semesters. The university also implemented a comprehensive student-athlete development program. Bears Fund revenue increased by \$80,000. The university also negotiated new vendor contracts to enhance athletics revenue.

The NCAA infractions case regarding the volleyball program remains active.

## **X. WEST PLAINS**

West Plains campus enrollment increased by 5 percent in fall 2019. Retention rates, graduation and transfer rates, and the percentage of attempted courses completed also increased. Enrollment initiatives included guided degree pathways, co-requisite course models, schedule alignment, establishment of the Grizzly Care Team, and enhanced marketing, recruitment, and retention strategies.

The West Plains campus expanded nursing cohorts with financial support from Ozarks Medical Center, expanded its existing allied health programs, and developed a new Medical Assisting certificate program, an online option for the AAS in Health Information Technology, an AAS in Behavioral Health Support Assistant, and an AAS in Technology. The university completed its first registered apprenticeship program with nine graduates through the Greater Ozarks Center for Advanced Technology (GOCAT). Six West Plains students received funding through the state’s Fast Track Workforce Incentive Grant program.

The Springfield and West Plains campuses continued to coordinate operations. Examples include a new 2+2 nursing articulation, the Grizzly Care Team, Title IX training, website redesign, and implementation of software systems (TeamDynamix, EMS system, etc.). Campus leadership collaborated throughout the coronavirus pandemic to coordinate responses, policies, and initiatives.