Coordinating Board for Higher Education

September 11-12, 2018

Governor Office Building | Room 450
200 Madison Street
Jefferson City, MO

COORDINATING BOARD FOR HIGHER EDUCATION

Doug Kennedy, Chair, District 8

Mike Thomson, Vice Chair, District 6

Carl Bolm, Member, District 2

Joe Cornelison, Member, At-Large

Shawn Saale, Member, District 3

Gwendolyn Grant, Member, District 5

Gary Nodler, Member, District 7

VACANT, Member, District 1

VACANT, District 4

Schedule of Events

Coordinating Board for Higher Education
September 11-12, 2018

Tuesday, September 11, 2018

2:15 – 2:30 p.m. **CBHE Audit Committee Meeting**
Governor Office Building
200 Madison Street, **Room 315**
Jefferson City, MO 65101

2:30 – 3:30 p.m. **CBHE Academic Affairs & Workforce Development Committee Meeting**
Governor Office Building
200 Madison Street, **Room 460**
Jefferson City, MO 65101

2:30 – 3:30 p.m. **CBHE Budget & Financial Aid Committee Meeting**
Governor Office Building
200 Madison Street, **Room 315**
Jefferson City, MO 65101

3:30 – 5:00 p.m. **CBHE Work Session**
Governor Office Building
200 Madison Street, **Room 315**
Jefferson City, MO 65101

6:30 – 8:00 p.m. **Dinner (Board Members, MDHE Senior Staff, and PAC Only)**
Residence of Commissioner Zora Mulligan
1209 Elmerine Avenue
Jefferson City, MO 65101

Wednesday, September 12, 2018

9:00 a.m. – 12:00 p.m. **CBHE Meeting**
Governor Office Building
200 Madison Street, **Room 450**
Jefferson City, MO 65101

It is the policy of the Coordinating Board for Higher Education that all public meetings and events are accessible to people with disabilities. Individuals needing special accommodations relating to a disability should contact Alyssa McLeod at the Missouri Department of Higher Education, 205 Jefferson Street, P.O. Box 1469, Jefferson City, MO 65109, by emailing Alyssa.McLeod@dhe.mo.gov, or by calling (573) 751-1876 at least three working days prior to the meeting.

PRESIDENTIAL ADVISORY COMMITTEE (PAC)

PUBLIC UNIVERSITIES

Dr. Dwaun Warmack
Harris-Stowe State University

Dr. Jerald Woolfolk
Lincoln University

Dr. Alan Marble
Missouri Southern State University

Mr. Clif Smart
Missouri State University

Dr. Robert Vartabedian
Missouri Western State University

Dr. John Jasinski
Northwest Missouri State University

Dr. Carlos Vargas-Aburto
Southeast Missouri State University

Dr. Sue Thomas
Truman State University

Dr. Roger Best
University of Central Missouri (Interim)

Dr. Mun Choi
University of Missouri System

Dr. Alexander Cartwright
University of Missouri-Columbia

Dr. C. Mauli Agrawal
University of Missouri-Kansas City

Dr. Thomas George
University of Missouri-St. Louis

Dr. Christopher Maples
Missouri University of Science & Technology (Interim)

COMMUNITY COLLEGES

Dr. Thomas R. Burke
Crowder College (Interim)

Dr. Jon Bauer
East Central College

Dr. Raymond Cummiskey
Jefferson College
(PAC Chair)

Dr. Kimberly Beatty
Metropolitan Community College

Dr. Steven Kurtz
Mineral Area College

Dr. Jeffrey Lashley
Moberly Area Community College

PUBLIC 2-YEAR TECH COLLEGE

Dr. Shawn Strong
State Technical College of Missouri

Dr. Lenny Klaver
North Central Missouri College

Dr. Hal Higdon
Ozarks Technical Community College

Dr. Barbara Kavalier
St. Charles Community College

Dr. Jeff Pittman
St. Louis Community College

Dr. Joanna Anderson
State Fair Community College

Dr. Wesley Payne
Three Rivers College

INDEPENDENT 4-YEAR COLLEGES & UNIVERSITIES

Dr. Michael Shonrock
Lindenwood University

Dr. Roger Drake
Central Methodist University

Dr. Greg Gunderson
Park University

Ms. Rose Windmiller
Washington University
(PAC Vice-Chair)

4-YEAR ALTERNATE

Dr. Ron Slepitza
Avila University

2-YEAR ALTERNATE

Dr. Jann Weitzel
Cottey College

COORDINATING BOARD FOR HIGHER EDUCATION
September 11, 2018
Governor Office Building, Rooms 315 & 460
200 Madison Street, Jefferson City, MO 65101

WORK SESSION AND COMMITTEE MEETINGS AGENDA

1. Audit Committee (2:15-2:30 p.m.)

a. Call to order
b. Committee overview for new members
c. Review minutes of June 6, 2018, Audit Committee meeting (Tab 33)
d. Recent review/report received: U.S. Department of Education, On-Site Information Security Review
e. Ongoing audit: State Auditor's Office, Statewide Financial Statements
f. Upcoming audit: RubinBrown, Missouri Student Loan Program Financial Statements

2. Academic Affairs & Workforce Needs Committee (2:30-3:30 p.m.)

a. Call to order
b. Committee overview for new members
c. Review minutes of June 6, 2018, Academic Affairs & Workforce Needs Committee meeting (Tab 27)
d. Overview of items on agenda of CBHE meeting, September 12, 2018
    i. Academic Program Actions on Previously Provisionally Approved Programs (Tab 26)
    ii. Mission Review Status Update (Tab 29)
    iii. Academic Program Actions Approved through Routine and Staff Review (Tab 30)
e. Connecting academic programming to workforce needs
f. Adjourn

3. Budget & Financial Aid Committee (2:30-3:30 p.m.)

a. Call to order
b. Committee overview for new members
c. Review minutes of June 6, 2018, Budget & Financial Aid Committee meeting (Tab 16)
d. Overview of items on agenda of CBHE meeting, September 12, 2018
    i. Financial Aid Rule Changes (Tab 15)
    ii. Financial Aid Task Force Update (Tab 17)
    iii. 2018 Facility Review (Tab 18)
    iv. FY 2020 Budget Request – Department Summary (Tab 19)
    v. FY 2020 Department and Student Financial Aid Budget Recommendations (Tab 20)
    vi. FY 2020 Public College & University Operating Budget Recommendations (Tab 21)
    vii. FY 2020 Capital Improvement Recommendations (Tab 22)
    viii. Report on the Higher Education Student Funding Act (Tab 23)
    ix. FY 2018 Higher Education Budget Final Expenditures (Tab 24)

x. Final Report on FY 2019 Higher Education Budget (Tab 25)

4. Work Session (3:30-5:00 p.m.)

a. Introduction of new MDHE staff
b. Report of committees
c. Presentation by Joe Yan, 2018 Russell Fellow
d. Update on Missouri Student Loan Program RFP
e. Budget 101
f. CBHE Toolkit
g. Orientation of new members

COORDINATING BOARD FOR HIGHER EDUCATION
September 12, 2018 | 9:00 a.m. to 12:00 p.m.
Governor Office Building, Room 450
200 Madison Street, Jefferson City, MO 65101

Call-in options: (573) 526-5402 or toll-free (866) 630-9346
No access code required

MEETING AGENDA

1. General Business

a. Action

i. Call to Order
ii. Roll Call of Members and Determination of Quorum
iii. Review and Approve Agenda
iv. Review and Approve Consent Agenda
    1. Minutes of the June 6, 2018, Work Session Meeting (Tab 1)*
    2. Minutes of the June 7, 2018, Board Meeting (Tab 2)*
    3. Minutes of the July 31, 2018, Joint SBE/CBHE Meeting (Tab 3)*
    4. Minutes of the July 31 – August 1, 2018, Board Retreat (Tab 4)*
    5. Distribution of Community College Funds (Tab 5)*

b. Information

i. Chair's Appointment of a Nominating Committee for CBHE Officers (Tab 6)
ii. Call for Offers to Host the June 2019 CBHE Meeting (Tab 7)

2. Report of the Commissioner

a. Action

i. Recognition of Math Pathways Task Force and Core Curriculum Advisory Committee Members (Tab 8)
ii. Recognition of MDHE Summer Employees (Tab 9)

b. Information

i. Welcome New Leaders (Tab 10)
ii. Talent for Tomorrow (Tab 11)

3. Presidential Advisory Committee

a. Action

i. Report of the PAC Chair and Vice Chair Nominating Committee and Election of New Officers (Tab 12)

b. Information

i. Final Report on 2018 Legislative Session and Plan for Implementation of New Laws (Tab 13)
ii. Initial 2019 Legislative Proposals (Tab 14)

4. Budget and Financial Aid Committee

a. Action

i. Financial Aid Rule Changes (Tab 15)

b. Information

i. Minutes of the June 6, 2018, Budget and Financial Aid Committee Meeting (Tab 16)*
ii. Financial Aid Task Force Update (Tab 17)

Items marked with an asterisk will not be the subject of a verbal report unless a report is requested.

iii. 2018 Facility Review (Tab 18)
iv. FY 2020 Budget Request (Tab 19)
v. FY 2020 Department and Student Financial Aid Budget Recommendations (Tab 20)
vi. FY 2020 Public College & University Operating Budget Recommendations (Tab 21)
vii. FY 2020 Capital Improvement Recommendations (Tab 22)
viii. Report on the Higher Education Student Funding Act (Tab 23)
ix. FY 2018 Higher Education Budget Final Expenditures (Tab 24)*
x. Final Report on FY 2019 Higher Education Budget (Tab 25)*

5. Academic Affairs and Workforce Needs Committee

a. Action

i. Academic Program Actions on Provisionally Approved Programs (Tab 26)*

b. Information

i. Minutes of the June 6, 2018, Academic Affairs and Workforce Needs Committee Meeting (Tab 27)*
ii. MoSCORES Update (Tab 28)
iii. Mission Review Update (Tab 29)
iv. Academic Program Actions Approved through Routine and Staff Review (Tab 30)*
v. Proprietary School Certification Actions and Reviews (Tab 31)*
vi. Proprietary School Advisory Committee Appointments (Tab 32)*

6. Audit Committee

a. Action

i. None

b. Information

i. Minutes of the June 6, 2018, Audit Committee Meeting (Tab 33)*

7. Strategic Planning and External Affairs Committee

a. Action

i. None

b. Information

i. Minutes of the March 7, 2018, Strategic Planning and External Affairs Committee Meeting (Tab 34)*
ii. Statewide Engagement Plan (Tab 35)
iii. Missouri College Access Network (Tab 36)
iv. Blueprint Implementation Plan Update (Tab 37)*

8. General Business

a. Action

i. Adjourn Public Session of the Coordinating Board for Higher Education

b. Information

i. Good and Welfare of the Board*
ii. Presidential Advisory Committee Roster*
iii. CBHE Members by Congressional District (Tab 38)*
iv. CBHE Committee Roster (Tab 39)*

Items marked with an asterisk will not be the subject of a verbal report unless a report is requested.

v. CBHE Statutory Functions (Tab 40)*
vi. CBHE Bylaws (Tab 41)*

Items marked with an asterisk will not be the subject of a verbal report unless a report is requested.

Tab 1
Meeting Minutes

Coordinating Board for Higher Education Work Session

Coordinating Board for Higher Education
June 6, 2018

The Coordinating Board for Higher Education was called to order at 3:00 p.m. on Wednesday, June 6, 2018, in Room 486 of Glass Hall at Missouri State University, in Springfield, Missouri. Committee members Doug Kennedy, Mike Thomson, Joe Cornelison, Carl Bolm, Sam Murphey, and Shawn Saale were present. No members were absent.

Commissioner Mulligan introduced new Department of Higher Education employees to the board. Committee members reported out from committees. Staff reviewed the Higher Education Student Funding Act, Missouri Student Loan Program, retreat agenda, and Talent for Tomorrow participation and meeting logistics. No action was taken.

Carl Bolm moved to go into closed session pursuant to § 610.021(1), RSMo, to discuss legal actions and causes of action. Sam Murphey seconded. Roll call vote:

Doug Kennedy: yea
Carl Bolm: yea
Shawn Saale: yea
Sam Murphey: yea
Mike Thomson: yea
Joe Cornelison: yea

The motion passed unanimously and the board entered into a closed session at 3:43 p.m.

Sam Murphey motioned to adjourn the close session. Mike Thomson seconded. Roll call vote:

Doug Kennedy: yea
Carl Bolm: yea
Shawn Saale: yea
Sam Murphey: yea
Mike Thomson: yea
Joe Cornelison: yea

The motion passed unanimously and the board adjourned the closed session at 4:13 p.m. No action was taken.

The meeting was adjourned at 4:15 p.m.

