

University of Central Missouri
Board of Governors
Work Session
March 15, 2018

The University of Central Missouri (UCM) Board of Governors convened in Work Session at 2:00 p.m. on Thursday, March 15, 2018, in Union 237A on UCM's main campus, Warrensburg, Missouri. Presiding over the meeting was Board President Gus Wetzel. Other Board members present included Governors John Collier, Mary Dandurand, Walter Hicklin, Weldon Brady, and Mary Long. Governor Marvin E. Wright was unable to attend the meeting and excused; Mathew Martinez was not present. Also in attendance were University President Charles Ambrose; Associate General Counsel Lindsay Chapman; and Assistant Secretary to the Board Monica Huffman.

Call to Order – Agenda Item No. 1

Dr. Wetzel called the meeting to order and determined a quorum was present to conduct business.

Proposed FY 2019 Budget Strategy/Legislative Update – Agenda Item No. 2 and 3

President Ambrose discussed the status of discussions in the Legislature concerning funding for higher education FY 2019. The Legislature discarded Governor Greitens' FY 2019 budget recommendation that would reduce funding for higher education by \$68 million. The Legislature wants the \$68 million restored to higher education. House budget chair Scott Fitzpatrick proposed restoring the dollars contingent upon institutions holding tuition flat. Higher education institutions did not feel holding tuition flat another year was feasible. A second proposal was made to restore the \$68 million and allow higher education institutions to increase tuition by one percent. Higher education discussed the proposal and asked for restoration of the \$68 million with a one-percent tuition increase, and a 2.1% increase placed on the books. If the proposal is accepted, but does not pass, institutions would increase tuition 2.1%.

President Ambrose said a question was asked in the Finance and Administration Committee concerning the impact of flat appropriations and tuition caps. He shared information about the Higher Education Student Funding Act (HESFA) that sets the amounts by which public institutions may increase tuition without incurring a financial penalty. Institutions with tuition above the state average may only increase tuition by an amount equal to the percentage change in the CPI times the average tuition. Institutions increasing tuition at a rate exceeding the statutorily permitted amount are fined 5% of their state appropriation. He shared the Coordinating Board's 2018-2019 Summary of Increases Permitted without Penalty or Waiver (Attachment 1), which includes a calculation of average tuition and fees.

With regard to UCM's FY 2019 budget, President Ambrose stated a budget is being prepared for presentation at the April Board meetings. He presented a PowerPoint that reflects how UCM is transforming the way it serves students (Attachment 2) which includes

three areas of focus including sustainability, academic performance, and student success. President Ambrose discussed the current budget reality, noting that restoration of state appropriations combined with a new budget model will help move the institution towards a balanced FY 2019 budget. Restoration of \$68 million to higher education would provide approximately \$4 million more to UCM; however, a gap would remain. As part of the presentation, Dr. Best outlined budgeted tuition and State Appropriations for FY 2018 against the forecasted FY 2019 budget, and noted the Strategic Resource Allocation Model (SRAM) would be utilized to address FY 2019 budget challenges. An overview was provided of FY 2019 budget strategies totaling \$10.7 million. Additional savings are possible from restructure and cost containment (elimination of 30-50 positions), academic performance growth and savings, student success initiatives, legal services, and innovative healthcare EPO changes.

Dr. Godard addressed academic performance, noting that the Deans are reviewing class size and other data to determine appropriate staffing and course delivery. He shared other work being done in this area including a reduction in the number of colleges from four to three. Dr. Godard said a reorganization plan is being developed to reflect the new college structure. Academic Affairs is looking closely at new programs and opportunities, with a commitment to conducting a market analysis before proposing new programs to the Board for approval. Dr. Godard added that the Coordinating Board for Higher Education is also monitoring institutions closely for program duplication, which UCM includes as part of its market analysis.

President Ambrose stated budget planning and priority alignment for FY 2019 will move the student success needle forward for student retention (goal is 80% retention) and completion. It will also move the needle forward for tuition revenue. President Ambrose closed by presenting the Future Success Pathways Model that includes holistic intrusive success advising and asserting UCM's commitment to affordability, completion, and a sustainable future for UCM.

