

[CHATMAN:] Well good morning everyone and thank you for being here. I'm Curator Darryl Chatman. Thank you for joining us today in person and online for a very exciting presentation. In March of 2017, Dr. Mun Choi joined the University of Missouri System as president. In the last 18 months, he has improved relationships and restored trust from our legislature, made some tough decisions, launched important initiatives and challenged our university community to think and act differently than it has done in the past. His hard work is really paying off. The audience that has gathered today signifies the incredible support we have for this leader and this institution. We have a renewed partnership with the state of Missouri, its citizens and communities and I believe that will only continue to strengthen under his leadership. Under President Choi's direction, along with the four university chancellors and general officers, the university is in good hands. On behalf of the Board of Curators, I'd like to share my excitement and optimism about the future and direction that we are headed together. Today President Choi will share with you announcements and plans along with a bold vision crafted to ensure the university achieves excellence in all that it does. But before he takes the stage, we'd like to play a video that shares many of our core values and guiding principles. You'll be given a printed version of these core values and guiding principles. At the conclusion of today's event I encourage you to revisit them as we work to carry out our vision each day. Thank you so much for being here.

>Here at the gateway to the West, take any city street, country road or interstate. All roads lead to one. Meet us at the intersection of avant garde jazz and veterinary medicine. The crossroads of biological conservation and geological engineering. Together, four distinct universities share a set of core values defining a commitment to serve their students, their communities and the state of Missouri. We innovate and create, charging toward excellence with integrity. We improve Missourians lives while preparing leaders to impact the world. Crisscrossing the Show-me State, we collaborate and discover. We value respect and engage our students in dialogue that considers every perspective. We're at a turning point. Speeding forward, breaking barriers and not checking the rearview mirror. We are The University of Missouri System.

[SMITH:] Hi everyone. Just real quick. My name is Victor Smith. I'm a senior here Mizzou and I'm studying Film and I.T. I got the incredible opportunity to be part of that video and I'd like to take this time to introduce to you the leader of the University of Missouri system, Dr. Mun Choi.

[CHOI:] Good morning. Good morning.

Did you notice that that was Vic's voice from the video? We have some really talented students at the university. Vic, thank you very much for being here.

[SMITH:] Thank you for the opportunity.

[CHOI:] Thank you. So for all of you who are here today and those of you who are joining us on livestream welcome to this very historic theater. Thank you to the Curators, the Chancellors, the Provost and all of our supporters who are here to demonstrate and support our commitment to achieving excellence. To the faculty students and staff, thank you for all that you do for our university. We also have a group of distinguished elected officials and government leaders here today and their support of the governor's vision to improve the quality of life in Missouri is so vital for all of us. As many of you know, public higher education is facing immense challenges, whether those challenges are for greater competition for state and federal support. Or student enrollment given the demographics that we have throughout the Midwest. Or technological disruptions that include MOOCs, those massively open online courses. But also very importantly, we are facing a crisis, a crisis of confidence in higher education and the value that we provide. So today, I will share with you the collective vision that we have for the entire University of Missouri System to

overcome these challenges. But first and foremost, what we have to do as a community is to think about being innovative in everything that we do. Now some say that universities are beholden to too many traditions. If you look at the words of Mark Twain where he said, "The less there is to justify a traditional custom the harder it is to get rid of." That is so true. Maybe it's not true just in Missouri, but it is true. And that is true of higher education. Those words were spoken 152 years ago today, but they still resonate. So it's time for us to say how do we break away from traditions that impede excellence for all of us. So it means, as we go about our business, how do we get rid of business as usual? How do we stop being all things to all people especially in this period of diminishing resources? And how do we prioritize and make investments that actually lead to excellence for our students, faculty, staff and Missourians? So as a new University of Missouri System, we must, we must have innovation at our core for everything that we do, collaboration across the entire system, and bold actions that lead to meaningful results and strategic investments that guide our future now and well into the future. To achieve this, we must place the needs of students and Missourians first, first and center. In July, the Board of Curators approved a new vision for the university that will guide all that we do. This vision is very straightforward. It says we must advance the opportunities for success and well-being for Missourians first, the nation and the world through the transformative activities that define a public research university system. With this vision, we need to get back to the fundamentals. Get back to the basics. Everything that we do must support this vision. So how do we train the next generation of workforce that meets the needs of Missouri and beyond? How do we take the research and the creative works that actually expand the mind and improve the human condition? And to also ask ourselves how do we convey that knowledge, whether that knowledge is in research or teaching, so that we benefit all of the communities that we serve? During the past few years many leaders in this room have made a lot of tough and difficult changes. These changes have resulted in cuts and reallocations of about a hundred and eighty million dollars. Now these cuts and these reallocations were painful but they were necessary for us to create the type of a resilient and stronger university for the future. Now after all of that hard work, we must now make investments in investments for the future. So together with members of the Board of Curators, we are so pleased to announce 260 million dollars in investments for strategic priorities for the university. Now, keep in mind, keep in mind the 260 million dollars can only be realized if we continue the hard work that we've been accomplishing during the past two years. We need to save diligently. We need to reallocate to our priorities. We also need to transform our operations and grow our revenues. With all of these savings, reallocations and the revenues, we will be making our contribution to support the five Missouri compacts of student success, research, engagement and outreach, inclusive excellence and operational excellence. Each university will also be required to match and then seek philanthropic support to expand the benefits of the system investments going forward. Let's begin with our first investment in student success. I'm sure that this next video will resonate with all of you who have benefited from the power of scholarships.