Tab 2
Meeting Minutes

Coordinating Board for Higher Education Public Meeting

Coordinating Board for Higher Education
June 7, 2018

The Coordinating Board for Higher Education held a public meeting at 9:00 a.m. on Thursday, June 7, 2018, in room 211 of Lincoln Hall at Ozarks Technical Community College in Springfield, Missouri. Board members Doug Kennedy, Mike Thomson, Joe Cornelison, Carl Bolm, Sam Murphey, and Shawn Saale were present. No members were absent.

General Business

1. Mr. Thomson moved to approve the consent agenda in its entirety. Mr. Bolm seconded. Motion carried unanimously.
2. Mr. Kennedy recognized Hal Higdon from Ozarks Technical Community College and Clif Smart from Missouri State University as host institutions for the June 2018 CBHE public meeting.
3. Hal Higdon made welcoming remarks.

Report of the Commissioner

1. Zora Mulligan, Commissioner of Higher Education, provided an update on the 2018 Blueprint for Higher Education Implementation Plan.

Presidential Advisory Committee

1. Dr. Ray Cummiskey, Chair of the Presidential Advisory Committee, reported on appointments to the nominating committee for the Presidential Advisory Committee.
2. Mr. Saale moved to approve Dr. Chuck Ambrose, University of Central Missouri president and Council on Public Higher Education chair: Dr. Roger Drake, Central Methodist University and Independent Colleges and Universities of Missouri chair; and Dr. Jeff Pittman, St. Louis Community College and Missouri Community College Association chair to the nominating committee. The nominating committee will nominate a slate to serve as a chair and vice chair of the Presidential Advisory Committee, with the entire PAC to vote on at the September CBHE meeting. Mr. Thomson seconded. Motion carried unanimously.
3. Nicole Epstein, General Counsel/Legislative Liaison, presented a report on the 2018 legislative session.

Academic Affairs & Workforce Needs Committee

1. Mr. Saale moved to recommend that the CBHE approve the transfer appeal process and denial of transfer credit notification process for implementation at Missouri's public institutions for the 2018-2019 academic year. Mr. Thomson seconded. Motion carried unanimously.
2. Mr. Murphey moved to recommend that the CBHE approve the Missouri University of Science & Technology's request to change its admissions selectivity designation to Highly Selective, beginning with the fall 2018 entering class. Mr. Bolm seconded. Motion carried unanimously.
3. Mr. Bolm moved to recommend that the CBHE approve the recommended actions listed in Tab 9, Recommended Action on Provisionally Approved Programs. Mr. Cornelison seconded. Motion carried unanimously.
4. Rusty Monhollon, Assistant Commissioner for Academic Affairs, presented a report on mission review.
5. Assistant Commissioner Monhollon presented a report on the Plan for Comprehensive Review of Academic Program Proposals.

Budget & Financial Aid Committee

1. Mr. Thomson moved to recommend that the CBHE approve the policy framework developed by the Financial Aid Review Policy Task Force as the foundation for the operation and evaluation of the state's student financial assistance system as well as for the development of new programs within that system.

   Mr. Thomson also moved to recommend that the CBHE commend the task force membership for its commitment to assisting the students of Missouri and for the work developing this policy framework. Mr. Bolm seconded. Motion carried unanimously.

2. Leroy Wade, Assistant Commissioner for Financial Assistance, Outreach and Proprietary Certification & Government Affairs, presented a State Student Aid Status Report.

3. Jeff Barlow, Assistant Commissioner for Fiscal Affairs, presented a report on the Higher Education Student Funding Act.

4. Assistant Commissioner Barlow presented a report on the FY 2019 higher education budget.

5. Assistant Commissioner Barlow presented a report on the FY 2020 higher education budget.

6. Assistant Commissioner Monhollon presented a report on the No MO Red Tape initiative.

Adjournment

1. Mr. Cornelison moved to adjourn the meeting. Mr. Bolm seconded. Motion carried unanimously.

The meeting adjourned at 10:45 a.m.

Tab 3
Meeting Minutes

Joint SBE/CBHE Meeting

Coordinating Board for Higher Education
July 31, 2018

The State Board of Education (SBE) and the Coordinating Board for Higher Education (CBHE) held a joint meeting at 1:00 p.m. on Tuesday, July 31, 2018, at Tan-Tar-A Resort in Osage Beach, Missouri. SBE members Charlie Shields, Victor Lenz, Michael Jones, Peter Herschend, and Carol Hallquist were present. CBHE members Doug Kennedy, Carl Bolm, Mike Thomson, Joe Cornelison, and Shawn Saale were present. CBHE member Sam Murphey was absent. No quorum was established.

Shared strategic priorities, the Missouri Advisory Board for Educator Preparation, charter school sponsorship, Career Technical Education Advisory Council, and opportunities for strategic collaboration were discussed with no action taken.

The meeting adjourned at 3:00 p.m.

Tab 4
Meeting Minutes

CBHE Retreat Meeting

Coordinating Board for Higher Education
July 31 – August 1, 2018

The Coordinating Board for Higher Education held their annual retreat July 31-August 1, 2018, at Tan-Tar-A Resort in Osage Beach, Missouri. CBHE members Doug Kennedy, Carl Bolm (July 31 only), Mike Thomson, Joe Cornelison, and Shawn Saale were present. CBHE member Sam Murphey was absent. No quorum was established.

July 31, 2018

The meeting was called to order at 3:30 p.m. The group received a presentation on the funding formula for elementary and secondary education from Dr. Roger Dorson, Department of Elementary and Secondary Education interim commissioner, and Charlie Shields, State Board of Education president. No action was taken.

The meeting adjourned at 4:41 p.m.

August 1, 2018

The meeting was called to order at 8:02 a.m. The group received a presentation from Scott Boelscher of HCM Strategists, who presented on outcomes-based funding. Commissioner Zora Mulligan provided an update on the Missouri Student Loan Program. Jeff Barlow, Assistant Commissioner for Fiscal Affairs, presented on facility review and the FY 2020 budget process. No action was taken.

The meeting adjourned at 11:43 a.m.

Tab 5

Distribution of Community College Funds

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

Section 163.191, RSMo, provides that community colleges in the aggregate shall be eligible to receive state funds. The higher education appropriations bill appropriates community colleges' funding to the Department of Higher Education for distribution to community colleges. The department makes state aid payments to community colleges on a monthly basis. The Truly Agreed and Finally Passed (TAFP) core state aid appropriations to community colleges includes line items for the core budget, an equity adjustment, and maintenance and repair. In addition, there is a separate line item for debt offset for the tax refund intercept program operated by the Missouri Department of Revenue to help institutions resolve outstanding student debt owed to the colleges.

CURRENT STATUS

The TAFP state aid appropriation for community colleges in House Bill 2003 for FY 2019 is $143,570,515. The amount available to be distributed (TAFP appropriation less the 3 percent statutory reserve) is $139,263,400.

The payment of state aid distributions to community colleges is summarized below.

Community College Funding	**FY18 Final Expended**	**FY19 Appropriated**	**FY19 Expended YTD (July – Aug)**
State Aid Core – General Revenue	$115,080,597	$115,080,597	$19,180,104
State Aid – Lottery Funds	$10,175,291	$10,175,291	$1,695,880
Equity Funding	$9,742,695	$9,742,695	$1,623,782
Maintenance and Repair Funding	$4,261,705	$4,264,817	$0.00
Total	**$139,260,288**	**$139,263,400**	**$22,499,766**

RECOMMENDATION

Assigned to consent agenda.

NO ATTACHMENTS

Tab 6

Chair's Appointment of a Nominating Committee for CBHE Officers

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

Article III of the Coordinating Board for Higher Education Bylaws provides:

1) The officers of the Board shall be Chair, Vice Chair, and Secretary. They shall be elected by the Board from its own membership. The officers shall perform the duties prescribed by the Missouri Revised Statutes, these bylaws, and as may be prescribed by the Board. The duties of each position are as follows:

    a. ***Chair.*** The Chair of the Board shall preside at all meetings of the Board and shall be the spokesperson for the Board and shall perform such duties as may be prescribed by the Missouri Revised Statutes and by the Board. The Chair shall appoint the members of any committee established pursuant to these bylaws and shall name the Chair of each such committee.

    b. ***Vice Chair.*** In the event of the absence of the Chair, the Vice Chair shall serve as Chair of the Board and perform all the duties of the Chair. The Vice Chair shall perform such other duties as prescribed by the Missouri Revised Statutes and by the Board.

    c. ***Secretary.*** The Secretary of the Board shall take minutes of any executive session of the board and shall perform other duties as prescribed the Missouri Revised Statutes and by the Board.

2) A nominating committee of three members shall be appointed by the Chair. It shall be the duty of this Committee to nominate candidates for the offices to be filled by election at the regular meeting immediately prior to December 31. Before the election at the regular meeting in December, following the report of the Nominating Committee, additional nominations from the floor shall be permitted. Officers' terms shall begin at the close of the regular December meeting, and officers shall serve for a period of one year and until their successors are elected and qualified.

3) No member shall hold more than one office at a time. No member shall be eligible to serve more than two consecutive terms in the same office, unless a member makes a motion that another member be permitted to serve more than two consecutive terms in the same office and the motion is approved by at least a two-thirds vote. No member shall be permitted to serve more than four consecutive terms in the same office under any circumstances.

Recent CBHE officers include:

Year	Chair	Vice Chair	Secretary
2018	Doug Kennedy	Mike Thomson	Samuel Murphey
2017	Carolyn Mahoney	Doug Kennedy	Mike Thomson
2016	Brian Fogle	Carolyn Mahoney	Doug Kennedy

CURRENT STATUS

The CBHE bylaws provide that the CBHE chair shall appoint a nominating committee of three members. Current CBHE chair Doug Kennedy has indicated that he will appoint Mike Thomson, Shawn Saale, and Joe Cornelison to the nominating committee.

NEXT STEPS

The nominating committee should nominate a slate of members to serve as Chair, Vice Chair, and Secretary for the CBHE to vote on at the December meeting. After the report of the nominating committee at the December CBHE meeting, but before the election of the new officers, additional nominations from the floor will be permitted.

RECOMMENDATION

Staff recommends the nominating committee meet prior to the December CBHE meeting to make nominations.

NO ATTACHMENTS

Tab 7

Call for Offers to Host the June 2019 CBHE Meeting

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

The Coordinating Board for Higher Education (CBHE) is statutorily required to meet at least four times annually with an advisory committee (§ 173.005.3, RSMo). Regular meetings generally take place in March, June, September, and December. The June meeting is generally held on a college or university campus.

CURRENT STATUS

The CBHE is accepting offers to host the June 2019 CBHE meeting.

NEXT STEPS

The CBHE will vote to determine the host institution for the June 2019 meeting at their December 12, 2018, meeting.

RECOMMENDATION

This is an information item only.

ATTACHMENT

Coordinating Board On-Campus Meeting Location History

Tab 7 Attachment

Coordinating Board On-Campus Meeting Location History

HISTORY OF HOST INSTITUTIONS

Year	Month	Hosting Campus
2018	June	Missouri State University & Ozarks Technical Community College
2017	June	Northwest Missouri State University
2016	April	Harris-Stowe State University
	April	Metropolitan Community College (Blueprint Meeting)
	June	State Technical College of Missouri
2015	February	University of Missouri-Columbia (Blueprint Meeting)
	March	Truman State University (Blueprint Meeting)
	April	Missouri Western State University
	June	Missouri State University
	June	Ozark Technical Community College (Blueprint Meeting)
	June	Southeast Missouri State University (Blueprint Meeting)
2014	November	Lincoln University
	December	St. Charles Community College
2013	December	University of Missouri-Columbia
2010	February	Wentworth Military Academy
	June	Missouri Baptist University
	September	State Fair Community College
	December	University of Missouri-Columbia
2009	February	St. Louis Community College-Wildwood
	April	Lincoln University

Tab 8

Recognition of Math Pathways Task Force and Core Curriculum Advisory Committee Members

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

This fall public colleges and universities launched two important initiatives, Missouri Math Pathways and CORE 42. Both will make a real difference in student success. While the Missouri Department of Higher Education had responsibility for implementing both initiatives, the real work was done by the members of the Math Pathways Task Force (MMPT) and the Core Curriculum Advisory Committee (CCAC). The MDHE wishes to use this forum to publicly recognize their dedication to improving student success in Missouri.

Math Pathways

The Missouri Math Pathways Task Force (MMPT) is a faculty-led group comprised of representatives from each of the public institutions along (and a few independent institutions) who since 2014 have worked to develop plans and release recommendations to increase student success in gateway mathematics courses. As a result of this work, improvements have been made to remedial mathematics education and multiple math pathways have been developed – after years of vigorous discussion and debate, and in a display of compromise and cooperation – to better align to a student's course of study. The MMPT has also collaborated with the Missouri Department of Elementary and Secondary Education (DESE) to ensure alignment with high school math courses with the math pathways.

