

University of Missouri System

COLUMBIA | KANSAS CITY | ROLLA | ST. LOUIS

Broader Accomplishments

- Strengthened relationships with legislators throughout the state and the congressional delegation
- Garnered stronger support for public higher education
- Completed listening tour to hear citizens' views of the university; met with citizens in most counties in the state
- Prioritized the needs of Missourians through support and restructure of Extension
- Worked with university leaders to direct resources to enrollment efforts and engage in strategic recruitment leading to an increase in enrollment systemwide, with a record number of applications and admissions from African-American and Hispanic students to our four universities
- Created a more efficient leadership team by making joint appointments in marketing/communications, research, diversity and inclusion.

Specific Accomplishments

- Nobel Prize for George P. Smith, September 2018
- Economic Impact of UM System – UM System has a \$5.4B annual impact to the state of MO, resulting in a return on investment of 13.5 times, April 2018
- Freedom of Expression – implemented University of Chicago Freedom of Expression Policy at all four universities, August 2017
- Common App – implemented Common App at all four universities resulting in a 20% increase in applications, August 2017
- Rebound of Enrollment at Mizzou, enrollment increased 13% in 2018 from the low of 2017, August 2018
- TPMC – TPMC was selected as the highest priority for UM System and MU, \$50M commitment from UM System, November 2017
- Restructuring of Senior Leadership, June 2017
 - Elimination of VP for Academic Affairs position at UM System
 - Elimination of VP for Human Resources position at UM System
 - Elimination of VP for University Relations position at UM System
 - Elimination of News Bureau at UM System
 - Elimination of Federal Government Relations Office in Washington, DC
 - Restructuring of the Economic Development Organization at UM System and MU
 - Restructuring of the Strategic Communication & Marketing at UM System and MU
 - Elimination of the Executive Vice Chancellor position for Health Affairs at MU
 - Elimination of the Chief Operating Officer position at MU Health
 - Elimination of Vice Chancellor of Global Affairs position at S&T
 - Elimination of Vice Chancellor for HR position at S&T
 - Elimination of Vice Chancellor for Student Affairs position at UMKC
- Addressing Budget Issues Systemwide
 - UM System Reallocation - implemented over \$180M in budget cuts and strategic reallocations to improve services, generate resources for mission-critical investments, June 2017 and June 2018
 - UMKC Implemented a new budget model for all units across campus and obtained improved financial results in FY18 with positive change in net assets in the operating fund and improved performance as measured against the budget.
 - UMSL exceeded its financial goals for FY17 and ended the year with its first operating surplus since FY12. The positive trend continued in FY18 as UMSL finished the year with an operating surplus for the second straight year.
- Moody's and S&P affirms credit ratings, June 2017
- Termination of executive performance incentive program, March 2017
- CRR amendments to strengthen faculty standards of conduct, performance and workload, April 2017
- Established new Capital Planning process for Board approval of new projects, September 2017
- Fixed the lingering conflict with community colleges - provided credit for transfer of English Composition course from community colleges to MU, October 2017



