University of Central Missouri
Board of Governors
Retreat
August 21, 2025

The University of Central Missouri (UCM) Board of Governors convened in a retreat on August 21, 2025, at 10:33 a.m. in the Elliott Student Union, Room 237B, on UCM's main campus in Warrensburg, Missouri. Board President John Collier presided over the meeting. Others participating in the meeting were Governors Stephen Abney, Mary Dandurand, Stu Rogers, Gus Wetzel II, and Ken Weymuth; Student Governor Hadley Oden; University President Roger Best; General Counsel Lindsay Chapman; and Assistant Board Secretary Kristen Plummer. The retreat presenters were Dr. Tim Crowley, Mr. Chris Lang, Dr. Ann McCoy, Dr. Matt Howdeshell, Ms. Colette Snyman, Ms. Courtney Goddard, and Ms. Tiffany Cochran.

Note: Student Governor Oden was excused from the meeting from 10:58 to 11:40 a.m.

Call to Order - Agenda Item No. 1

Mr. Collier called the meeting to order.

Enrollment Update and Discussion of Strategic Enrollment Plan – Agenda Item No. 2

Dr. Tim Crowley, Provost and Vice President for Academic Affairs, and Mr. Chris Lang, Assistant Vice Provost for Admissions, Analytics, and Financial Aid, presented an enrollment update based on the preliminary numbers from the first day of enrollment for the Fall 2025 semester (Attachment 1). Provost Crowley acknowledged the hard work of those involved behind the scenes in building the class each year, which includes representatives from the offices of Admissions, Graduate Studies, International Student Services, the Success Advising Center, Career and Life Design Center, and dual credit. Mr. Lang reported that the overall enrollment for the first day of classes was 17.5% down from the first day of enrollment for Fall 2024. He further broke down enrollment by graduate and undergraduate students, sharing that overall undergraduate enrollment is up by about .5% and highlighted the increases in international, out-of-state, and new undergraduate students. Mr. Lang stated that overall graduate enrollment is down 39.6%, with the majority of the decline attributed to international graduate enrollment, which is down 62.6%. He also noted that domestic graduates are down in headcount; however, there has been an increase in credit hours by about .5%

Mr. Lang provided an overview of the revamp of the strategic enrollment plan, which is currently in the early stages of development and is planned for implementation in Fall 2026. The new plan will encompass new tools available in the enrollment field and will align with the university's new strategic plan. In response to a question from Mr. Abney, Mr. Lang shared that all of campus is involved in creating the strategic enrollment plan, with the executive group including staff directly involved with the offices of Admissions, Integrated Marketing and Communications, and University Analytics and Institutional Research, as well as faculty. Mr. Lang stated that it will be a living and breathing plan that will adjust in response to shifts in the market, student demographics, student engagement, and the evolution of artificial intelligence.

A discussion followed regarding the visa process and the challenges faced by prospective international students, which include denials, lack of appointments, and delays. Mr. Lang clarified that the bulk of dual credit enrollment is still to come and will be included in the enrollment numbers reported on the census date. Mr. Weymuth inquired about the FAFSA application, and Mr. Lang shared that it was significantly easier than the previous year, with approximately 63% of freshmen filing a FAFSA, compared to only about 50% the previous year.

University Strategic Plan Redevelopment Discussion – Agenda Item No. 3

Dr. Ann McCoy, Vice Provost for Academic Affairs and Dean of Graduate Studies, serves as the Chair of the Strategic Plan Council and joined Provost Crowley to provide an overview of the redevelopment of the university's strategic plan that consists of six phases (Attachment 2). Dr. McCoy noted that Alex Greenwood, from Integrated Marketing and Communications, has been added to the Strategic Plan Council to assist with the development of the communications plan. Phase 1 has been completed, and Phase 2 is currently underway. A matrix approach was selected as the structure for the strategic plan, which includes imperatives (what must happen for UCM to be successful in the future) and opportunities (how we achieve them). The final part of the matrix is for campus units and departments to identify initiatives and activities that align with the opportunities that will lead to achieving the imperatives. Dr. McCoy thanked the Board for their participation in the initial stakeholder interviews, which were also conducted with members of the President's Council and Strategic Leadership Team to discuss UCM's current mission, vision, values, and strategic plan, as well as ideas for the future. Dr. McCoy shared the emerging themes from the interviews, determined through a thematic analysis, and provided initial thoughts on potential imperatives. Dr. McCoy reviewed the monthly timeline for the strategic plan development process, which includes a draft presentation to the Board in January 2026 and a final plan presentation to the Board in June 2026.

Mr. Abney stated that student housing and its development over the next five to 20 years are key considerations for the Board to plan for and determine what it will need to look like. Dr. McCoy noted that student housing was a topic that came up universally during the interviews, and it may fall within the 'update facilities and resources' initially identified imperative. In follow-up to questions from Mr. Abney regarding the impact of on-campus living requirements on enrollment and preferred accommodations by students, Dr. McCoy shared that, as part of the survey, there will be an opportunity for students to volunteer to sit on a focus group or provide additional information, which could allow for more in-depth research regarding the topics that Mr. Abney mentioned. Board President Collier asked if there were any surprises that had emerged from the interviews. Dr. McCoy shared that there were no major surprises, although some aspects that either did or did not emerge as imperatives were interesting to the Strategic Plan Council.

Intercollegiate Athletics Update and Discussion – Agenda Item No. 4

Dr. Matt Howdeshell, Vice President for Intercollegiate Athletics, reported it is an exciting time of year with students back on campus and introduced a video that highlighted the 2024-2025 accomplishments of student-athletes, coaches, and staff. Dr. Howdeshell provided an overview of the UCM Athletics strategic plan that was finalized and published in August 2024. In addition to the progress demonstrated in the video, Dr. Howdeshell shared that UCM placed 16th in the country out of 238 NCAA Division II schools in the Learfield Directors' Cup, which is given to the best comprehensive athletic department in the country and is measured by success in both regular and postseason.