Over the past four years, members of the MMPT have been involved with two statewide mathematics summits, seven regional workshops, and over 20 taskforce meetings, and dedicated countless hours of personal and professional time. Because of this dedication, the goals and recommendations the taskforce set forth have been largely accomplished, and the purpose of the taskforce is complete. As a result, the MMPT will transition to an advisory committee which will help advise the MDHE in regards to mathematics and monitor the math pathways initiative going forward.

Core Curriculum Advisory Committee

Section 178.785-789, RSMo, which became law as a result of Senate Bill 997 (2016), directs the Coordinating Board for Higher Education to develop a standard core transfer curriculum and a common course numbering equivalency matrix for lower-division courses, to be adopted at Missouri's public two-and four-year institutions of higher education, to facilitate seamless student transfer, effective for the 2018-2019 academic year. The law further directed that this work be conducted with the assistance of an advisory committee comprised primarily of faculty. The Core Curriculum Advisory Committee (CCAC) includes one representative from each public college and university. CCAC members developed the framework for the CORE 42, including the development of an equivalency matrix to simplify the process of establishing institutional course equivalencies. CCAC members also served as conduits to the faculty discipline groups, comprised of faculty from across the state representing specific disciplines, tasked with reviewing institutional courses to determine which courses met the objectives for inclusion as part of the CORE 42.

The CCAC held its inaugural meeting in January 2017 and met another 15 times, either face-to-face or by phone, between February 2017 and June 2018 to complete the assigned charge. The CCAC established nearly 140 individual MOTR courses (including developing course descriptions for the MOTRs) across five discipline areas, and with the assistance of faculty discipline groups, helped to facilitate the approval of more than 2,500 individual courses, all of which now comprise the CORE 42. CCAC members have also worked through the summer reviewing more than 70 institutional course recommendations for future MOTR courses to be added to the CORE 42 and working with MDHE staff to promulgate the rule to support the CORE 42. CCAC members each have easily spent more than 100 hours in meetings alone related to the CORE 42. This time does not

include release time from campus obligations, travel time, or time spent outside of meetings in reviewing and prepping for upcoming meetings.

RECOMMENDATION

MDHE staff recommends that the Coordinating Board for Higher Education publicly commend the dedication and hard work of both the Missouri Mathematics Pathways Task Force and the Core Curriculum Advisory Committee, and thank them for their commitment to improving higher education in Missouri.

ATTACHMENTS

A. Missouri Mathematics Pathways Task Force Roster
B. Core Curriculum Advisory Committee Roster

Coordinating Board for Higher Education
September 12, 2018

Tab 8 Attachment A

Missouri Mathematics Pathways Task Force Roster

Name	Title	Institution
Andrew McCrady	Professor of Mathematics	Central Methodist University
Jerry Priddy	Professor of Mathematics	Central Methodist University
Grant Swicegood	Professor of Mathematics	Central Methodist University
Suzanne Tourville	Professor of Computer and Math Sciences	Columbia College
Cheryl Ingram	Chair of Mathematics and Physical Sciences Division	Crowder College
Ann Boehmer	Chair of Mathematics and Physical Science Division	East Central College
Reginald Brigham	Mathematics Instructor	East Central College
JD Herdlick	Mathematics Instructor	East Central College
Jonathan Corbett	Associate Professor of Mathematics	Harris-Stowe State University
Skyler Ross	Associate Professor of Mathematics	Jefferson College
Kaitlyn Schwartze	Instructor of Mathematics	Lincoln University
Ruthi Sturdevant	Professor Emeritus of Mathematics	Lincoln University
Bill Morgan	Mathematics Faculty	Metropolitan Community College
Tabatha Crites	Mathematics Faculty	Mineral Area College
Lauren Kieschnick	Mathematics Faculty	Mineral Area College
Kerry Johnson	Chair of Mathematics Department	Missouri Southern State University
William O. Bray	Chair of Mathematics Department	Missouri State University
Michael Orf	Assistant Dean of Academic Affairs	Missouri State University West Plains
V.A. Samaranayake	Curator's Teacher Professor of Mathematics & Statistics, and Director of Graduate Studies	Missouri University of Science & Technology
Jennifer Hegeman	Associate Professor of Mathematics	Missouri Western State University
Donna Kessler	Mathematics Instructor	Moberly Area Community College
Tracy Welch	Mathematics Faculty	North Central Missouri College
Mary Shepherd	Mathematics Faculty	Northwest Missouri State University
Csilla Tasi	Mathematics Instructor	Northwest Missouri State University

Andrew Aberle	Mathematics Instructor	Ozarks Technical Community College
Trish White	Lead Mathematics Instructor	Ozarks Technical Community College
Tammy Randolph	Mathematics Chair	Southeast Missouri State University
Pradeep Singh	Mathematics Professor	Southeast Missouri State University
Kevin Hopkins	Mathematics Chair	Southwest Baptist University
Rich Christianson	Professor of Mathematics	St. Charles Community College
Wanda Long	Mathematics Faculty	St. Charles Community College
Kim Granger	Professor of Mathematics	St. Louis Community College
Kimberly Miller	Chair of Mathematics Division	State Fair Community College
Briehan Barron	Department Chair of Mathematics	State Technical College of Missouri
Mark Eriksson	Mathematics Faculty	Three Rivers College
Dave Garth	Professor of Mathematics	Truman State University
Phoebe McLaughlin	Professor of Statistics and Mathematics	University of Central Missouri
Ian Aberbach	Director of Undergraduate Math Studies	University of Missouri-Columbia
Nakhle Asmar	Professor and Chair of Mathematics Department	University of Missouri-Columbia
Dustin Belt	Professor of Mathematics	University of Missouri-Columbia
Rita Barger	Chair, Curriculum and Instruction	University of Missouri-Kansas City
Bill Kalahuarka	Assistant Teaching Professor of Mathematics	University of Missouri-Kansas City
Stephanie Van Rhein	Lecturer	University of Missouri-Kansas City
Haiyan Cai	Chair of Mathematics and Natural Sciences Department	University of Missouri-St. Louis
Shahla Peterman	Teaching Professor	University of Missouri-St. Louis

Coordinating Board for Higher Education
September 12, 2018

Tab 8 Attachment B

Core Curriculum Advisory Committee Roster

Name	Title	Institution	Discipline
Ryan Combs	Instructor	Crowder College	Biological Sciences
Aaron Bounds	Instructor	East Central College	Music
Kenneth Noe	Assistant Professor of Philosophy	Harris-Stowe State University	Philosophy
Leslie Buck	Professor	Jefferson College	Psychology
David Nyaberi	Associate Professor	Lincoln University	Art
Rich Higgason	Professor of Humanities and Division Chair, Humanities	Metropolitan Community College	Literature
Chuck Gallaher	Instructor and Director of Theatre	Mineral Area College	Theatre
Nii Abrahams	Professor of Economics and Finance	Missouri Southern State University	Economics
Josh Smith	Associate Professor in Biomedical Sciences and Provost Fellow for General Education Transition	Missouri State University	Biomedical Sciences
Rajiv Thakur	Associate Professor of Geography	Missouri State University-West Plains	Geosciences
Klaus Woelk	Associate Professor of Chemistry	Missouri University of Science and Technology	Chemistry
Ali Kamali	Distinguished Professor of Sociology and Assistant Dean, College of Liberal Arts & Sciences	Missouri Western State University	Sociology
Becky Treu	Associate Professor	Moberly Area Community College	Physical Sciences
Roger Von Holzen	Professor	Northwest Missouri State University	Computer Science
Lyndsey Strahan	Professor	Ozarks Technical Community College	English
Bethany Alden-Rivers	Associate Provost for Academic Effectiveness and Student Success	Southeast Missouri State University	Educational Technology
Susan Kendrick	Chair, Professor, and Director of University Studies	Southeast Missouri State University	English
Charles DeBord	Professor	St. Charles Community College	Philosophy
William Griffin	Professor	St. Charles Community College	Anthropology
Christopher Stephens	Professor	St. Louis Community College	Communications

Zita Casey	Professor	St. Louis Community College	Communications
James Cunningham	Dean, Academic Affairs	State Fair Community College	Criminal Justice
Dawn Putnam	Professor	State Technical College of Missouri	Mathematics
Justin Hoggard	Dean of Instruction	Three Rivers College	Social Sciences
Bridget Thomas	Professor of Classics and Director of Interdisciplinary Studies	Truman State University	Classics
Michael Bird	Professor and Department Chair	Truman State University	Health and Exercise Sciences
Rhonda McKee	Professor of Mathematics and Mathematics Program Coordinator	University of Central Missouri	Mathematics
Cooper Drury	Professor of Political Science and Senior Associate Dean, Arts & Sciences	University of Missouri-Columbia	Political Science
Kim McNeley	Associate Vice Provost for University College and Undergraduate Advising	University of Missouri-Kansas City	Psychology
Alan Heisel	Special Assistant to the Provost and Professor, Communication & Media	University of Missouri-St. Louis	Communications

Tab 9

Recognition of MDHE Summer Employees

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

In 2015, David and Lee Russell established a permanently endowed fund at the University of Missouri—Columbia to create the Russell Fellowship in Educational Leadership and Policy Analysis. The recipient of the fellowship completes an internship at the Missouri Department of Higher Education (MDHE) and is responsible for the following duties:

- Completing a major research project as chosen by the supervisor in consultation with the Russell Scholar
- Prepare a final research paper to describe findings
- Present jointly with MDHE officials at a meeting of the Coordinating Board for Higher Education or at a professional conference
- Seek publication of the results under the auspices of the MDHE
- Perform duties consistent with those of a state department research associate I

CURRENT STATUS

Russell Fellows

For the summer 2018 academic term, the Department of Higher Education was able to match the endowed funds to bring two fellows into the office. Junpeng "Joe" Yan reported to Jeremy Kintzel, Director of Data and Research Services, and responded to data needs for Talent for Tomorrow, analyzed supply-and-demand data from other states, and attended Financial Aid Task Force meetings. Heather Sweeney reported to Rusty Monhollon, Assistant Commissioner for Academic Affairs, and compiled institutional profiles to inform the mission review process.

Copywriter/Editor

As Jeffrey Barlow, Assistant Commissioner for Fiscal Affairs and Operations, traveled the state collecting data for the facility review, it became clear that the MDHE would need someone to help pull all the information together into a final report. Steven Chaffin was hired as a temporary Copywriter/Editor in late May and has assisted with the Facility Review Report, board book materials, the Talent for Tomorrow podcast, letters to the editor about Talent for Tomorrow, research for ongoing initiatives, and narrative in the department's budget books.

RECOMMENDATION

MDHE staff recommends that the Coordinating Board for Higher Education publicly commend the dedication and hard work of Junpeng "Joe" Yan, Russell Fellow; Heather Sweeney, Graduate Fellow; and Steven Chaffin, Copywriter/Editor.

NO ATTACHMENTS

Tab 10

Welcome New Leaders

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

The Presidential Advisory Committee (PAC) is a statutorily created entity consisting of 32 members: the president or chancellor of each four-year institution of higher education, the president or chancellor of each community college district, the president of State Technical College of Missouri, and five accredited private universities. The Coordinating Board for Higher Education (CBHE) is required to meet with the PAC at least four times annually.

CURRENT STATUS

Since the CBHE meeting in June, there have been four changes to the PAC membership:

- Dr. Roger Best, University of Central Missouri
- Dr. Jerald Jones Woolfolk, Lincoln University
- Dr. C Mauli Agrawal, University of Missouri—Kansas City
- Dr. Thomas R. Burke, Crowder College

Dr. Shirley Lawler has also been named as Chancellor at Missouri State University—West Plains.

RECOMMENDATION

Staff recommend that those present make them feel welcome.

ATTACHMENT

New Leadership Bios

NEW MEMBERS

DR. ROGER BEST
University of Central Missouri (interim)

Dr. Roger Best became the University of Central Missouri's interim president on Aug. 1, 2018. Best joined UCM in 1995 as an assistant professor. He has worked his way up holding other positions such as professor, chair of the Department of Economics and Financial, associate dean, and dean. Most recently, Dr. Best has served as executive vice president and chief operating officer.
Dr. Best earned his bachelor of business administration degree in management from Georgia College. He earned his doctorate in finance from Florida State University.

DR. JERALD WOOLFOLK
Lincoln University

Dr. Jerald Jones Woolfolk became president of Lincoln University on June 1, 2018. Dr. Woolfolk comes to Lincoln from The State University of New York Oswego where she served as the vice president of student affairs and enrollment management. She also held positions as a visiting associate professor and the interim chief diversity and inclusion officer. Dr. Woolfolk also previously served in several positions at The City University of New York (CUNY) College of Staten Island and at the University of Arkansas at Pine Bluff.
Dr. Woolfolk earned her bachelor of science in psychology from Jackson State University; a master of science in counselor education from Iowa State University; and the doctor of philosophy degree in Urban Higher Education from Jackson State University.

