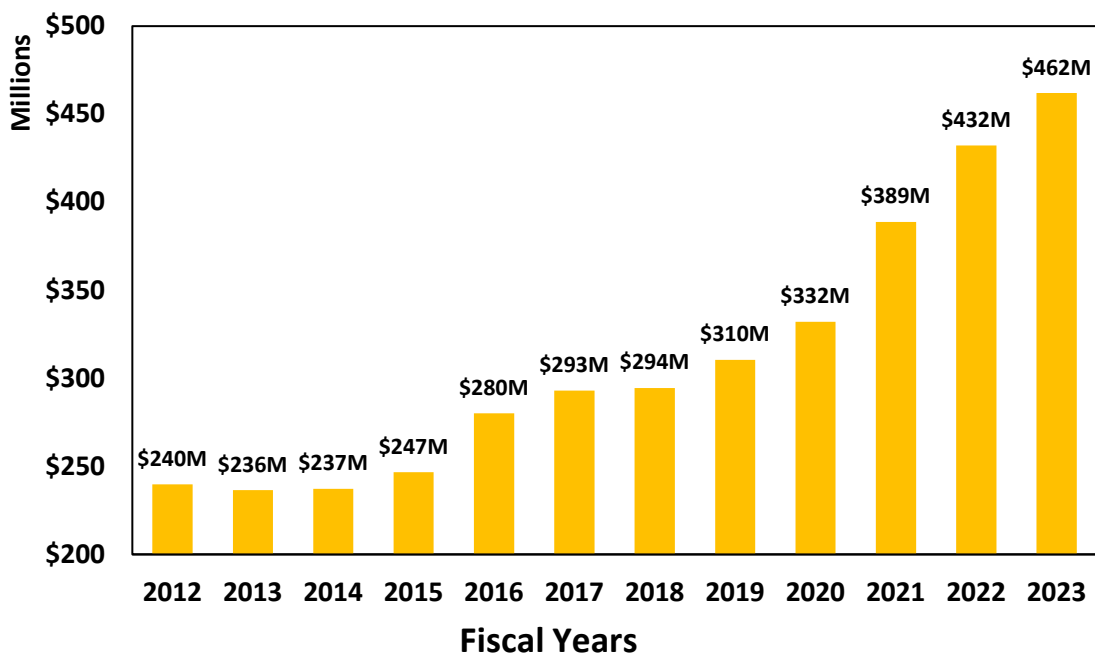


Accomplishments in Student Success, Research, and Meaningful Engagement

Research & Scholarship:

1. Launched MizzouForward, \$1.5B 10 year plan to recruit talented faculty & staff, to retain faculty & staff, to provide merit increases, to invest in infrastructure, core facilities, instrumentation and proposal development support.
2. Invested in faculty success programs to increase book publications, proposal development, selection for highly prestigious honors & awards, teaching and learning programs.
3. Hired 400+ new faculty at T/TT and NTT ranks since 2020.
4. Hired 65 new faculty through MizzouForward.
5. Invested in faculty and staff retention programs.
6. Achieved the highest total research expenditures in MU history (see graph below).
 - Total research expenditures increased by 39% from FY20 to FY23