Dr. Howdeshell shared that the departmental objective for this year is to go from good to great and provided an overview of the guiding principles to achieve their goals and objectives, which include communicating proactively, being ideal team players on campus and in the community, continuing to be open to growth, and embracing the spinning flywheel concept. Additionally, he shared the strategic priorities for the administrative areas of the athletic department, including student-athlete services, external relations, fiscal operations, facilities, and personal goals for himself in the role of Athletic Director.

In response to a question from Mr. Collier regarding potential changes in NCAA Division II at the national level over the next one to five years, Dr. Howdeshell shared that he felt the university was well-positioned within the Mid-America Intercollegiate Athletics Association (MIAA) as an institution both competitively and financially. Mr. Abney expressed his appreciation for the student-athletes' presence at the local schools to welcome students on their first day. He also congratulated Athletics on the success of the annual Athletics Auction. Mr. Abney inquired whether the initial projections with Taymar had been met, and Dr. Howdeshell stated that the ticket sales projections had not. He further explained that when Taymar started in June 2024, they were asked to focus efforts on sponsorship revenue leading into the football season, which did lead to tremendous growth. Mr. Rogers asked about the effects of name, image, and likeness (NIL) at the NCAA Division II level. Dr. Howdeshell shared that there is some traction at the NCAA Division II level to allow schools to bring external third-party collectives in-house. However, the level of dollars is significantly less than at the NCAA Division I level.

Internal Auditor Introduction and Work-to-Date Report – Agenda Item No. 5

Ms. Colette Snyman, Internal Auditor, introduced herself and shared her personal and professional background. Ms. Snyman provided an overview of what her position entails for the university, including the reporting structure and her work to date since assuming this position two months ago (Attachment 3). Ms. Snyman noted that she will be working with Dr. Best to present the Internal Audit Charter to the Board for approval during the October Board meeting.

Mr. Collier welcomed Ms. Snyman to the university and asked if there were other internal auditors either in the state of Missouri or the region that she might be able to connect with. Ms. Snyman stated that there are resources available, including a professional association for college and university auditors. She will attend a conference the organization is hosting in September in Louisville, Kentucky. Mr. Abney asked what her involvement would be with the external audit, and Ms. Snyman explained how she viewed the two roles as complementary.

Note: The Board recessed at 12:03 p.m. for a lunch break. The meeting resumed at 12:50 p.m.

University Advancement Update – Agenda Item No. 6

Ms. Courtney Goddard, Vice President of University Advancement and Executive Director of the UCM Alumni Foundation, was joined by Mr. Cory Bittner, class of 2011, and Mr. Calvin Dillon, class of 2024, who shared their experience in participating in the Alumni Foundation's alumni ambassador program, which ultimately led to a job opportunity for Mr. Dillon at Mr. Bittner's company. Mr. Bittner shared that his company has hired three or four alumni from UCM and reiterated that the relationships built through this program are very important for both students and employers. Ms. Oden asked how relationships are managed between students who are interested in pursuing a career out of state. Ms. Goddard shared that it is a little more complicated, but they are still able to connect students. Later in the meeting, Ms. Cochran added that they utilize MuleNation Leaders from across the country to help make connections in areas where students are interested in moving. Additionally, several Alumni Foundation Board of Directors members live out of state, and they try to connect students with them when the Board members are on campus for meetings or events.

Ms. Goddard provided an overview of the Alumni Foundation Fiscal Year (FY) 2026 goals and gifts received to date (Attachment 4). She shared that a generous pledge of $20 million had just been received from Mr. Dave Steward, the honorary co-chair of the Dreams Unite Campaign. She reviewed the campaign progress and reminded the Board that to go public in a campaign, the goal is to have the capital project over 60% funded. Once additional funding is locked down for the Welcome Center, she shared that the Dreams Unite Campaign will be able to go public much sooner than originally expected.

Ms. Tiffany Cochran, Senior Director of Events and Alumni Engagement, recapped the FY 2025 goals for alumni engagement and shared that 36,772 alumni were engaged with last year, exceeding the goal of 29.5% by 4.6%. The FY 2026 alumni engagement goal is 31%. Ms. Cochran announced the Legacy Program will be relaunched and rebranded, which is a program that is valuable to the university for honoring the deep-rooted connections families have with the university and supporting recruitment and retention of students. Ms. Cochran provided an overview of the planned initiatives and engagement opportunities to connect with legacy families and students, which included a welcome gift at move-in, digital marketing to build legacy student involvement, targeted outreach to alumni to share about the program, and an opportunity for legacy families to share their story and be featured in a legacy video that will launch in early 2026. The signature event of the legacy program is the pancake breakfast at Family Weekend.

The legacy line of clothing was designed by the following Fashion and Apparel Merchandising students, who Ms. Cochran invited to share the designs and development process with the Board: Avery Barr, Kaci Wright, and Jey Earl. The students expressed their appreciation for the hands-on learning experience of creating the designs and the opportunity to leave their own legacy on campus through this apparel. The merchandise will be available to purchase on the Fashion and Apparel Merchandising website, ucmo.edu/buyfashion. Ms. Cochran shared that they will plan to refresh the legacy family design every two years.

<u>Adjournment</u> – Agenda No. 7

The retreat adjourned at 1:35 p.m.

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Attachments Listing

Attachment No.	***Attachment Description***
1	Enrollment Update and Strategic Enrollment Plan
2	University Strategic Plan Redevelopment Discussion
3	Internal Auditor Introduction and Work-to-Date Report
4	University Advancement Update