- Senate Bill 807 passes – June 2018
 - allows greater flexibility for universities and defines the role of state universities in awarding of research doctorates
 - Removes CPI Restrictions for SB 389 Tuition Cap
- Strategic Plans - developed shared strategic vision and plans with disciplined approach for achieving excellence in research, education and engagement, September 2018
- Strategic Investments – announced \$260M plan for investments in strategic priorities (instead of formula-based allocation of funds to campuses), September 2018
 - \$100M in Scholarships for Need and Merit
 - \$50M for TPMC
 - \$50M for Grand Challenge Research
 - \$12M for MO Distinguished Professors
 - \$20M for Digital Learning Initiatives
- One University System – Through the work of the Taskforce, we implemented new approaches to operate the university, July 2018
 - New reporting structures for campus CFOs, CHROs and CIOs
 - Project Unify to standardize enterprise-wide software
 - Administrative review to consolidate and create efficient use of resources for Finance, HR and IT
- \$1B Endowment at MU, August 2018
- Data-informed decision-making, June 2017
 - Monthly dashboard of key university performance metrics of enrollment, student success, research, hiring and advancement
 - Weekly dashboard of enrollment statistics
 - Weekly update of new research proposals and awards
- MU Healthcare continues to gain market share and increase net operating income to \$104M in FY18 (10.2%), July 2018
- Collaboration across universities
 - Research Summits in Precision Medicine, Cybersecurity, Human in the Digital Age, Social and Behavioral Sciences, April 2018
 - Course Sharing, students can now enroll in courses that are available at the other campuses
 - TPMC
 - Common App
 - Project Unify
 - Roles & Responsibilities for Finance, HR and IT
 - Online learning
 - Ranku, platform for all online programs systemwide went live, May 2018
 - Hired VisionPoint to execute marketing to drive traffic to Ranku portal
 - Submitted \$20 million proposal to MDHE to enhance online learning initiatives statewide
- Affordability initiatives systemwide
 - Adoption of open educational resources
 - Joined OPENSTAX as a national partner for open educational resources
 - AutoAccess provides electronic access to course materials
 - AutoAccess sections delivered in Sp17 was 371. In Sp18, it grew to 858
 - Renegotiated with McGraw-Hill to reduce cost to students from \$65 to \$40
 - \$1.345 million saved to students system-wide
 - Partnered with Cengage, a national leader in textbook publishing to provide students access to all course materials for \$49.95/semester
- MU lowered cost of room and board rates
- MU implemented several scholarship programs including: Land-Grant Scholars, ROTC, Border State Scholars, Black and Gold Scholarship
- Restructured technology management policies and processes systemwide to develop best practices
- MU Extension, now MU Office of Extension and Engagement, adopted a new structure to create strategy outcomes by addressing Missouri's three grand challenges: economy, health and education.
- UMKC graduated the first class from the UMKC School of Pharmacy's Springfield program.
- Missouri S&T designated a "highly selective" university by the Missouri Coordinating Board for Higher Education, May 2018

- Missouri S&T's Mars Rover Design team won the International Rover Challenge, May 2017
- Ameren Accelerator, first university-driven accelerator in the country, launched in partnership with UMSL, Capital Innovators. Ameren invested \$3.3 million in its first two years
- Improved HR policies for educational assistance, layoff and transition assistance, shared leave, winter break and alert training systemwide
- UMSL had its third Pat Tillman Scholar in three years
- Major research projects
 - UMKC received \$15 million from Department of Defense to develop a ground-based high-power microwave air defense system to counter UAV (drone) threats, project is in partnership with Missouri S&T and MU
 - MU College of Education received \$22.4 million to enhance rural education
 - UMSL and UMKC researchers earn more than \$36million to address the national opioid crisis (Missouri Opioid State Targeted Response: \$20 million; Missouri State Opioid Response: \$26 million)
 - Missouri S&T technology, Mirragen, gained approval by the US Food and Drug Administration for human use

Other Chronological Events

- May, 2017
 - Chancellor Cartwright named as MU chancellor
- January, 2018
 - Cost-cutting measures established around fleet management
 - MU residence halls honor African-American leaders
- February, 2018
 - Dramatic increase in applications systemwide
 - Chancellor Agrawal named UMKC chancellor
- March, 2018
 - Partnered with McGraw-Hill to expand access to affordable course materials by keeping the cost of MH-published books to \$40 or less
- April, 2018
 - Held first collaborative research summit (Cyber Security); launched series
 - Shared first-ever economic impact study findings from Tripp Umbach - \$5.4 billion annually, a 13.5 to 1 return on taxpayer investment
- May, 2018
 - Appointed CMCO Kamrhan Farwell to lead joint office
 - Appointed Chief Engagement Officer Marshall Stewart to lead efforts systemwide
 - Restoration of proposed cuts from former Governor
- June, 2018
 - Held 2nd collaborative research summit (Precision Medicine)
 - Board approves new policies: layoff benefits, sick leave and personal days
- July, 2018
 - Senate Bill 807 passes, which allows greater flexibility for universities and defines the role of state universities in awarding of research doctorates
 - President Choi Contract extension
- September, 2018
 - Announce \$260 million in strategic investments over next five years
 - Board affirms commitment to research excellence