DR. SHIRLEY LAWLER
Missouri State University - West Plains

Dr. Shirley Lawler became the chancellor of Missouri State University – West Plains on June 1, 2018. She is the first female to lead the school. Dr. Lawler was provost/vice chancellor for academic and student affairs at Ozarks Technical Community College before she retired in 2012. She began at OTC in 1997 and served in a number of positions, including associate vice president for academic affairs, dean of technical education and dean of academic services. Prior to working at OTC, Lawler worked at Logan-Rogersville High School and was an adjunct instructor at Missouri State for many years.
Dr. Lawler earned her bachelor's degree in business education and Master of Education in secondary education, both from Missouri State. She has a doctorate in education from the University of Missouri.

DR. C. MAULI AGRAWAL
University of Missouri - Kansas City

Dr. C. Mauli Agrawal became chancellor of the University of Missouri-Kansas City on June 20, 2018. Dr. Agrawal previously served as interim provost at the University of Texas at San Antonio and dean of the College of Engineering. Agrawal's research specializes in orthopedic and cardiovascular biomaterials/implants. He previously worked as an engineer for an automobile company in India before deciding to pursue advanced degrees in the United States.
Dr. Agrawal graduated with his bachelor's degree in technology. He earned his master's degree from Clemson University and a doctorate from Duke University, both in mechanical engineering.

DR. THOMAS R. BURKE
Crowder College (interim)

Dr. Thomas R. Burke became the interim president of Crowder College on July 1, 2018. Dr. Burke was most recently the president of Kansas City Kansas Community College, where he served from 1992 until his retirement in 2011. He held several other positions including vice president at Kansas City Kansas Community College, president of Independence Community College, academic vice president at Three Rivers Community College, Poplar Bluff, and president and teacher at Mountain Empire Community College, Big Stone Gap, Virginia.
Dr. Burke earned his bachelor's, master's and doctorate from the University of Mississippi, Oxford.

Tab 11

Talent for Tomorrow Report

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

Section 173.020, RSMo, lays out the responsibilities the Coordinating Board for Higher Education was established to accomplish. Those include:

(1) Conducting studies of population and enrollment trends affecting institutions of higher education in the state;

(2) Identifying higher education needs in the state in terms of the requirements and potential of the young people and in terms of **labor force requirements for the development of commerce and industry, and of professional and public services**;

(3) Developing arrangements for more effective and more economical specialization among institutions in types of education programs offered and students served, and for more effective coordination and mutual support among institutions in the utilization of facilities, faculty and other resources;

(4) Designing a coordinated plan for higher education in the state (hereafter referred to as the coordinated plan) and for subregions in the state, which shall be based on the studies indicated above and on such others as may be deemed relevant by the coordinating board.

In addition, the third goal of the Coordinating Board's Blueprint for Higher Education emphasizes workforce: "Missouri will produce graduates with high-quality postsecondary degrees and certificates that are valuable and relevant to individuals, employers, communities, and the state."

Based on these themes, one of the department's 2018 Blueprint Implementation Initiatives is to partner with the Departments of Economic Development and Elementary & Secondary Education (DED and DESE) on a workforce needs assessment. That partnership has grown into an initiative called Talent for Tomorrow, one component of which is the workforce needs assessment.

CURRENT STATUS

Commissioner Mulligan and DED Director Rob Dixon have held meetings around the state to hear local perspectives on workforce needs. These qualitative conversations complement the quantitative research that forms the primary substance of the attached report. Over the course of these conversations, the scope of the initiative expanded to include a broader set of policy goals to support workforce development more broadly. Although the needs assessment is nearly complete, Talent for Tomorrow will continue to develop over the coming months.

NEXT STEPS

As discussed in Tab 21, FY 2020 Public College and University Operating Recommendations, a portion of new funding for higher education will support new or expanded programs that meet the workforce needs articulated in the attached report and performance funding will be tied to measures that are clearly linked to the recommendations in the attached report.

In the coming weeks and months, Commissioner Mulligan and Director Dixon will work with the Cabinet Subcommittee on Workforce Development to develop the rest of the themes in the conceptual framework.

RECOMMENDATION

Staff recommend that the Coordinating Board accept the workforce needs assessment.

ATTACHMENT

Talent for Tomorrow Report

TALENT FOR TOMORROW

Labor Market Needs

Hawthorn FOUNDATION

MDHE™ Missouri Department of Higher Education

MISSOURI Department of Economic Development

Table of Contents

Talent for Tomorrow Conceptual Framework	.....	3
Opportunity Clusters	.....	6
Cluster Summary	.....	11
Regional Profiles		
Central	.....	13
Kansas City Region	.....	20
Northeast	.....	27
Northwest	.....	34
Ozark	.....	41
South Central	.....	48
Southeast	.....	54
Southwest	.....	61
St. Louis Region	.....	68
West Central	.....	75
Top 75 Jobs By Region		
Central	.....	84
Kansas City Region	.....	87
Northeast	.....	90
Northwest	.....	93
Ozark	.....	96
South Central	.....	99
Southeast	.....	102
Southwest	.....	105
St. Louis Region	.....	109
West Central	.....	111

Talent for Tomorrow Conceptual Framework

Increase the number of people in Missouri's workforce	• Become the best place to live and work • Connect all Missourians with work
Increase the productivity of Missouri's workforce	• Develop a labor market that works • Work in a 21st century way • Build infrastructure to drive economic development
Compete to win	• Work together/compete together • Create a new approach to economic development

More on this on next slide…

Developing a Labor Market that Works

- Increase overall educational attainment
- Increase overall educational attainment for populations and areas with relatively low levels of education
- Prepare people for work in high-demand fields
- Offer more certificate and alternative credential programs
- Ensure that those who hold degrees have the skills expected of people with degrees
- Align educational requirements with actual job duties
- Align K-12, higher education, and the workforce system
- Expand apprenticeships and increase the number of apprentices

More on this on next slide…

Zooming in on preparing people for work in high-demand fields…

1. Identify sectors of the economy Missouri needs to invest in to ensure long-term economic competitiveness. These are called "opportunity clusters."
2. Identify the jobs needed to support each of those clusters.
3. Determine which of those jobs is the best long-term bet based on likelihood of automation and wages.
4. Support development or expansion of programs that prepare Missourians for those jobs.

Opportunity Clusters

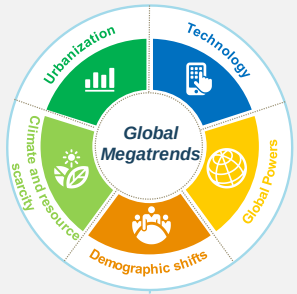
The first step is identifying the sectors of the economy Missouri needs to invest in to ensure long-term economic competitiveness. These are called “opportunity clusters.”

The consultants we worked with identified target clusters through a combination of quantitative and qualitative analyses, which are described on the next slide.

Methodology for Identifying Opportunity Clusters

1

Explored the impact of megatrends



Explored the impact of global megatrends on the Missouri economy

2

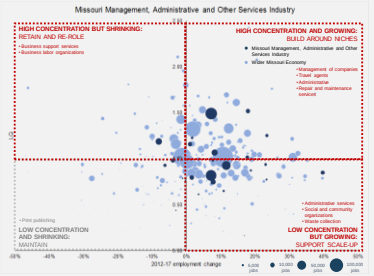
Identified tradable industries in the economy

11	STEP
21	FS
22	IT
23	T&L
33	…
..	..

Identified industries that are tradable, i.e., those that produce exportable goods and services

3

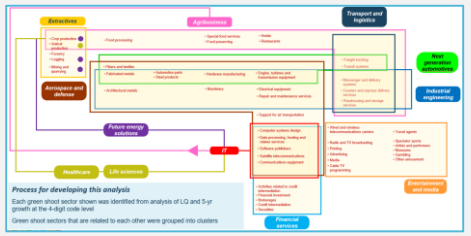
Narrowed tradable industries into "green shoots"



Narrowed the tradable industries into "green shoots" in which Missouri is particularly strong

4

Developed Opportunity Clusters



Aggregated the "green shoots" into Opportunity Clusters in which Missouri has a regional advantage

Opportunity Clusters are groups of industries that may drive future economic—and job—growth in Missouri.

Opportunity clusters are groups of interrelated industries that represent areas of growth and competitive advantage for Missouri.

To focus its economic, education and workforce development strategies, Missouri sought to identify *groups* of industries that are growing and share talent and other inputs.

Federal statistical agencies use the **North American Industry Classification System (NAICS)** system to group businesses into industries based on similarities in how they produce goods or services. Although NAICS codes enable important cross-sectional economic analysis, the classification system does not provide insight into the interconnectedness of firms across industries. Grouping NAICS codes into clusters captures the linkages between industries that share supply chains or inputs such as workers, information, or goods.

Using the methodology in the next slide, Missouri industries meeting these criteria were grouped into the Opportunity Clusters below.

In addition to the seven opportunity clusters, three cross-cluster priorities were identified because they support all or nearly all of the other clusters. Those cross-cluster priorities include healthcare, education, and manufacturing.

Opportunity Clusters

- Aerospace and Defense
- Agribusiness
- Automotive and Transportation
- Energy Solutions
- Entertainment and Media
- Financial Services
- Life Sciences

Cross-Cluster Priorities

- Healthcare
- Manufacturing
- Education

Opportunity Clusters include three types of industries.

Opportunity Clusters at a Glance

Total Jobs, 2016	2,144,762
Projected Job Growth Rate, 2016 - 2026	7.1%
Median Annual Wage, 2017	$43,900

The Opportunity Clusters are composed of a mix of three different types of industries.*

Tradable

Tradable industries produce goods and services exportable to other states or countries. Tradable industries are the foundation of the opportunity clusters, as they bring money into the state, drive growth, and generate demand that spills over to other industries.

Fast Facts	
Total Jobs, 2016	395,950
Job Growth Rate, 2016 - 2026	1.3%

Cross-Cluster

Cross-cluster industries produce goods and services that may be exported to external markets or consumed in-state. Many cross-cluster industries are included in more than one opportunity cluster because they provide supportive services that are relevant to a broad range of clusters (e.g. legal services).

Fast Facts	
Total Jobs, 2016	460,360
Job Growth Rate, 2016 - 2026	11.4%

Local

Local industries sell to or service local markets. The local industries chosen for inclusion were selected based on their relevance to the opportunity cluster.

Fast Facts	
Total Jobs, 2016	1,281,630
Job Growth Rate, 2016 - 2026	7.3%

*A full list of the industries in each Opportunity Cluster is included in the appendix.

Cluster Summary

Though the clusters were selected based on their potential to drive economic growth, they also offer opportunities for workers.

	Missouri	Aerospace & Defense	Agribusiness	Automotive & Transportation	Energy Solutions	Entertainment & Media	Financial Services	Life Sciences	Cross-Sector Manufacturing
Employment									
Employment, 2016	3,009,181	782,372	1,112,213	1,034,371	815,332	1,237,132	780,521	984,759	827,280
% of MO Employment	100%	26%	37%	34%	27%	41%	26%	33%	27%
Job Growth, 2016 – 2026*	▲7.3%	▲8.6%	▲8.2%	▲7.3%	▲9.4%	▲7.1%	▲10.4%	▲11.0%	▲8.5%
Wages									
2017 Median Wages	$49,850	$62,800	$30,720	$81,360	$30,720	$63,000	$77,100	$46,010	$52,860
Difference Between Cluster and MO Median Wages	0%	▲26.0%	-38.4%	▲63.2%	-38.4%	▲26.4%	▲54.7%	-7.7%	▲6.0%

Note: Because cluster mapping is not mutually exclusive (sectors appear in more than one cluster), summing multiple clusters will provide values larger than state totals.

Many Opportunity Clusters offer higher wages and job growth rates than the state average.

Coming Soon: Healthcare and Education

* The projected growth rates do not take into account future investments Missouri may make into the opportunity clusters. Investment could spur increased growth in cluster employment.

Source: Staffing Megamatrix (provided by MERIC)

Regional Profiles

Each of the following regional profiles includes 6 slides:

1. An overview
2. A summary of jobs in local businesses/industries that sell to or service local markets and are linked to the opportunity clusters.
3. A summary of jobs in cross-cluster businesses/industries that produce goods and services that may be exported to external markets or consumed in-state and are linked to the opportunity clusters.
4. A summary of jobs in tradable industries, which produce goods and services exportable to other states or countries.
5. A summary of the number of jobs in the region's tradable industries.
6. A comparison of jobs needed to support the opportunity clusters – including local, cross-cluster, and tradable – to the region's current levels of educational attainment.