- > Well, the power of scholarships means the power of getting through college really.
- > Scholarships impacted my educational experience by giving me the opportunity to focus more on academics.
- > So, I'm able to put more effort into studying. I'm able to use my time more wisely. I'm able to be a full time student.
- > I can give back to the economy. I can give back to nursing.
- > It shows how much the University of Missouri, they care about their students. They really do. Overall the University of Missouri what they're doing is not just for the students but it can help out the whole state.

> Our students have shown us how brilliant they are. Now it's time for us to show them how much we support them, how much we believe in them and how much we know that they are our future and our success as a community, our success as a region and our success as a state.

[CHOI:] We have we have outstanding students and they deserve a high quality affordable education. I'm so proud of our university. During the past 10 years, we've increased undergraduate scholarships by almost a hundred million dollars. But, we have a commitment to do dramatically more in the future. So I'm very pleased to announce a major investment towards this goal. This scholarship investment called the Promise and Opportunity Scholarships will be used, the 75 million dollars will be used to meet the unmet needs of our students studying at all four universities. In addition, in addition, what we recognize is that we have some of the best and the brightest students graduating from Missouri high schools. We want them to attend one of our four universities. So there will be a 25 million dollar investment for the next generation merit scholarships for all students that qualify for this very prestigious award. Now if the match is achieved by the universities and philanthropic donors over the next five years, we can have up to four hundred million dollars in scholarships to provide that opportunity for education for Missouri residents. And that impact will be phenomenal. Obviously these investments will increase enrollment of Missouri students National Merit Scholars. But we want to have student success that's measured in terms of the retention and graduation rates. We also want to reduce that debt at graduation for our students and prepare our students to meet the workforce needs as well as to attend graduate and professional schools. This program is also very highly aligned to Governor Parsons plan working with Rob Dixon and Zora Mulligan on Best of the Midwest and Talent for Tomorrow. In addition, we recognize that we are facing technological disruptions. So, we will make a 20 million dollar investment for digital learning initiatives to increase high quality online offerings, reduce the costs of education for our students and enable our students to study at any time, anywhere. And to increase revenues from this new way of doing business so that we can make investments back into the academics and research core of the university. In addition Steve Graham and Gary Allen will lead very innovative programs to provide free or low cost textbooks to our students, enable our students to have easy cross campus enrollments so that students UMSL can take the most advanced courses in animal sciences right here in Mizzou and to have Mizzou students take the most advanced criminal justice programs that are offered at UMSL. We need to make that opportunity available. In addition, we're going to work very closely with the Missouri Chamber of Commerce to expand the Missouri internship program. There is no better way to train our students to gain that experience while they were attending school and prepare them for the future workforce. The next compact is research and creative works. We are a system of four public research universities with this campus serving as an AAU member. It's critical for all of us to dramatically increase our research performance.

> The goal of precision medicine ultimately is providing the right treatment, the right care for the right person at the right time.

> So the focus of the Precision Medicine Initiative at the UM System is in three areas: neural, cancer and vascular.

> One of the big challenges in precision medicine is that the models that we often use, particularly in studying cancer in mouse and rat models, are extremely simple. Fortunately, we have sitting at the other end of the leash the complex model of companion dog or the companion cat. And that's what our research is hoping to identify is better optimization so more patients live longer and more patients survive their disease completely.

> Our main focus is the treatment of breast cancer. And so using a small tiny doses, you can

increase the therapeutic efficacy of the drugs by targeted delivery.

> Our program has been largely focused on that transition from healthy aging to clinical stages of early dementia particularly Alzheimer's disease.