Census Spring Enrollment – Agenda Item No. 3

Dr. Karen Goos reviewed information from the Spring 2018 Census Data report (Attachment 3), which reflected a slight increase in the persistence profile of first time, full-time students as well as a modest increase in transfer students. Dr. Goos also noted a modest decline in undergraduate enrollment and a significant decline in graduate enrollment, which is largely due to the decline in international students from India. She noted that UCM is working to build relations with China. Dr. Goos noted a 2.6% decline in the number of average hours to degree, which is a move in the right direction.

Dr. Wetzel asked if UCM is competitive with the tuition rates of two-year institutions that some students choose to attend. Dr. Goos answered that UCM is creating stronger articulation and 2+2 agreements with two-year institutions, and building programs such as

The MIC and other types of programs that would offer a natural transition to UCM from high schools for degree completion. President Ambrose suggested a future presentation to the Board related to dual enrollment/credit programs and extended campus.

Strategic Governance for Student Success – Completion Commitment – Agenda Item No. 4

Following the Census report, Dr. Goos delved deeper into The Completion Commitment (Attachment 4) that was included as part of the budget presentation. The Completion Commitment includes a retention goal of 80%, and if successful, could generate approximately \$6 million more in revenue. Dr. Goos stated a pilot was conducted with students in undecided majors. These students are considered “at risk” with the lowest persistence and retention rates. The Gateway Pilot used holistic intentional success advising with these students, and resulted in increased persistence from Fall 2017 to Spring 2018. Mr. Collier asked if a 1% increase in a year is good. Dr. Godard responded that this is good. Mr. Collier also asked what the timeline is for achieving 80% retention. President Ambrose answered that the Board asked for a three-year sustainable plan. It will be challenging, but UCM will strive to meet this goal.

Following Dr. Goos’ presentation, Dr. Shari Bax presented information related to behavioral health (Attachment 5), which is also important to UCM’s Completion Commitment. She discussed “high-risk” students and some of the obstacles they face. Dr. Bax noted that UCM’s CARE Team serves as a closely coordinated network of resources to help these students. She discussed risk factors and reduction, UCM trends from Missouri Assessment of College Health Behavior, and a number of available resources and outreach services to help students be successful.

Request for Closed Session – March 16, 2018

Dr. Long moved pursuant to the Missouri Revised Statutes, Section 610.021, that the UCM Board of Governors meet in closed meeting, with closed record and closed vote, for the purpose of considering real estate matters, legal actions, and personnel matters. The motion was seconded by Ms. Collier and carried with the following roll call vote:

<i>John Collier</i>	<i>aye</i>	<i>Weldon Brady</i>	<i>aye</i>
<i>Mary Dandurand</i>	<i>aye</i>	<i>Walter Hicklin</i>	<i>aye</i>
<i>Mary Long</i>	<i>aye</i>	<i>Gus Wetzel</i>	<i>aye</i>

Adjournment – Agenda Item No. 5

There being no further business to discuss, Mr. Hicklin moved that the meeting adjourn. The motion was seconded by Ms. Dandurand and carried with the following roll call vote:

<i>John Collier</i>	<i>aye</i>	<i>Weldon Brady</i>	<i>aye</i>
<i>Mary Dandurand</i>	<i>aye</i>	<i>Walter Hicklin</i>	<i>aye</i>
<i>Mary Long</i>	<i>aye</i>	<i>Gus Wetzel</i>	<i>aye</i>

The meeting concluded at 4:35 p.m.

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Attachment Listing**

<u>Attachment No.</u>	<u>Attachment Description</u>
1	<i>CBHE Summary of 2018-2019 Increases Permitted without Penalty or Waiver</i>
2	<i>FY 2019 Budget Planning and Priority Alignment</i>
3	<i>Spring 2018 Census Data</i>
4	<i>The Completion Commitment</i>
5	<i>Behavioral Health is Central to Our Mission</i>