Central

AUDRAIN
Mexico
54
HOWARD
BOONE
70
Columbia
COOPER
63
CALLAWAY
50
MONITEAU
Jefferson City
OSAGE
COLE
50
MORGAN
54
GASCONADE
MILLER
MARIES
CAMDEN
CRAWFORD
WASHINGTON
Camdenton
44
Rolla
PULASKI
PHELPS
Fort Leonard Wood
Lebanon
63
DENT
LACLEDE

Central Region: Overview

Regional Employment in the Opportunity Clusters, 2016

Total Employment in the Opportunity Clusters, 2016	200,567
Average Annual Openings in the Opportunity Clusters	26,261

Employment by Industry Type

Top Jobs in the Central Region

Residents of the Central region need access to more and better jobs. Good jobsprovide stability for the employee and value for the region. The following jobs were identified using three criteria: annual openings, automation risk, and median annual wages. The impact score merges the three factors into one composite metric.

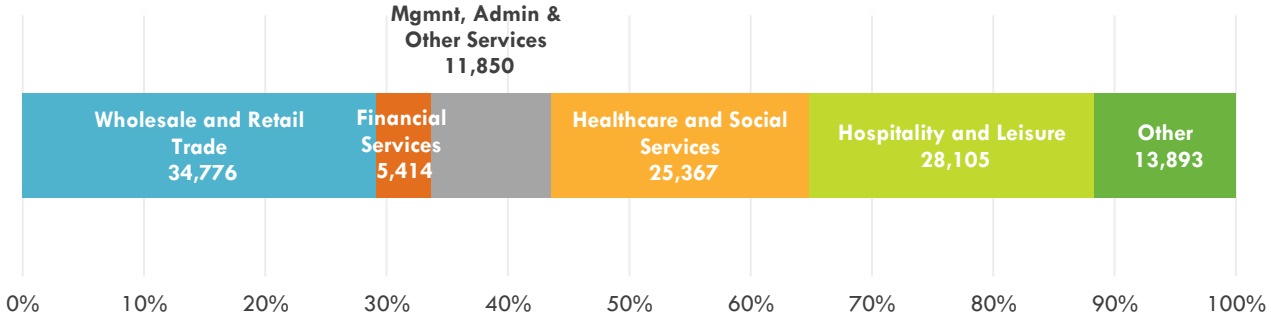
	Annual Job Openings	Automation Risk*	Median Wages, 2017	Impact Score
Short-Term Training Required				
Secretaries and Administrative Assistants	570	High	$30,123	30.03
Customer Service Representatives	381	Medium	$29,274	26.13
Office Clerks, General	508	High	$28,902	25.84
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	424	High	$24,382	18.67
Laborers and Freight, Stock, and Material Movers	359	High	$25,327	16.34
Intermediate-Term Training Required				
First-Line Supervisors of Office and Admin Workers	201	Low	$48,621	26.90
First-Line Supervisors of Retail Sales Workers	266	Medium	$35,102	21.33
First-Line Supervisors of Food Preparation and Serving Workers	402	High	$25,917	18.65
First-Line Supervisors of Production and Operating Workers	126	Low	$47,541	16.53
Heavy and Tractor-Trailer Truck Drivers	285	High	$32,692	16.12
Longer-Term Training Required				
Registered Nurses	362	Low	$60,523	59.35
General and Operations Managers	299	Low	$70,632	56.49
Secondary School Teachers, Except Special and Career/Technical Ed	354	Low	$42,569	42.13
Elementary School Teachers, Except Special Education	177	Low	$40,268	20.01
Business Operations Specialists, All Other	110	Low	$53,942	16.26

*Automation risk refers to the probability that the occupation will eventually be computerized. Risk ratings were derived from a study performed by the University of Oxford in 2013 entitled, "The Future of Employment: How Susceptible are Jobs to Computerization?".

Central Region: Local Employment in the Opportunity Clusters

Top Local Industries	• Food Services and Drinking Places • Hospitals • Ambulatory Health Care Services • Administrative and Support Services
Employment in Local Industries	**119,405**
Annual Job Openings	**17,014**

Local Employment by Industry Category

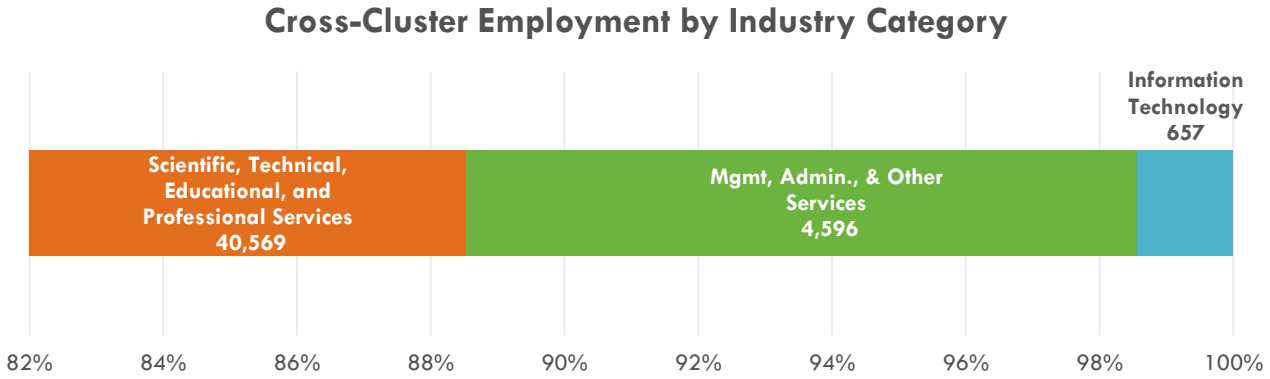


Top Jobs in Local Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Customer Service Representatives	282	Medium	$29,274	19.30
Secretaries and Administrative Assistants	264	High	$30,123	13.93
Laborers and Freight, Stock, and Material Movers, Hand	233	High	$25,327	10.60
Medical Secretaries	201	High	$28,349	10.05
Office Clerks, General	192	High	$28,902	9.79
Intermediate-Term Training Required				
First-Line Supervisors of Retail Sales Workers	258	Medium	$35,102	20.70
First-Line Supervisors of Office and Admin Support Workers	146	Low	$48,621	19.52
First-Line Supervisors of Food Prep and Serving Workers	390	High	$25,917	18.10
Nursing Assistants	215	Low	$23,193	15.19
Automotive Service Technicians and Mechanics	172	Medium	$39,255	15.13
Longer-Term Training Required				
Registered Nurses	346	Low	$60,523	56.66
General and Operations Managers	185	Low	$70,632	35.01
Loan Officers	99	High	$59,736	9.66
Medical and Health Services Managers	46	Low	$78,956	9.63
Financial Managers	36	Low	$95,600	9.14

Central Region: Cross-Cluster Employment in the Opportunity Clusters

Top Cross- Cluster Industries	• Educational Services • Professional, Scientific, and Technical Services • Management of Companies and Enterprises • Data Processing, Hosting and Related Services
Employment in Cross-Cluster Industries	45,822
Annual Job Openings	5,052

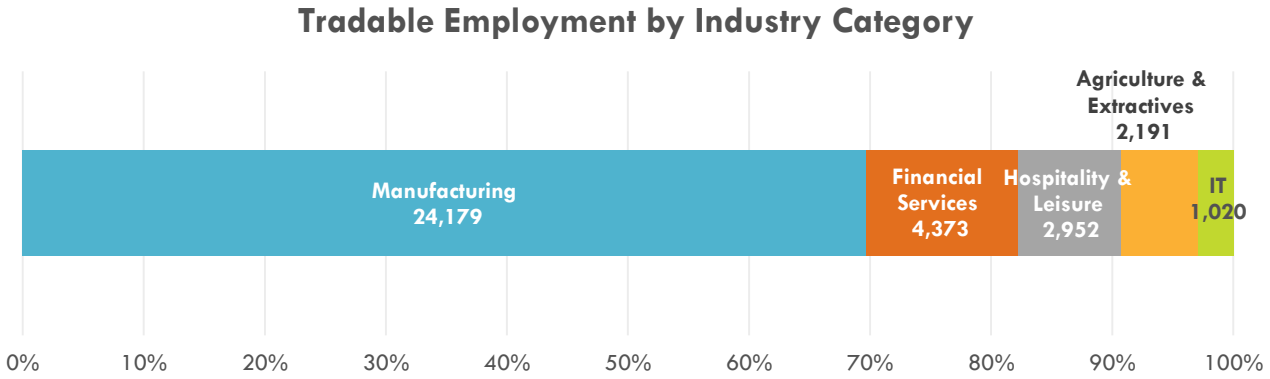


Top Jobs in Cross-Cluster Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Office Clerks, General	268	High	$28,902	13.65
Secretaries and Administrative Assistants	233	High	$30,123	12.27
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	197	High	$24,382	8.70
Bus Drivers, School or Special Client	87	High	$27,196	4.20
Customer Service Representatives	49	Medium	$29,274	3.34
Intermediate-Term Training Required				
First-Line Supervisors of Office and Administrative Support Workers	40	Low	$48,621	5.34
Computer User Support Specialists	66	High	$41,808	4.66
Bookkeeping, Accounting, and Auditing Clerks	80	High	$31,714	4.42
Executive Secretaries and Executive Administrative Assistants	34	High	$46,697	2.66
Web Developers	20	Low	$47,487	2.63
Longer-Term Training Required				
Secondary School Teachers, Except Special and Career/Technical Ed	354	Low	$42,569	42.13
Elementary School Teachers, Except Special Education	177	Low	$40,268	20.01
Educational, Guidance, School, and Vocational Counselors	117	Low	$43,122	14.02
Education Administrators, Elementary and Secondary School	62	Low	$76,140	12.55
General and Operations Managers	62	Low	$70,632	11.73

Central Region: Tradable Employment in the Opportunity Clusters

Top Tradable Industries	• Insurance Carriers and Related Activities • Transportation Equipment Manufacturing • Amusement, Gambling, and Recreation Industries • Machinery Manufacturing
Employment in Tradable Industries	34,716
Annual Job Openings	4,127



Top Jobs in Tradable Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Insurance Sales Agents	123	High	$37,836	7.87
Laborers and Freight, Stock, and Material Movers, Hand	117	High	$25,327	5.33
Computer-Controlled Machine Tool Operators	78	High	$38,800	5.14
Welders, Cutters, Solderers, and Brazers	87	High	$34,295	5.10
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	81	High	$34,765	4.82
Intermediate-Term Training Required				
First-Line Supervisors of Production and Operating Workers	106	Low	$47,541	13.88
Heavy and Tractor-Trailer Truck Drivers	57	High	$32,692	3.22
Industrial Machinery Mechanics Machinists	32	High	$54,339	2.82
First-Line Supervisors of Office and Admin Support Workers	35	High	$39,064	2.34
Bookkeeping, Accounting, and Auditing Clerks	15	Low	$48,621	2.03
Longer-Term Training Required				
General and Operations Managers	49	Low	$70,632	9.26
Industrial Production Managers	20	Low	$84,898	4.43
Industrial Engineers	20	Low	$72,450	3.96
Radio and Television Announcers	36	Low	$23,795	2.58
Financial Managers	7	Low	$95,600	1.79