> What we do is outcomes research. We were able to reduce the complications of bleeding by 45 percent merely by supporting the implementation of precision medicine.

> We have a unique resource at the MUCampus and that's the research reactor.

> We are far ahead in the game by having this gem on our campus. We can compete on a level that most institutions simply don't have the tools.

> I feel completely confident in saying what we have here cannot be matched anywhere else. I view it as a real personal mission but it is a national priority.

> This is an opportunity for the state of Missouri to continue to showcase that we do really the best cognitive science worldwide. I have no doubt that will achieve it through this initiative.

[CHOI:] So, precision medicine is really a call to action for all of us at the UM System and the state to provide solution for one of the most critical issues facing society. So, in response we'll invest 50 million dollars for the Translational Precision Medicine Complex. As part of this investment, the investments will go towards the building or the infrastructure, instruments, as well as collaborative research that can occur at all four universities. The outcomes of this project, which will be led by Elizabeth Loba and Mark McIntosh, will be obviously to significantly increase extramural research funds, develop the type of translation of bench side science to application to the bedside in terms of clinical care. And at the same time, developing the type of IP and commercialization that can be used to generate more revenue while at the same time providing benefits to the citizens of Missouri and beyond. Last but not least, the collaboration that can exist, meaningful collaborations that would lead to all three of the above categories is going to be very critical for all of us moving forward. Earlier this year we began hosting research summits at all four universities. These efforts led by Mark McIntosh, bring together some of our best faculty members, truly world class faculty members, to develop concepts for collaboration. And to grow that research emphasis that exists at all four universities. In April at Missouri S&T, we launched into cybersecurity and in June we delved into the importance of precision medicine right here in Columbia. Next week, we want to examine at UMKC the role of the human in the digital age. And in November, at UMSL, we're going to really try to study the benefits and the outcomes from social and behavioral research that affects both rural and metropolitan regions. These summits have illustrated to me and everyone who attended these summits that we have a great group of faculty members who are committed to research excellence. So it's our job as administrators to provide them with the opportunities and resources to significantly grow that research effort. So, in response we'll make an additional investment of 50 million dollars that will create excellent breakthroughs in research and creative works. These types of investments have to lead to outcomes that's going to have a status for all four universities as powerful research universities for the future. The objectives are very straightforward. We're going to measure ourselves against national benchmarks when it comes to extramural research, publications and high quality journals, as well as citations that illustrate the value of that research to others throughout the world, prestigious national awards for our faculty members. We have to be proactive in nominating them for organizations such as the National Academies. But also very importantly, the role of the graduate students and training them so that they can become leaders in academia, industry, as well as the government. And to also create that meaningful-I'm going to use that word meaningful quite a bit- meaningful collaborations across the system. As many of you know outstanding faculty members are the foundations of a great

university. And at the University of Missouri System, we have seven National Academy members and they have international reputations for their research excellence. Through this program that we're going to call the Missouri Distinguished Professorship, we will recruit 10 National Academy members so that they can catalyze the research growth within their own universities and across the entire system. In addition, as a public research university, we must do more to contribute to economic development. And we can, as a university, serve as that engine. Together with Chancellor Cartwright and Vice President McIntosh, we appointed Bill Turpin as the Associate Vice Chancellor- Interim Associate Vice Chancellor for Economic Development to lead those activities for Mizzou and the UM System. As part of this, he will be developing very innovative programs on entrepreneurship for our faculty and students, create meaningful industry partnerships that benefit industry as well as the university, and increase revenues through technology advancement. But most of all he's going to help us move at the speed of business to accomplish all of these goals. In addition, working with all of his partners at four universities, Bill will launch EQ Student Accelerator. This project is designed to offer the best aspects of our innovation and entrepreneurship programs that are offered at each of the universities, but offer it for all of the students that are at the UM System, so that our students can lead careers and develop firms like Veterans United and Twitter. Another project that is very important for us is the expansion of KCSourceLink, which was developed by Maria Meyers at UMKC. This project connects startups and small businesses with the resources that they need in Kansas City to succeed. And since 2012, KCSourcelink has identified a pool of over a billion dollars in capital that can be used to invest in these companies. We are going to expand the success of KCSourceLink by introducing MoSourceLink. MoSourceLink would do for Missouri what KCSourceLink did for Kansas City. And I'm pleased that the Missouri Technology Corporation has provided financial support for this very important project. And we will continue to work very closely with chambers throughout this state so that we can have entrepreneurs and small businesses succeed right here in Missouri. In April we shared our economic impact and I was really blown away. Every year we have a 5.4 billion dollar impact to the state. We are responsible for 61,000 jobs, as well as providing more than 245 million dollars in tax revenues. And our return on that investment that investment from the state is 13 to 1. That's incredible. But, we can do more and we will do more. So today, Ryan Rapp and Tony Hall will launch the UM System's program called Buy Missouri. With the formal request to the board to change the collective rules, we are going to give Missouri businesses a preference for procurement for equipment, instrumentation and services that we need to survive. We want more of our resources to benefit Missouri businesses and Missouri citizens. Beyond the research and teaching focus, a public research university must focus on how we improve the lives of citizens that we serve and this is a key goal for our extension and engagement program. Our reach, because we are the four public research universities, is very broad indeed. But we can do more to support the educational health and wellbeing needs throughout the state.