University of Missouri-Columbia | 2018 Accomplishments

- We made major steps toward reducing the cost of education with changes to room and board rates, progress toward open educational resources to reduce textbook cost, and the implementation of our Land Grant Scholars program.
- Both our endowment and the 'Our Time to Lead' campaign each surpassed the \$1 billion mark, solidifying MU's position among the upper echelon of public institutions related to fundraising.
- MU Health Care continues to grow, expanding its physical locations, joint ventures, financial performance and its repertoire of achievements. In 2018, MU Health crossed the \$1 billion mark of net patient revenue, opened a newly enhanced emergency department at University Hospital and earned the title of No. 1 "baby" hospital in central Missouri for delivering more than 2,400 babies annually.
- Dr. George P. Smith received the 2018 Nobel Prize in Chemistry for his groundbreaking research to discover phage display, proving once again that the caliber of faculty and scholarship at MU is that of its peers in the Association of American Universities.
- With a renewed commitment to our home state, MU Extension has reimagined itself as the MU Office of Extension and Engagement, adopting a new structure to create stronger outcomes for those who we serve by addressing Missouri's three grand challenges: economic opportunity, health futures and educational access and excellence.

University of Missouri-Kansas City | 2018 Accomplishments

- Implemented a new budget model for all units across campus emphasizing responsibility and accountability. Obtained improved financial results in FY18 with *positive change in net assets in the operating fund* and improved performance as measured against the budget.
- Graduated the first cohort of students from the UMKC School of Pharmacy's Springfield program.
- Student-athletes earned a cumulative GPA of 3.30 for the 2017-18 academic year, with Women's Soccer topping all teams at 3.7.
- The Liaison Committee on Medical Education (LCME) granted the UMKC School of Medicine with a full 8 year accreditation for our M.D. programs.
- Increased total number of volunteer hours participating in community partnerships by 28% over last year.

Missouri University of Science and Technology | January 2017-November 2018 Accomplishments

- April 2017 – Mirragen, a glass-based wound care product developed at Missouri S&T, gained approval by the U.S. Food and Drug Administration for human use. The product, a cotton-candy-like glass fiber, speeds the healing of open wounds.
- May 2017 – Missouri S&T's Mars Rover Design Team won the International Rover Challenge, making the S&T student team the best rover design team on the planet. In the 2018 competition, the team finished first among all U.S. universities and second internationally.
- August 2017 – For the fourth consecutive year, Missouri S&T's engineering programs are ranked third in the nation by CollegeFactual. In 2018, the rankings organization rated S&T third for the fifth consecutive year.
- April 2018 – Fundraising for the Clayco Advanced Construction and Materials Laboratory at Missouri S&T was completed thanks to a \$2 million gift from St. Louis-based construction company Clayco. The fundraising effort brought together private gifts along with support from the UM System and Missouri S&T.
- May 2018 – The Board of Curators unanimously endorsed Missouri S&T's plan to become designated a "highly selective" university. The following month, the Missouri Coordinating Board for Higher Education approved Missouri S&T's request, making S&T the University of Missouri System's highly selective university and one of only two highly selective public universities in the state.
- August 2018 – Missouri S&T's longstanding cooperative engineering program with Missouri State University expanded to add a third offering – the bachelor of science in mechanical engineering – on the Missouri State campus.
- September 2018 – Further proof that Missouri S&T graduates are in high demand came during the fall 2018 Career Fair, when a record 331 employers signed up to recruit S&T students from all majors for full-time, coop and internship positions.
- CAFÉ – first comprehensive faculty support – expanded, now in its second year. Comprehensive faculty support program from hire to retire, focusing on mid-career development.
- Fall 2018 – record number of tenure-track faculty hired to catch up to record growth
- Expansion of diversity and inclusion support and initiatives through \$750,000 grant from UM System
- Broadening research experience through FYRE