Central Region: Tradable Employment by Opportunity Cluster

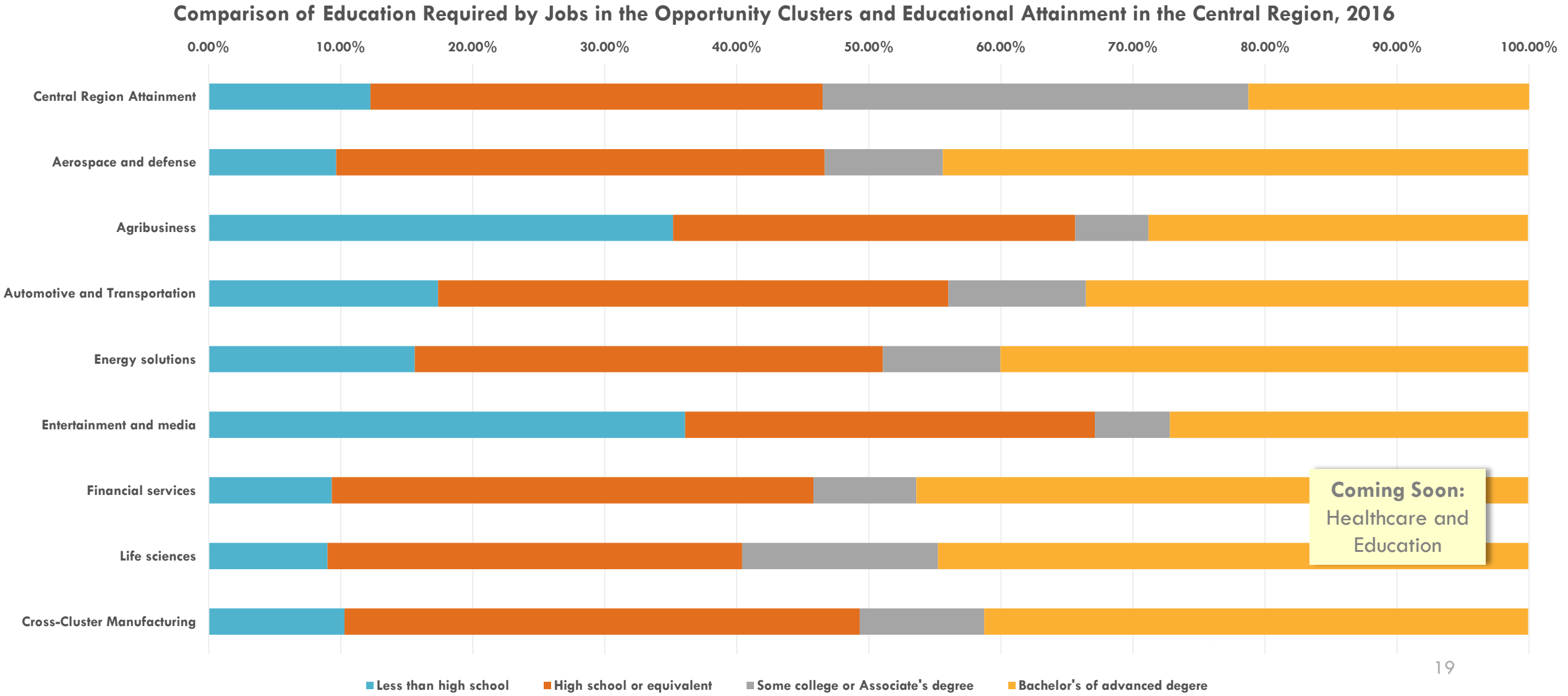
	Aerospace & Defense	Agribusiness	Automotive & Transportation	Energy Solutions	Entertainment & Media	Financial Services	Life Sciences	Cross-Sector Manufacturing
Regional Tradable Employment	5,673	7,146	9,866	3,756	7,153	4,373	529	9,723
Statewide Tradable Employment	75,160	74,973	98,862	20,351	72,103	74,723	7,981	112,639

Coming Soon:
Healthcare and Education

Key Takeaway

The Central region has a higher concentration of employment in many of the opportunity clusters relative to the rest of the state. The region should consider focusing on those clusters in which concentration of employment is the strongest.

Central Region: Comparison of Educational Supply and Demand



Coming Soon:
Healthcare and Education

Kansas City Region

Kansas City Region: Overview

Regional Employment in the Opportunity Clusters, 2016

Total Employment in the Opportunity Clusters, 2016	423,202
Average Annual Openings in the Opportunity Clusters	50,504

Employment by Industry Type

Top Jobs in the Kansas City Region

Residents of the Kansas City region need access to more and better jobs. Good jobs provide stability for the employee and value for the region. The following jobs were identified using three criteria: annual openings, automation risk, and median annual wages. The impact score merges the three factors into one composite metric.

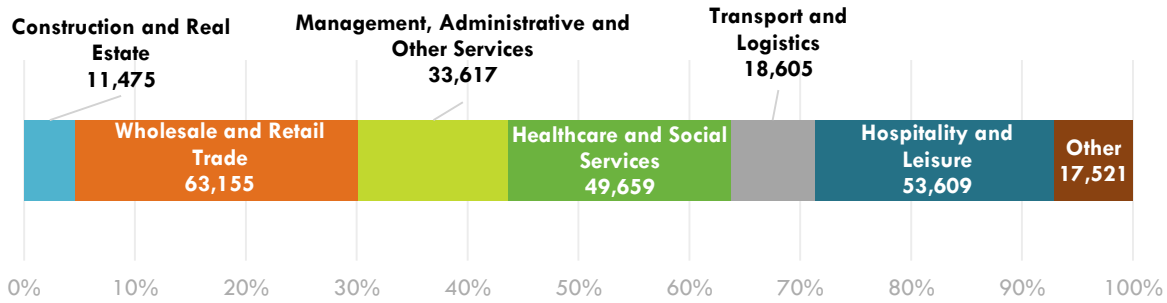
	Annual Job Openings	Automation Risk*	Median Wages, 2017	Impact Score
Short-Term Training Required				
Customer Service Representatives	1,248	Medium	$29,882	87.05
Secretaries and Administrative Assistants	959	High	$27,823	47.23
Sales Representatives, Services, All Other	322	Low	$44,975	40.27
Office Clerks, General	764	High	$28,891	38.83
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	794	High	$23,733	34.23
Intermediate-Term Training Required				
First-Line Supervisors of Office and Admin	403	Low	$43,282	48.70
Heavy and Tractor-Trailer Truck Drivers	710	High	$38,148	45.95
First-Line Supervisors of Retail Sales Workers	410	Medium	$36,237	33.79
First-Line Supervisors of Production and Operating Workers	194	Low	$58,431	30.84
Automotive Service Technicians and Mechanics	294	Medium	$42,835	28.10
Longer-Term Training Required				
Registered Nurses	804	Low	$58,606	127.88
General and Operations Managers	680	Low	$69,714	127.06
Software Developers, Applications	595	Low	$70,058	111.73
Elementary School Teachers, Except Special Education	515	Low	$39,530	57.29
Accountants and Auditors	599	High	$56,831	55.54

*Automation risk refers to the probability that the occupation will eventually be computerized. Risk ratings were derived from a study performed by the University of Oxford in 2013 entitled, "The Future of Employment: How Susceptible are Jobs to Computerization?".

Kansas City Region: Local Employment in the Opportunity Clusters

Top Local Industries	• Food Services and Drinking Places • Hospitals • Administrative and Support Services • Ambulatory Health Care Services
Employment in Local Industries	247,641
Annual Job Openings	31,466

Local Employment by Industry Category



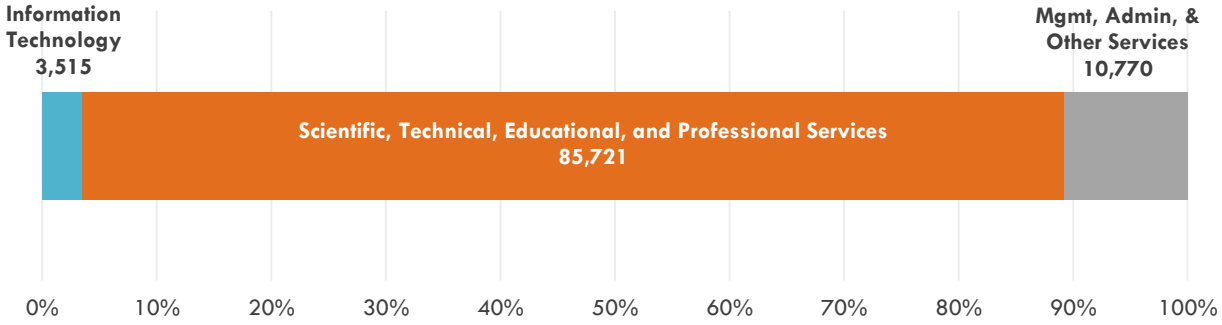
Top Jobs in Local Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Retail Salespersons	1,670	High	$23,184	70.60
Customer Service Representatives	657	Medium	$35,016	52.61
Stock Clerks and Order Fillers	689	High	$25,374	31.38
Laborers and Freight, Stock, and Material Movers, Hand	571	High	$30,306	30.27
Secretaries and Administrative Assistants	448	High	$35,873	27.46
Intermediate-Term Training Required				
Heavy and Tractor-Trailer Truck Drivers	656	High	$48,273	52.41
First-Line Supervisors of Office and Admin Support Workers	250	Low	$56,826	38.71
First-Line Supervisors of Retail Sales Workers	396	Medium	$40,880	36.37
Cooks, Restaurant	766	High	$23,651	32.92
First-Line Supervisors of Food Prep and Serving Workers	605	High	$28,875	30.73
Longer-Term Training Required				
Registered Nurses	760	Low	$62,749	128.67
General and Operations Managers	359	Low	$104,336	98.09
Financial Managers	60	Low	$136,232	21.09
Medical and Health Services Managers	80	Low	$98,759	20.67
Sales Managers	46	Low	$140,338	16.75

Kansas City Region: Cross-Cluster Employment in the Opportunity Clusters

Top Cross-Cluster Industries	• Professional, Scientific, and Technical Services • Educational Services • Management of Companies and Enterprises • Data Processing, Hosting and Related Services
Employment in Cross-Cluster Industries	100,066
Annual Job Openings	10,684

Cross-Cluster Employment by Industry Category

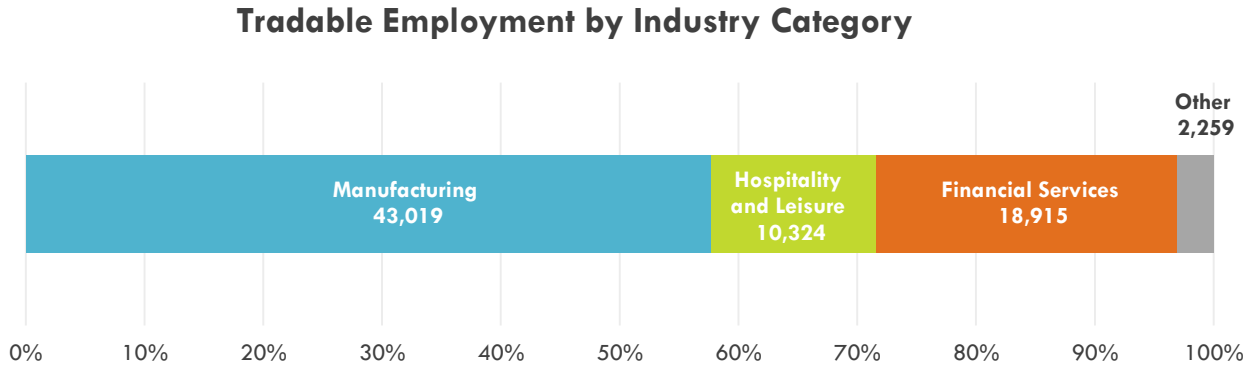


Top Jobs in Cross-Cluster Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Secretaries and Administrative Assistants	364	High	$35,873	22.34
Customer Service Representatives	220	Medium	$35,016	17.62
Office Clerks, General	279	High	$31,169	15.14
Sales Representatives, Services, All Other	117	Low	$44,631	14.49
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	230	High	$24,201	10.08
Intermediate-Term Training Required				
Teacher Assistants	373	Medium	$28,256	24.82
Paralegals and Legal Assistants	171	High	$55,113	15.43
Computer User Support Specialists	187	High	$46,083	14.30
First-Line Supervisors of Office and Administrative Support Workers	92	Low	$56,826	14.16
Bookkeeping, Accounting, and Auditing Clerks	185	High	$39,553	12.36
Longer-Term Training Required				
Software Developers, Applications	537	Low	$99,989	140.87
Elementary School Teachers, Except Special Education	515	Low	$52,527	74.01
General and Operations Managers	197	Low	$104,336	53.80
Computer Systems Analysts	218	Low	$91,289	52.45
Secondary School Teachers, Except Special and Career/Technical Ed	318	Low	$57,658	49.84

Kansas City Region: Tradable Employment in the Opportunity Clusters

Top Tradable Industries	• Insurance Carriers and Related Activities • Transportation Equipment Manufacturing • Amusement, Gambling, and Recreation Industries • Fabricated Metal Product Manufacturing
Employment in Tradable Industries	**74,517**
Annual Job Openings	**8,252**



Top Jobs in Tradable Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Customer Service Representatives	368	Medium	$35,016	29.45
Insurance Sales Agents	255	High	$51,499	21.60
Inspectors, Testers, Sorters, Samplers, and Weighers	138	High	$41,262	9.57
Secretaries and Administrative Assistants	145	High	$35,873	8.86
Sales Representatives, Wholesale and Manufacturing	83	High	$61,194	8.29
Intermediate-Term Training Required				
First-Line Supervisors of Production and Operating Workers	141	Low	$60,688	23.10
Claims Adjusters, Examiners, and Investigators	99	High	$59,198	9.58
First-Line Supervisors of Office and Admin Support Workers	61	Low	$56,826	9.47
Electricians	44	Low	$70,850	8.34
Bookkeeping, Accounting, and Auditing Clerks	76	High	$39,553	5.06
Longer-Term Training Required				
General and Operations Managers	122	Low	$104,336	33.38
Accountants and Auditors	146	High	$70,133	16.41
Financial Managers	47	Low	$136,232	16.47
Financial Analysts	51	Low	$85,747	11.47
Business Operations Specialists, All Other	54	Low	$71,729	10.43