> Yes, I am a nurse. And yes, I have an appointment in the School of Nursing. But I have a joint relationship with University Extension and Engagement because we do nursing outreach. We engage nurses who are already practicing throughout the state of Missouri.

>I think we are doing things differently. The fact of the matter is Marshall Stewart has led the initiative to rejuvenate, to reposition, to realign University Extension within the entire campus and system.

> Obviously we look at four campuses now. We think about what we can do across these four campuses. But it all really is not about the campuses. It's not really even about the university system. It's about Missouri. When I think about what's changed in MU Extension, I think about several different areas. Number one, there's been great work here for many years and we're lifting that work up and ensuring that people understand on the campus and across the great state of Missouri what's going on in Extension. Second thing I think about is how we are now partnering in

new and innovative ways with other colleagues on campus, across the other campuses of the University of Missouri System to ensure that that knowledge and expertise gets out to the citizens of Missouri. And then lastly, I think about how we are engaging and how we're trying to figure out ways so it's not just our ideas but the ideas of those that live in those communities coming together with our expertise to create a more sustainable solution to many of the challenges facing Missourians. As we update the way we work, we remain committed to improving the lives of each and every Missourian.

[CHOI :] So, to achieve this vital commitment, Marshall Stewart and his team will help us expand the programs that we have at all four universities to the entire state to help increase access to education and health care, but also very importantly, to support the agricultural economy that we have in this state. To accomplish this, we will make another 10 million dollar investment for this very important Missouri compact. Whether it's bringing soybean research to the bootheel, high school courses to Bolivar, or heifer breeding to Hannibal we will be there to support the needs of Missourians. In addition, I've asked Marshall Stewart and MU Healthcare CEO Jonathan Cartwright to work with all four universities to provide the high quality, affordable healthcare to all Missourians. No other entity has the assets or the reach of the University of Missouri System. We will make a difference by leveraging the incredible people and programs that we have to make a difference for healthcare in Missouri. Our next compact is inclusive excellence. This compact is designed to value the humanity and the dignity of each individual that we serve.

> I think what inclusive excellence looks like for the University of Missouri System and for the campus that I'm on is that we have a place where every student in the state of Missouri they know that there's a place where they belong and that they're engaging with each other.

>Diversity and inclusion actually enhances excellence because when you have more diverse voices, you have more diverse experiences. You can make better decisions. Our mantra is it's everyone's job. So everyone throughout the university is doing something to advance diversity and inclusion.

>You know I think we need to have discussions about where we see society moving. We've put programs in place to make sure that no matter where you come from that we make sure that we have a welcoming and inclusive environment.

>These are the campuses that we want to partner with to have a pipeline of our students going there. We know that they are committed to serving underrepresented populations. As well as, we know that they're providing support for those students to be successful academically and socially on campus.

>Research is very clear that if we can ultimately build our students up those students rise and they perform because they feel supported.

>I think the total goal is for every individual to reach their potential. That's that's what we want in society and the outcome is a better individual. And that's where the future lies.

[CHOI:] That's a very powerful video. This is a photo and a quote that hangs in my office. In December of 2016, when I was introduced to the UMKC community, they presented this photo and quote. And this quote from President Harry Truman at what was then the University of Kansas City resonates and resonates very strongly. It says, "This American nation of ours is great because of its diversity- because it is drawn from many lands and many cultures bound together by the ideals of human brotherhood." But we should also say sisterhood as well. This is so critical for us as a university. Universities should be a location where that inclusive excellence is practiced each and