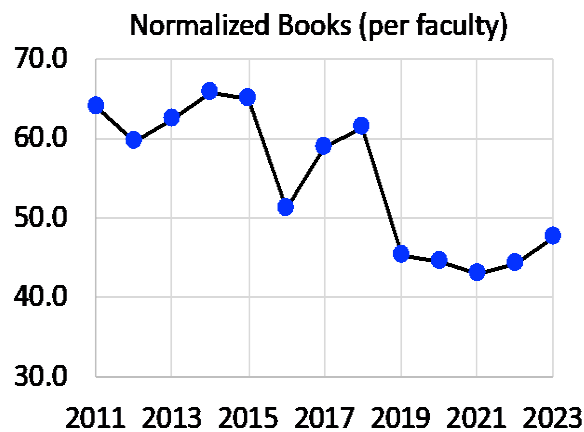
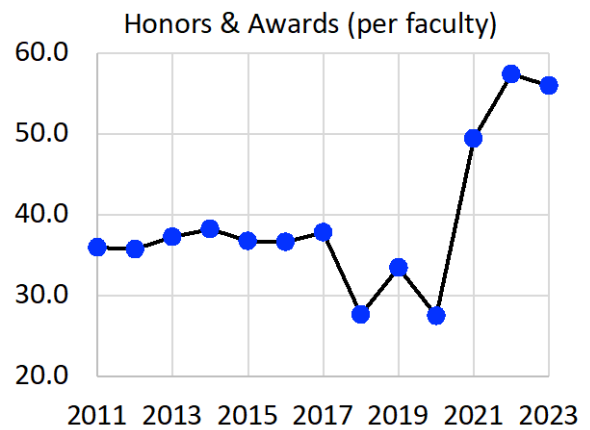
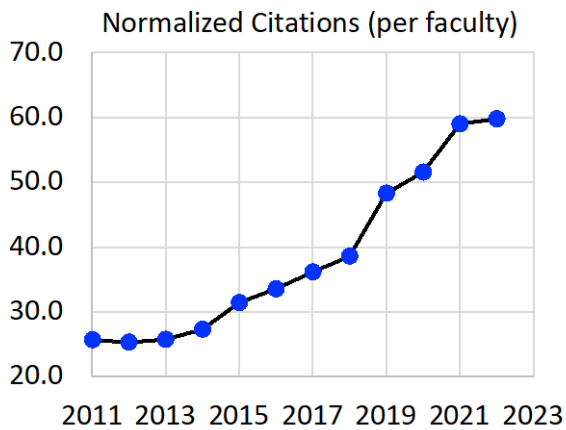
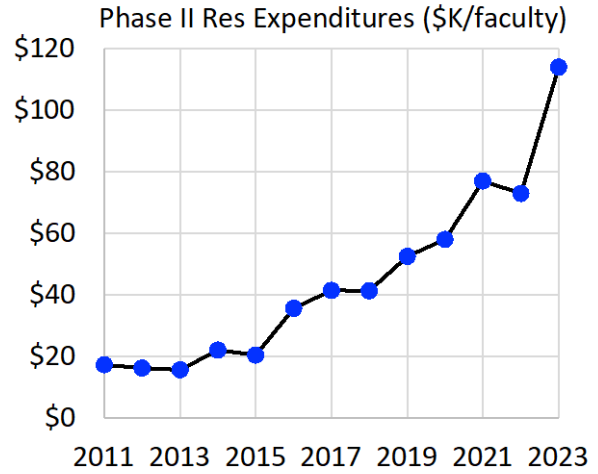
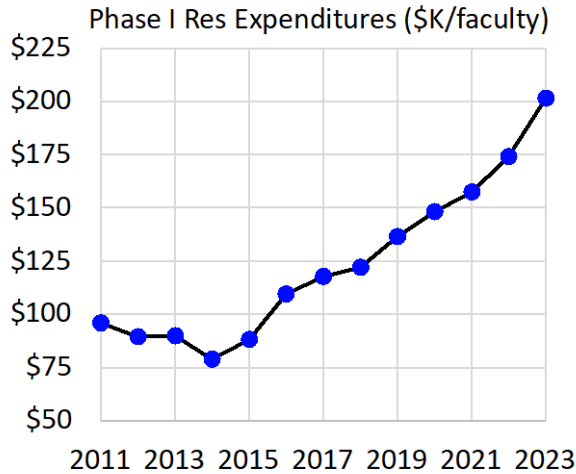
Total Research Expenditures for MU



7. AAU Performance:
 - achieved the highest Phase I research expenditures in MU history in FY23 (see graph on p. 2).
 - achieved the highest Phase I Honors & Awards in MU history in FY22 (see graph on p. 2).
 - achieved the highest Phase I Citations in MU history in FY22 (see graph on p. 2).
 - achieved the highest Phase II research expenditures in MU history in FY23 (see graph on p. 2).
 - AAU Phase I Books declined (see graph on p.2).
8. Completed the Blunt NextGen Precision Health Building in 2021, the centerpiece of the broader NextGen Precision Health Initiative.
9. Completed the construction of the MU Sinclair School of Nursing Building in 2022.
10. Developed plans for the new Center for Energy Innovation to expand research facilities in 2023.
11. Began construction for the new MU MURR West Building to expand radio-isotope research and production in 2023.
12. Initiated renovation of the MU Medical Science Building to expand research facilities in 2023.
13. Developed concept for NextGen MU Research Reactor in 2023.