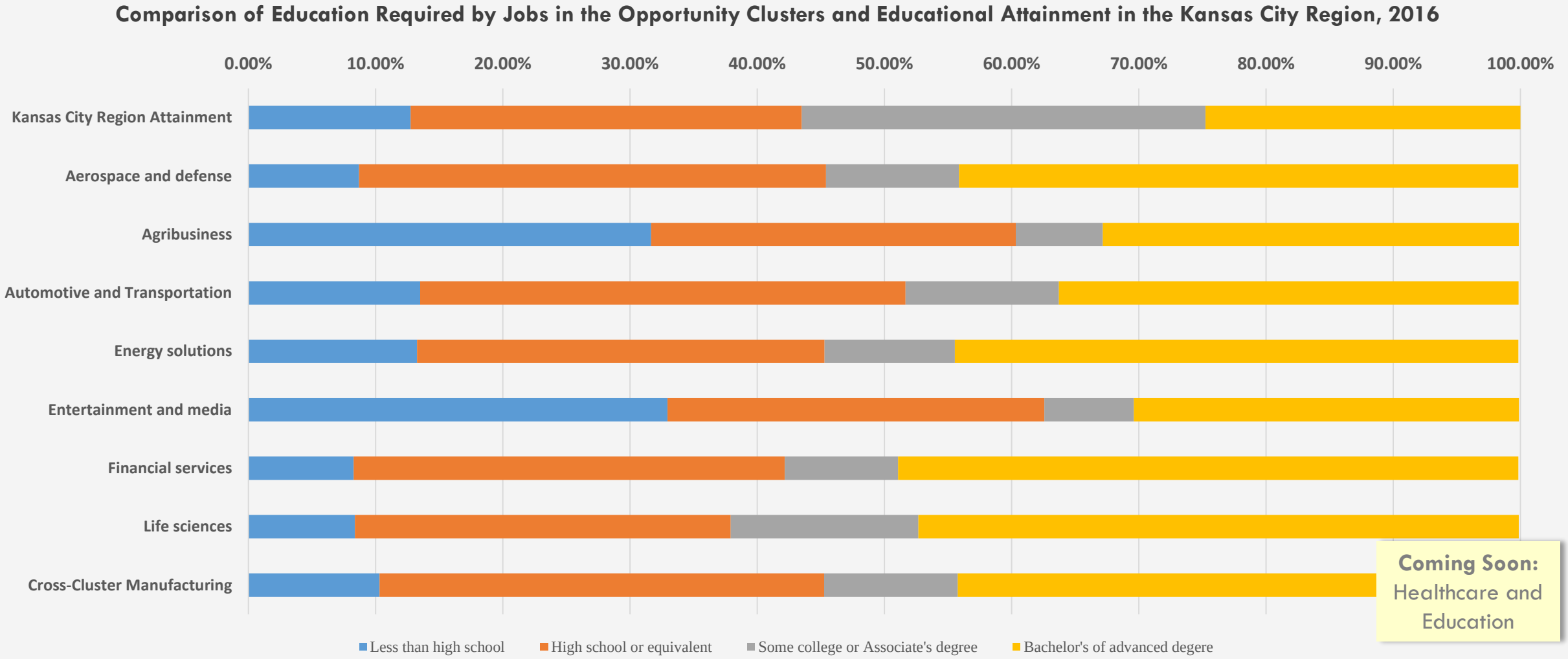
Kansas City Region: Tradable Employment by Opportunity Cluster

	Aerospace & Defense	Agribusiness	Automotive & Transportation	Energy Solutions	Entertainment & Media	Financial Services	Life Sciences	Cross-Sector Manufacturing
Regional Tradable Employment	18,756	6,968	23,187	1,450	17,594	18,915	1,822	17,027
Statewide Tradable Employment	75,160	74,973	98,862	20,351	72,103	74,723	7,981	112,639

Key Takeaway

Kansas City is a highly concentrated economic driver of Missouri across several clusters.

Kansas City Region: Comparison of Educational Supply and Demand



Coming Soon: Healthcare and Education

Northeast

SCOTLAND
SCHUYLER
136
CLARK
61
Kirksville
KNOX
ADAIR
LEWIS
63
MACON
SHELBY
MARION
36
Hannibal
RANDOLPH
24
RALLS
Moberly
MONROE
54
PIKE
61
MONTGOMERY
LINCOLN
70
Warrenton
WARREN

Northeast Region: Overview

Regional Employment in the Opportunity Clusters, 2016

Total Employment in the Opportunity Clusters, 2016	58,109
Average Annual Openings in the Opportunity Clusters	7,067

Employment by Industry Type

Top Jobs in the Northeast Region

Residents of the Northeast region need access to more and better jobs. Good jobs provide stability for the employee and value for the region. The following jobs were identified using three criteria: annual openings, automation risk, and median annual wages. The impact score merges the three factors into one composite metric.

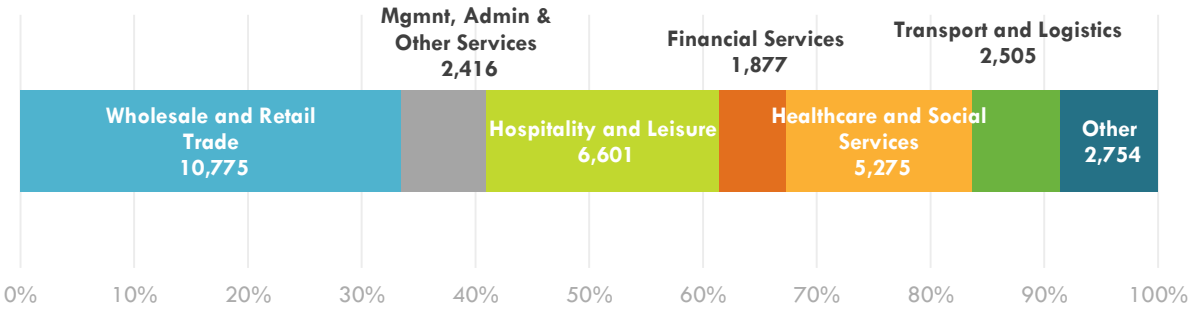
	Annual Job Openings	Automation Risk*	Median Wages, 2017	Impact Score
Short-Term Training Required				
Secretaries and Administrative Assistants	179	High	$28,961	9.10
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	152	High	$23,502	6.51
Laborers and Freight, Stock, and Material Movers, Hand	124	High	$26,338	5.85
Customer Service Representatives	71	Medium	$26,997	4.52
Packers and Packagers, Hand	69	Medium	$26,978	4.42
Intermediate-Term Training Required				
Heavy and Tractor-Trailer Truck Drivers	204	High	$39,265	13.54
First-Line Supervisors of Production and Operating Workers	52	Low	$48,426	6.96
First-Line Supervisors of Retail Sales Workers	90	Medium	$33,320	6.91
First-Line Supervisors of Office and Admin Support Workers	34	Low	$53,238	5.00
First-Line Supervisors of Food Preparation and Serving Workers	82	High	$26,623	3.91
Longer-Term Training Required				
Elementary School Teachers, Except Special Education	110	Low	$44,731	13.71
General and Operations Managers	84	Low	$60,599	13.70
Secondary School Teachers, Except Special and Career/Technical Ed	84	Low	$39,819	9.44
Registered Nurses	63	Low	$52,629	9.03
Teachers and Instructors, All Other, Except Substitute Teachers	68	Low	$33,836	6.57

*Automation risk refers to the probability that the occupation will eventually be computerized. Risk ratings were derived from a study performed by the University of Oxford in 2013 entitled, "The Future of Employment: How Susceptible are Jobs to Computerization?".

Northeast Region: Local Employment in the Opportunity Clusters

Top Local Industries	• Food Services and Drinking Places • Ambulatory Health Care Services • General Merchandise Stores • Hospitals
Employment in Local Industries	32,203
Annual Job Openings	4,170

Local Employment by Industry Category



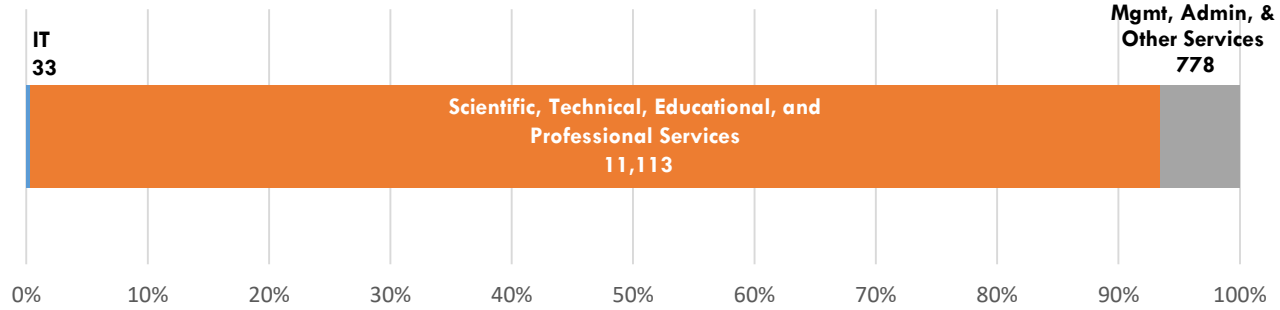
Top Jobs in Local Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Secretaries and Administrative Assistants	84	High	$28,961	4.26
Laborers and Freight, Stock, and Material Movers, Hand	75	High	$26,338	3.55
Sales Representatives, Services, All Other	25	Low	$44,570	3.06
Packers and Packagers, Hand	42	Medium	$26,978	2.66
Janitors and Cleaners	56	High	$23,502	2.40
Intermediate-Term Training Required				
Heavy and Tractor-Trailer Truck Drivers	152	High	$39,265	10.08
First-Line Supervisors of Retail Sales Workers	90	Medium	$33,320	6.86
First-Line Supervisors of Office and Admin Support Workers	28	Low	$53,238	4.07
First-Line Supervisors of Food Prep and Serving Workers	71	High	$26,623	3.38
Automotive Service Technicians and Mechanics	47	Medium	$30,670	3.35
Longer-Term Training Required				
General and Operations Managers	54	Low	$60,599	8.93
Registered Nurses	56	Low	$52,629	8.05
Mental Health and Substance Abuse Social Workers	24	Low	$36,504	2.52
Medical and Health Services Managers	11	Low	$81,040	2.46
Speech-Language Pathologists	12	Low	$70,235	2.24

Northeast Region: Cross-Cluster Employment in the Opportunity Clusters

Top Cross- Cluster Industries	• Educational Services • Professional, Scientific, and Technical Services • Management of Companies and Enterprises • Other Information Services
Employment in Cross-Cluster Industries	11,924
Annual Job Openings	1,248

Cross-Cluster Employment by Industry Category

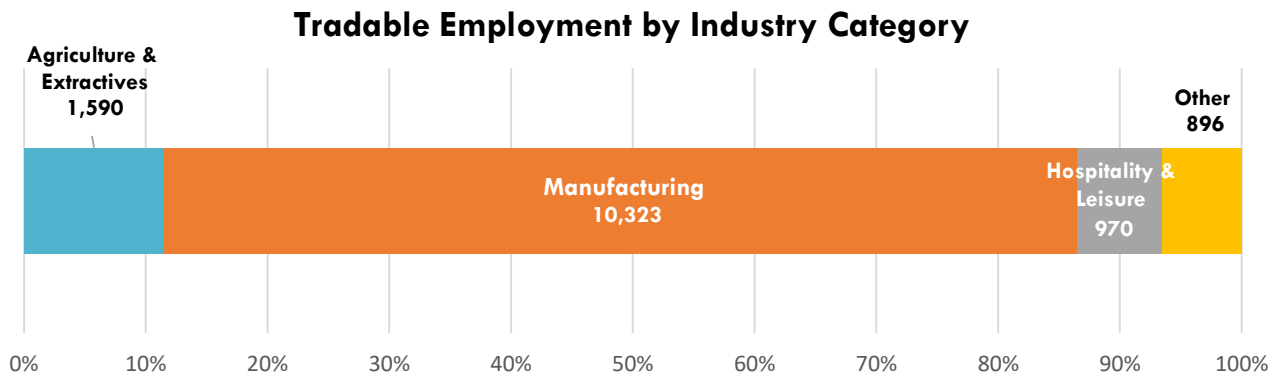


Top Jobs in Cross-Cluster Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	75	High	$23,502	3.20
Secretaries and Administrative Assistants	62	High	$28,961	3.18
Office Clerks, General	34	High	$24,386	1.50
Bus Drivers, School or Special Client	26	High	$23,197	1.11
Laborers and Freight, Stock, and Material Movers, Hand	14	High	$26,338	0.64
Intermediate-Term Training Required				
Computer User Support Specialists	18	High	$39,892	1.23
Paralegals and Legal Assistants	10	High	$54,537	0.92
Bookkeeping, Accounting, and Auditing Clerks	12	High	$31,173	0.63
Claims Adjusters, Examiners, and Investigators	3	High	$75,755	0.41
First-Line Supervisors of Office and Administrative Support Workers	5	High	$53,238	0.39
Longer-Term Training Required				
Elementary School Teachers, Except Special Education	110	Low	$44,731	13.71
Secondary School Teachers, Except Special and Career/Technical Ed	84	Low	$39,819	9.44
Teachers and Instructors, All Other, Except Substitute Teachers	68	Low	$33,836	6.56
Education Administrators, Elementary and Secondary School	19	Low	$77,898	3.93
Health Specialties Teachers, Postsecondary	19	Low	$73,034	3.61