University of Missouri-St. Louis | Highlights of the past two years

- UMSL **exceeded its financial goals** for FY2017 and ended the year with its first operating surplus since FY2012. The positive trend continued in FY2018 as UMSL finished the year with an operating surplus for the second straight year. Those results were made possible by careful financial and strategic planning involving leadership from UMSL and UM System.
- The past two years saw the culmination of **more than \$133 million in new buildings and upgrades** with the opening of the College of Business Administration's new home in Anheuser-Busch Hall in 2017 and the completion of a \$25.3 million renovation of Benton Hall in August. The projects have enhanced student learning and recreational experiences and benefited research.
 - Recreation and Wellness Center, \$36 million
 - UMSL Patient Care Center, \$17 million
 - Science Learning Building, \$35 million
 - Anheuser-Busch Hall, \$20 million
 - Benton Hall renovation, \$25.3 million
- UMSL **launched UMSL NOW – nights, online, weekends** – during the spring semester of 2018. UMSL NOW is designed for working adults and any other individuals looking for a flexible path to a meaningful degree. It has enhanced UMSL's already nationally ranked online degree offerings, and the spring launch included more than 900 night, online and weekend course offerings.
- UMSL **worked with Ameren and Capital Innovators to launch Ameren Accelerator**, what is believed to be the first university-driven accelerator in the country. Ameren has invested \$3.3 million in the effort over its first two years with \$1 million going to UMSL each year to run the program with faculty members providing educational programming. Ameren has also invested \$100,000 in each of the energy-related startup companies chosen to participate. That included seven, chosen from more than 300 applicants from 40 countries, in the first year and six more in 2018.
- During the May 2018 Commencement, UMSL celebrated its **100,000th graduate** – a major milestone for any university. Since its first ceremony in 1967, UMSL has issued 114,000 degrees to more than 100,000 individuals.

Extension and Engagement

With a renewed commitment to all things Missouri, MU Extension undertook efforts to determine Missourians' needs and assess extension's impact and services statewide. From these efforts, three "grand challenges" emerged as focal points for extension and engagement efforts: economic opportunity, healthy futures, and educational access and excellence.

Based on the findings, MU Extension has reimagined its future as the MU Office of Extension and Engagement and adopted a new structure to create stronger outcomes with broader impact in Missouri's communities. Through the creation of the MU Engagement Council, county-based engagement specialists, local subject matter specialists, the *All Things Missouri* data portal, and key partnerships with the MU Office of Research, MU Extension is positioned to be more responsive and nimble to improve the lives of Missourians.

Information Technology

- CommonApp went live for all four universities in August, 2017
- Removed the SSN Vault from all instances of PeopleSoft in July 2017, thereby simplifying our administrative systems and reducing cost
- Ranku, a marketing site for online programs across the four UM Universities, went live in May, 2018
- Completed development and deployment of tools for cross-campus enrollment in May, 2018
- Completed development of UM-wide Intercampus Course Sharing Application in July, 2018
- Completed deployment of new trouble ticket system across all four Universities for IT, and UM HR in October, 2018

Diversity, Equity and Inclusion

- **February 2017:** Implemented policy and procedure revisions informed by best practices from other universities for promoting diversity, equity and inclusion among students and personnel. Feedback from key campus constituents was also incorporated into the initial drafts of the proposed revisions to the CRRs.

Proposed revisions were vetted widely across the university, and ultimately approved without edit at the February 2017 Board of Curators meeting.

- **August 2017-present:** Launched a Diversity Leadership Development Program for staff and faculty, resulting in awarding of certificates upon completion of selected trainings. These trainings, which provide transformative experiences for participants, will be offered annually at the same time each year. These programs are open to all UM System campuses.
- **August 2017:** Initiated the inaugural year of Men of Color, Honor and Ambition (MOCHA), a one-year UM System personal and professional development opportunity open to all undergraduate male MU, UMKC, Missouri S&T and UMSL students between their second and fifth academic years of study, but is specifically designed through the lens of male students of color. This program has been expanded to Columbia, Kansas City, and Jefferson City Public Schools.
- **January 2018:** Created an inclusion curriculum funding incentive with Academic Affairs. Faculty applicants for funding must demonstrate dedication to incorporate inclusive curriculum.
- **February 2018:** Implemented an innovative and inclusive process for allocating funds related to the Inclusive Excellence Plans. Through the DEI Advisory Council, annual funds set aside by the UM System Board of Curators are administered in a way to incentivize the Inclusive Excellence efforts and reward exceptional and metric-driven programs.