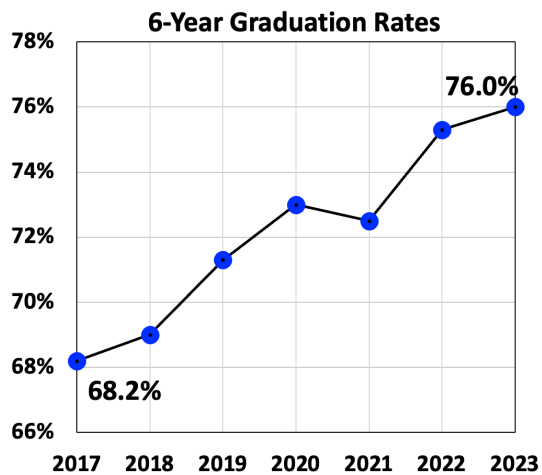
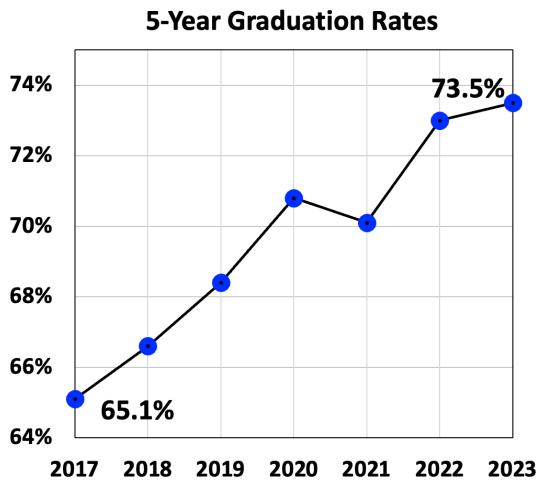
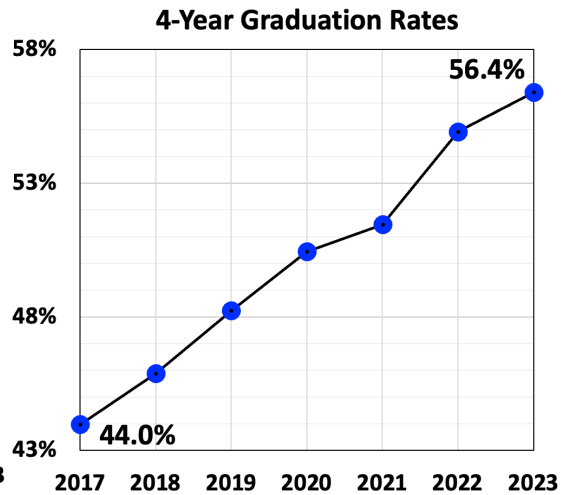
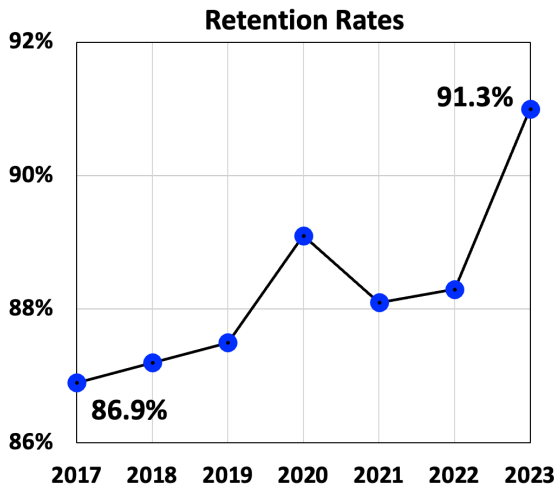
- 14. Began construction of new Veterinary Medical Diagnostic Laboratory (VMDL) in 2022; began planning a second phase project to complete the VMDL and improvements to the veterinary medical campus in 2023.
- 15. Began planning phase of New Meat Science Facility in 2023.

AAU Performance for MU



Student & Faculty Success:

1. Invested in upgrades for teaching laboratories, classrooms and instrumentation.
2. Invested in new undergraduate research fellowships.
3. Invested in new advisors.
4. Invested in faculty and staff retention programs.
5. Achieved the highest 1st year retention rate, 4-year, 5-year and 6-year graduation rates in MU history (see graphs below).