every day. So, I ask all of you to reflect on it and ask yourself how you can contribute to this commitment. Our commitment, which will be led by Kevin MacDonald, is to recruit and retain faculty, students and staff with diverse backgrounds, experiences and perspectives. And create a welcoming and inclusive environment where we can have challenging- intellectually challenging- dialogue so that we can improve as a society and improve democracy going forward. So to achieve this goal, we will make an investment of eight point five million dollars for this Missouri Compact for Inclusive Excellence. We will and we must make a difference together. We also commit to upholding the freedom of expression by partnering with the American Public Square. American Public Square is an organization that was founded at UMKC that seeks to change the tone and quality of the public discourse. This program brings together non like minded individuals so that they can have a fact based civil discussion about the important issues of the day. This very important project will be led by Steve Owens. The last compact is planning, operations and stewardship. This is a very important area of emphasis because, through this work, we can generate the resources to make investments in the critical areas that we identified as part of the five compacts.

>It's time for us to modernize the management and operations of our university system. In order to do this we have to move our mindset away from the notion of this is the way we've always done things and instead we have to challenge the way we've done things.

>We have to have different sources of revenue. We have to be more entrepreneurial. We need to reallocate. We need to put our money into our core function which is teaching and learning and research. We've got to get our resources back into the classroom and the laboratories.

>Making a change with the college with its big footprint will have a significant impact at the university. And it also can serve as a model for how to manage change quickly.

>The reason why this is important is so that we can re allocate our resources to our areas of growth, strength and excellence. For example, last year we were able to increase our underrepresented minority scholarships by 50 percent.

>Do you add value to the university? Are you flexible and excited about what we're doing? I think if you can answer yes to all of those questions I think the university can be a really good place for you to work. That's how we're going to make sure I'm on the winning side of the curve.

>There really is not a limit of what we can accomplish.

[CHOI:] As you can tell there's a sense of urgency in that video and that's because if we continue with business as usual and not make any changes we're going to see a dramatic, dramatic deficit in five years. So we must do away with business as usual and look for new ways of doing business. To address our challenges we must, first of all, transform our university. Ask ourselves why are we doing this this way. And if the answer is we've always done it that way, that's an area that we can make changes in. But also, we need to be grateful. Grateful for the support that comes from the state and from the students and their parents. When was the last time any of us in the university went to a legislator and said thank you for your support. Or to a student or parent to say thank you for your support. Well, we need to be grateful for that support. So together. [APPLAUSE] Together with Ryan Rapp, we will appoint Rick Baniak as a chief transformation officer for the UM System. He'll do this role. He'll be appointed to this role in addition to his role as UMSL's CFO. He will work with all four universities to accomplish the goals that we've identified in operational excellence. Now, we can't achieve any of the initiatives that I outlined without our most important assets. That's our people. Our people, our faculty and staff and the administrators, share a common pride in their work. We owe it to them to provide every opportunity to succeed. So I'm very pleased to announce

a 7.5 Million dollar investment for faculty and staff success. Our H.R. leaders, led by Marcia Fisher, will create programs so that we can be employer of choice. That we can have very effective recruitment, retaining, professional development as well as leadership development that lead to personal well-being of all of our faculty and staff. To achieve excellence, we must also recognize and reward outstanding performances by our faculty and staff. If I can get the lights please, let me ask our faculty and staff who are in the audience to stand.

And those of you who are watching livestream you can stand as well. Please join us.

Together, you've weathered many storms. You also ensured that the ship of the university is moving forward. You did it without fanfare or accolades because that's what you do. Your commitment to our students and our university is truly inspirational. So thank you. Thank you from all of us who are here for all that you do for our university. So we will work over the next five years, working with the Chancellors and CFOs, to have a five year commitment for performance increases for our faculty and staff. We're very excited about that and you deserve it. So in closing, let me share with you that we have outstanding leaders at our universities that are led by our chancellors and our provosts. They are deeply committed to the welfare of the university, but also recognize that we need to make some very difficult but necessary decisions to become a stronger university. And they are critical for our success. In addition, we have terrific leaders throughout the university and they work so hard every day to ensure that we have more resources that can be put into the academics and research at the university and that will continue as a partnership. So in closing, we want our universities to be a place where faculty and staff are proud to work. Where our students are proud to attend. And where our civic leaders and communities are proud to support. We will become a stronger University of Missouri system for all of them. Will be driven by innovation and the hard work. We have to reinvent ourselves each and everyday. But we can't do it without you. Your support is so critical. So together, let's achieve excellence together. Thank you very much and thank you for all of your support for our university. Thank you.

> Thank you all for being here this morning. Hope you enjoyed the presentation and all the videos. President Choi will be joining us for a reception for a media opportunity in case anyone wants to shoot him some questions. Thank you.