This just came out and summarizes one of our strongest efforts:

<http://columbiabusinessimes.com/2018/10/30/championing-diversity-through-mus-inclusive--framework/>

Academic Affairs

- Academic Affairs' focus on Affordable and Open Educational Resources directly impacted nearly 6,000 students by providing more A&OER resources to enhance learning and increase costs savings for students and engaging faculty in using A&OER resources in new and existing . As a result, *students system-wide saved \$1.345 million in the Spring 2018 semester as compared to Spring 2017 !*
- Continued focus on Course Sharing has enabled even more students to access the faculty expertise on the other UM Universities. The Course Sharing program included 52 courses, an 80% increase from two years prior. Enrollment from partner UM campuses increased to over 500 students this past year, up from 190 students in AY15-16. Total enrollment from both the primary and secondary campuses in the shared courses was 1,200. Programs such as this highlight the breadth of expertise across the system while making better use of resources.
- A UM platform (Ranku) was developed that features programs and courses for all four UM universities. Potential students can go to one common site and access information about all of the UM System online programs and how to enroll. A marketing effort will be launched in the fall of 2018 to further promote online learning programs. <https://online.umsystem.edu>
- For the first time ever, students across the four Universities can easily enroll in courses offered at another one of our universities via the online course registration system. The new cross-enrollment page streamlines the registration process like never before – from admissions to transcripts. Over 40 individuals system-wide representing the offices of registrars, financial aid, IT, and cashiers collaborated to generate this outcome for students.
- UM System's leadership and innovation in the area of Affordable & Open Educational Resources (A&OER) as resulted in innovative partnerships with publishers to further drive down the cost of course materials while protecting freedom of choice for faculty and students. The agreements with Cengage Unlimited and McGraw Hill highlight our focus on supporting student success through our affordability programs. .
- UM System submitted a grant proposal to MDHE for \$20 million to enhance workforce development efforts across the state via online learning. This grant will support the ongoing efforts of the UM System and its full-scale plan to provide more learning opportunities for Missouri citizens.

Human Resources

- 1.) **Development of future-state HR Strategy and Delivery Model (2017/2018)**
 - Established a shared Mission, Vision and Values
 - Administrative Transformation Strategy/Model
 - Activity Analysis Survey
 - HR Transformation Organizational Structure and Role Profiles
 - Various Improvements to Streamline HR Processes (i.e. RetireeOnline, ePAF Reporting)

2.) HR Policy Improvements:

- Educational Assistance (November 2017)
- Layoff and Transition Assistance (June 2018)
- Shared Leave (November 2017)
- Winter Break (November 2017)
- Alert Training (Fall 2018)

3.) Executive Recruitment Initiatives

- UMSL Executive Vice Chancellor Academic Affairs/Provost (January 2017)
- MU CAFRN Dean/Vice Chancellor (January 2017)
- S&T Interim Chancellor (March 2017)
- MU Chancellor (June 2017)
- S&T Dean of Engineering (June 2017)
- MU A&S Dean (December 2017)
- UMSYS Executive Director MOREnet (December 2017)
- UMKC Chancellor (January 2018)
- MU Assistance Vice Chancellor – Title IX, Civil Rights, ADA (March 2018)
- UM System Chief of Staff (March 2018)
- S&T Vice Chancellor for Research (March 2018)
- MU Chief Marketing Officer (May 2018)
- MU Health Chief HR Officer (May 2018)
- MU Executive Vice Chancellor Academic Affairs/Provost (June 2018)
- MU School of Nursing Dean (June 2018)
- UMSL Vice Chancellor for Advancement (July 2018)