6. Achieved highest graduation rates for Pell, African-American/Black and Hispanic students (see tables below).

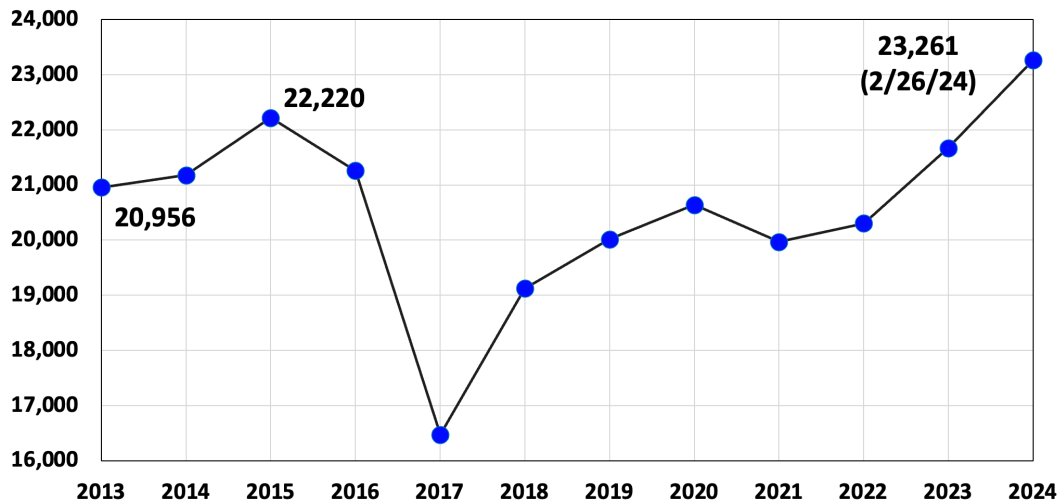
6-yr FTC African-American/Black Graduation Rates

	2019	2020	2021	2022	2023
MU	58.3%	62.3%	65.1%	65.3%	67.4% Historic High

6-yr FTC Hispanic Graduation Rates

	2019	2020	2021	2022	2023
MU	65.5%	64.3%	66.9%	66.7%	71.2% Historic High

7. Increased freshmen applications to highest levels in MU history (see graph – years 2013-2023 represent final applications for the fall semesters, whereas the 2024 numbers only include data up to 2/26/2024).



8. Increased enrollment – only one of 2 universities with increase in FTE (Full-Time Equivalent). See table below).

Public Four-Year	2018 FTE	2023 FTE	5-yr change
Northwest Missouri State University	5,594	6,367	13.8%
University of Missouri-Columbia	25,357	27,006	6.5%
University of Central Missouri	8,852	8,619	-2.6%
University of Missouri-Kansas City	11,424	10,670	-6.6%
Southeast Missouri State University	8,519	7,519	-11.7%
Missouri State University	18,195	16,011	-12.0%
University of Missouri-St. Louis	9,487	8,128	-14.3%
Missouri University of Science & Technology	7,235	6,076	-16.0%
Lincoln University	1,899	1,389	-26.9%
Missouri Southern State University	4,682	3,049	-34.9%
Missouri Western State University	4,154	2,633	-36.6%
Harris Stowe State University	1,523	964	-36.7%
Truman State University	5,098	2,913	-42.9%

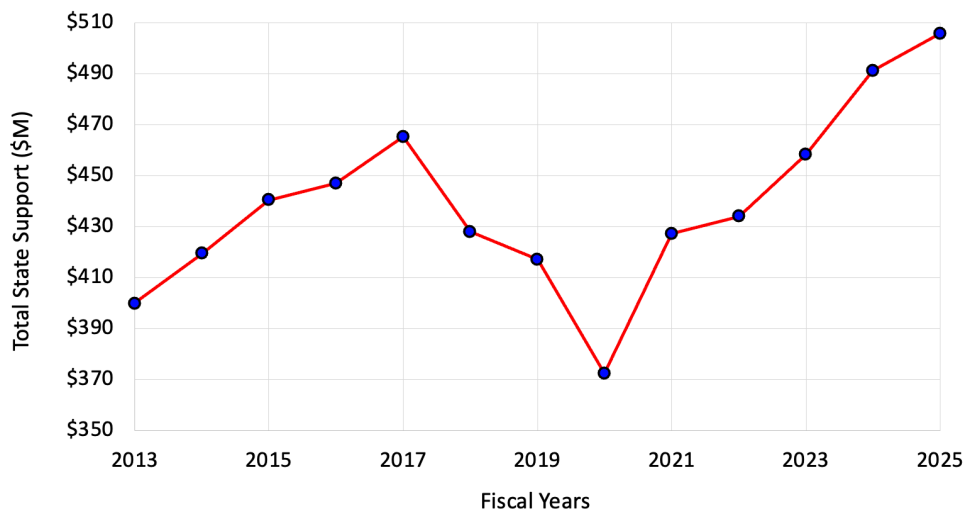
Meaningful Engagement:

- Through the Office of Extension & Engagement, MU School of Medicine and with state and federal support, made key investments to increase capacity for rural healthcare, rural broadband, Family Clinic and Veterans support program.
- Through MU College of Agriculture & Natural Resources and MU Extension & Engagement and with support from state and federal appropriations, made key investments in Agricultural Experiment Stations and Extension Facilities around the state:
 - Invested in \$4M in extension faculty & staff to better serve the state.
 - Invested \$1.7M to support Missouri Rural Broadband initiatives.
 - Invested \$1.5M for Greenhouse renovations, and Office and lab updates at Fisher Delta Research Center.

- Invested \$1.3M for agricultural equipment at Fisher Delta Research Center.
 - Invested in \$640K for Graves-Chappell Events Facility at Northern Missouri Research Center.
 - Invested \$400K for a Cattle Handling Facility at Southwest Research Center.
3. Received \$43M for veterinary laboratories and veterinary hospital.
 4. Received \$25M for the meat processing and innovation facility.

Accomplishments in Legislative Affairs

1. Increased state appropriations at record levels to support university priorities:
 - Received core appropriations budget of \$487M in FY24, highest in our history (see graph below). Governor Parson’s recommendation for FY25 is \$503M.



- Received nearly \$800M in total state support in FY24 (including one time and capital projects), highest in our history.
2. Increased federal appropriations for university priorities:
 - In FY23, we received more than \$86M in federal appropriations support and report language for key construction and research projects.
 - In FY24, we received more than \$130M for federal appropriations support and report language for key construction and research projects.

Accomplishments in Financial Performance

1. In 2023, Moody’s affirmed the UM System’s Aa1 rating and cited its good revenue diversity and substantial economies of scale, noting its consistently favorable operating performance.
2. In 2023, Standard & Poor’s affirmed the UM System’s AA+ rating, listing its “extremely strong” enterprise risk profile, characterized by solid full-time enrollment, healthy retention and above-average student quality.
3. Achieved operating margin target of 2.5%.
3. Achieved three-year return on investment income of 10.1% on an annualized basis, 3.1% higher than the peer median. The income is used to support strategic priorities.
4. Exceeded retirement plan benchmark by \$223 million and the endowment plan benchmark by \$85 million for the three-year period (FY20-FY23).
5. Prioritized investment in merit pools for faculty and staff during the past 3 years.

Accomplishments in MU Health Care

1. Hired a new CEO for MU Health Care.
2. Provided oversight on integration plans with Capital Region Medical Center in Jefferson City.
3. Provided oversight to ensure MUHC and CRMC financial performance improvement.
4. Invested in clinicians and researchers to grow programs in infectious diseases, psychiatry, neuromuscular diseases, cardiology, oncology, OB/Gyn, and surgery.
5. Invested in clinical research and trials with Varian, Siemens, Elligo and Oracle Health.
6. Implemented plans for the new \$220M Children's Hospital facility to be on schedule and budget.
7. Secured \$52M to support NextGen Precision Health and other university initiatives.

Accomplishments in Philanthropy

1. Raised \$173M in philanthropy in FY23, an increase of \$35M and 26% compared to FY22.
2. Developed plans for \$2B Comprehensive Campaign.
3. Invested in new advancement professionals from other large, complex institutions with strong advancement operations.

Accomplishments in Athletics

1. Invested in MU Athletics to achieve excellence and win championships.
2. Invested in student-athlete well-being.
3. Completed the \$33M Stephens Football Indoor Practice Facility.
4. Developed innovative partnerships to increase NIL opportunities for our student-athletes.
5. Recorded highest Student-athletes GPA (3.35) in MU history.

Accomplishments in Changing Culture to Achieve Excellence

1. Implemented high standards for tenure and promotion:
 - National benchmarks were used for the evaluation of extramural funding, citations, scholarly publications, books, and honors & awards.
 - Focus on teaching performance.
2. Established high expectations for enforcement of policies involving compliance, ethics, and conflicts of interest/commitment.
3. Implemented workload policies to ensure appropriate assignment of research, teaching and service.