4.) HR Transformation Taskforces

- Overall Recruitment and Onboarding (June/July 2018)
 - eRecruit Functionality (October 2018)
 - Onboarding Programs (September 2018)
 - Modified Business Process for Academic/Faculty (ongoing throughout 2018)
- Creation of Faculty Recruitment Dashboard
 - Offer Letter Procedures (November/December 2018)
- Compensation and Classification Process Improvement (September/October 2018)
- Competency Model and Leadership Development (September/October 2018)
- HR Data Analytics Strategy (September/October 2018)
- HR Policy Standardization, emphasis on FMLA (September/October 2018)
- Offboarding Process Design (September/October 2018)
- Employer of Choice Strategy Development (summer/fall 2017)

5.) Changes to Retiree Benefits:

- Retiree Medical (Board Approval: April 2017, Effective January 2018)
- Development of Proposed Defined Contribution Plan for Future Employees (Fall 2018)

Finance

- August 2018 – Developed plan with President to generate \$260M in strategic investments in our four Universities over 5 years.
- May 2018 – Completed the first phase of the Administrative Transformation project that will improve services, generate resources for investment in student success and research and provide better outcomes for our staff.
- June 2018 – Reduced the System Administration annual spend by \$8.2M or 12%.
- September 2017 – Implementation of new Capital Planning Process. The Board of Curators is now engaged in the Capital Planning Process with meetings in the Fall and Spring to review proposed projects for each campus.

- October 2017 – Lease Portfolio Review, the UM System and campuses worked collaboratively to consider the continuation or elimination of existing leases resulting in an approximately \$400,000 reduction in the University's overall leasing spend.
- August 2018 - Implemented a new platform for the UM System Integrity and Accountability Hotline
- June 2018- Supply Chain recorded \$25.5M in expense reductions and revenue enhancements in FY 18 for the University campuses and MU Health Care
- June 2018 – Central bank provided ~\$17M in new resources for strategic investments

Research and Economic Development

- NOBEL PRIZE in Chemistry, October 2018 – George P. Smith, Professor Emeritus in the Division of Biological Sciences at Mizzou, for his work on Phage display, a technology breakthrough that led to critical discoveries in antibody-based immunotherapies and protein-protein interactions in basic cellular function
- Public-Private Funding Partnership (\$22.4M) underpinning the MU College of Education's eMINTS National Center will help MU increase STEM education in 58 high-need, rural middle schools in Missouri and Kansas over the course of five years. More than 406 educators and 26,796 students are expected to benefit from new technology and an academic structure built to engage learners.
- UMSL faculty Rachel Winograd and Robert Paul are leading statewide efforts to reduce Missouri deaths from opioid misuse. In addition to ongoing support from Missouri Opioid STR (State Targeted Response) of \$20M and from the Missouri SOR (State Opioid Response) of \$36M, these investigators and collaborators from UMSL, MU, UMKC and MST are partnering with other Missouri institutions of higher education and community agencies to develop a UM1 proposal for the project call from NIDA/SAMHSA.
- UMKC Curators' Professor of Computing and Engineering, Anthony Caruso, currently leads a UM System-wide team of researchers, along with several private and government labs, to develop a ground-based high-power microwave air defense system to counter UAV (drone) threats. This effort represents over \$15M in funding (2017-2019).
- We have restructured technology management policies and processes across the system to develop best practices for technology management team makeup, disclosure, technology assessment decision processes and timelines, patent expenses, licensing practices, and corporate relations

Marketing and Communications

- Launching the new Mizzou brand, which included research, a university-wide strategy, tone and creative elements that are now shared throughout campus.
- Launching Inside Mizzou, including a podcast that was so well-received its creation was written about in the Chronicle of Higher Education.
- Realignment of a Joint Office of Strategic Marketing and Communications
- The development of an op-ed bureau, which has resulted in more op-ed placements in the last nine months than the decade prior.
- A rural media initiative, which places emphasis on getting news about Mizzou students into their hometown newspapers.
- Greater collaboration between communicators at all four universities.
- Oversight of 160/90 marketing campaign focused on sentiment and reputational growth, as well as targeted marketing campaigns focused on enrollment. First-year campaign contributed to 13 percent rise in a single year, the second largest rise in the SEC.