Northeast Region: Tradable Employment in the Opportunity Clusters

Top Tradable Industries	• Food Manufacturing • Primary Metal Manufacturing • Machinery Manufacturing • Transportation Equipment Manufacturing • Amusement, Gambling, and Recreation Industries
Employment in Tradable Industries	13,779
Annual Job Openings	1,630



Top Jobs in Tradable Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Packers and Packagers, Hand	27	Medium	$26,978	1.76
Laborers and Freight, Stock, and Material Movers, Hand	35	High	$26,338	1.67
Secretaries and Administrative Assistants	32	High	$28,961	1.64
Industrial Truck and Tractor Operators	26	High	$36,036	1.63
Multiple Machine Tool Setters, Operators, and Tenders	29	High	$31,789	1.62
Intermediate-Term Training Required				
First-Line Supervisors of Production and Operating Workers	42	Low	$48,426	5.67
Heavy and Tractor-Trailer Truck Drivers	52	High	$39,265	3.43
Machinists	35	High	$37,048	2.24
Industrial Machinery Mechanics	22	High	$58,329	2.13
Tool and Die Makers	14	High	$49,651	1.12
Longer-Term Training Required				
General and Operations Managers	18	Low	$60,599	2.98
Industrial Engineers	7	Low	$81,801	1.63
Industrial Production Managers	7	Low	$86,614	1.54
Mechanical Engineers	5	Low	$74,723	0.95
Sales Representatives, Wholesale and Manufacturing	3	Low	$84,634	0.58

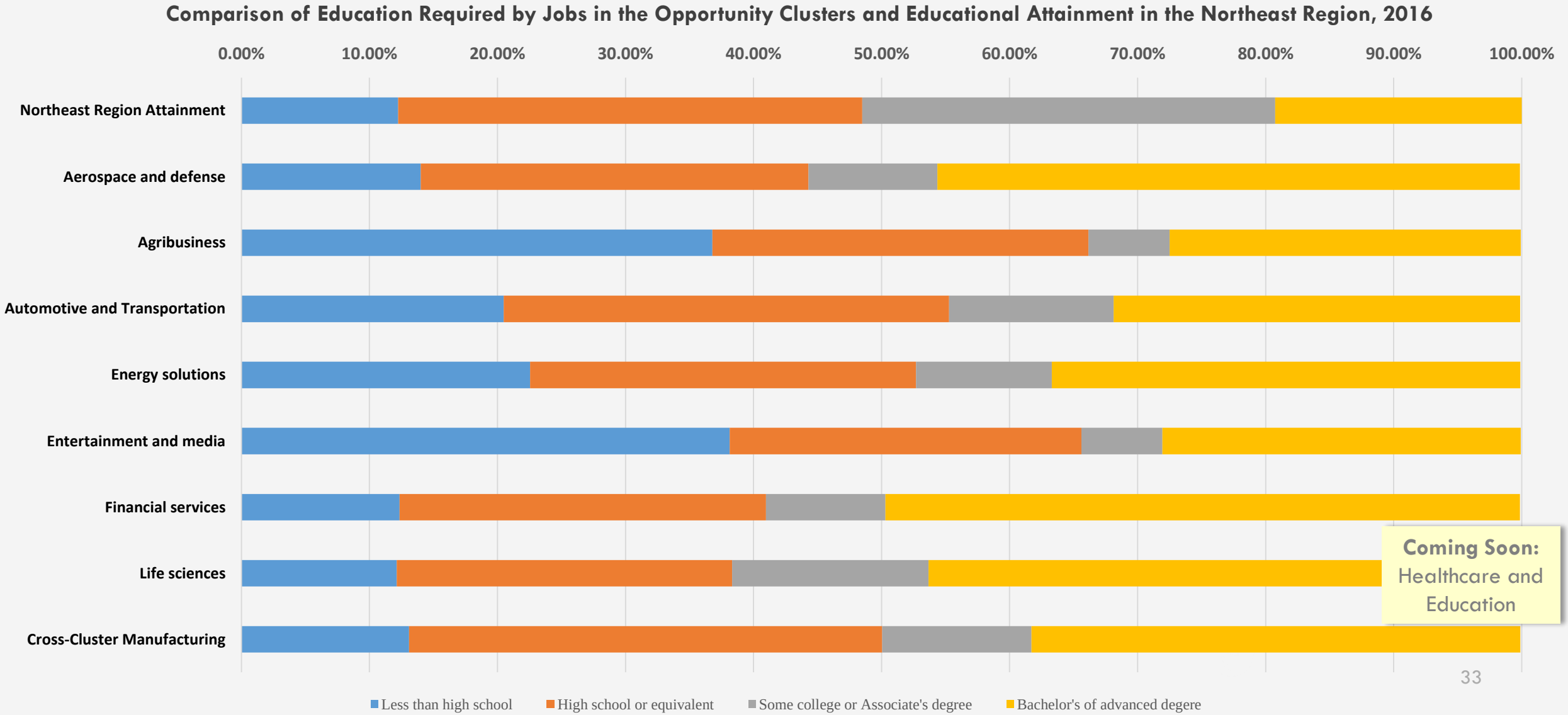
Northeast Region: Tradable Employment by Opportunity Cluster

	Aerospace & Defense	Agribusiness	Automotive & Transportation	Energy Solutions	Entertainment & Media	Financial Services	Life Sciences	Cross-Sector Manufacturing
Regional Tradable Employment	1,817	4,605	2,454	1,091	1,911	657	335	5,117
Statewide Tradable Employment	75,160	74,973	98,862	20,351	72,103	74,723	7,981	112,639

Key Takeaway

The region should consider focusing on those clusters in which concentration of employment is the strongest or where the region possesses a relative advantage.

Northeast Region: Comparison of Educational Supply and Demand



Northwest

ATCHISON
NODAWAY
WORTH
PUTNAM
Maryville
HARRISON
MERCER
HOLT
GENTRY
GRUNDY
SULLIVAN
Trenton
ANDREW
DAVIESS
DEKALB
LINN
St. Joseph
Chillicothe
BUCHANAN
CLINTON
CALDWELL
LIVINGSTON
136
29
59
169
71
35
65
69
36

Northwest Region: Overview

Regional Employment in the Opportunity Clusters, 2016

Total Employment in the Opportunity Clusters, 2016	72,456
Average Annual Openings in the Opportunity Clusters	8,716

Employment by Industry Type

Top Jobs in the Northwest Region

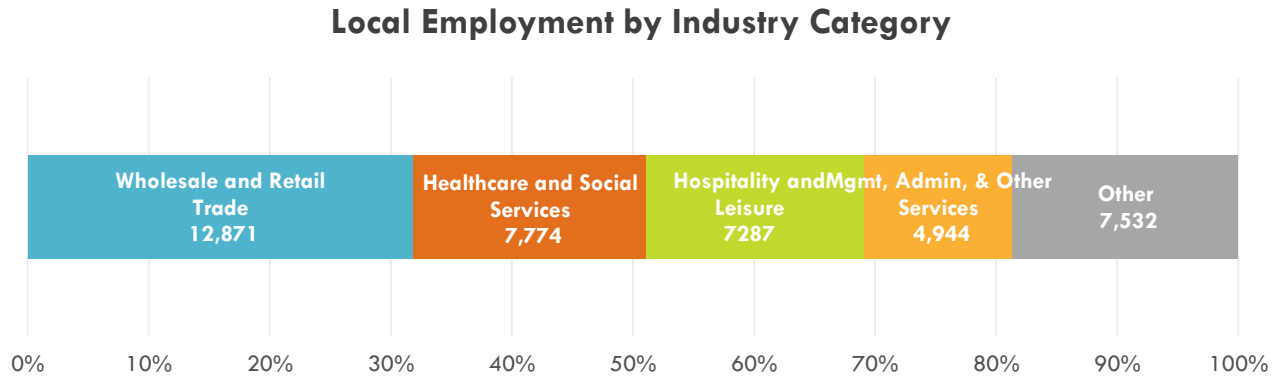
Residents of the Northwest region need access to more and better jobs. Good jobs provide stability for the employee and value for the region. The following jobs were identified using three criteria: annual openings, automation risk, and median annual wages. The impact score merges the three factors into one composite metric.

	Annual Job Openings	Automation Risk*	Median Wages, 2017	Impact Score
Short-Term Training Required				
Laborers and Freight, Stock, and Material Movers, Hand	253	High	$25,040	11.39
Meat, Poultry, and Fish Cutters and Trimmers	206	High	$30,626	11.01
Secretaries and Administrative Assistants	199	High	$27,823	9.80
Packaging and Filling Machine Operators and Tenders	133	High	$31,586	7.30
Food Batchmakers	127	High	$31,938	7.06
Intermediate-Term Training Required				
First-Line Supervisors of Production and Operating Workers	76	Low	$58,431	12.12
Heavy and Tractor-Trailer Truck Drivers	121	High	$38,148	7.80
First-Line Supervisors of Retail Sales Workers	78	Medium	$36,237	6.47
First-Line Supervisors of Office and Administrative Support Workers	46	Low	$43,282	5.54
Automotive Service Technicians and Mechanics	50	Medium	$42,835	4.80
Longer-Term Training Required				
Registered Nurses	112	Low	$58,606	17.75
Secondary School Teachers, Except Special and Career/Technical Ed	138	Low	$42,076	16.19
General and Operations Managers	81	Low	$69,714	15.16
Elementary School Teachers, Except Special Education	76	Low	$39,530	8.46
Middle School Teachers, Except Special and Career/Technical Ed	54	Low	$46,024	6.93

*Automation risk refers to the probability that the occupation will eventually be computerized. Risk ratings were derived from a study performed by the University of Oxford in 2013 entitled, "The Future of Employment: How Susceptible are Jobs to Computerization?".

Northwest Region: Local Employment in the Opportunity Clusters

Top Local Industries	• Food Services and Drinking Places • Hospitals • Administrative and Support Services • Ambulatory Health Care Services
Employment in Local Industries	40,408
Annual Job Openings	5,144

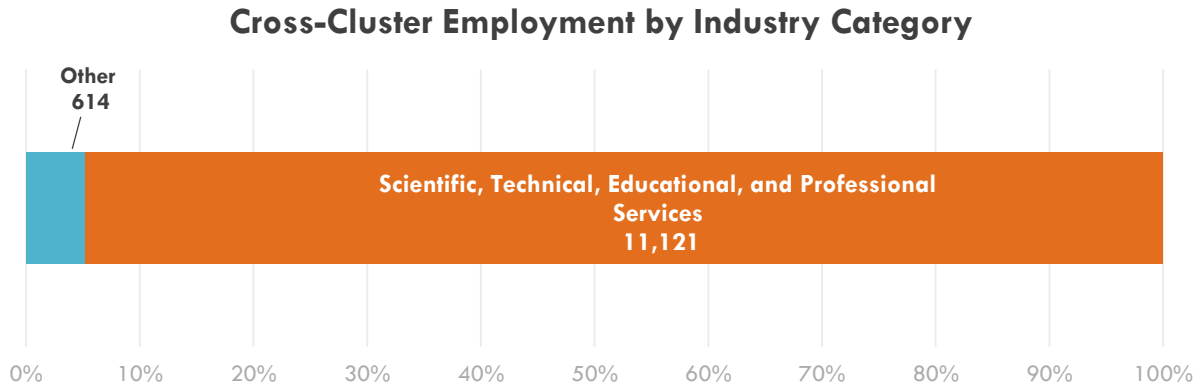


Top Jobs in Local Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Laborers and Freight, Stock, and Material Movers, Hand	215	High	$25,040	9.69
Stock Clerks and Order Fillers	126	High	$23,474	5.39
Helpers--Production Workers	103	High	$29,363	5.31
Customer Service Representatives	56	Medium	$29,882	3.91
Bus Drivers, School or Special Client	74	High	$28,705	3.75
Intermediate-Term Training Required				
First-Line Supervisors of Retail Sales Workers	78	Medium	$36,237	6.45
Heavy and Tractor-Trailer Truck Drivers	93	High	$38,148	6.01
Automotive Service Technicians and Mechanics	48	Medium	$42,835	4.55
First-Line Supervisors of Office and Admin Support Workers	37	Low	$43,282	4.43
Electrical Power-Line Installers and Repairers	21	Low	$69,928	3.96
Longer-Term Training Required				
Registered Nurses	106	Low	$58,606	16.84
General and Operations Managers	47	Low	$69,714	8.85
Medical and Health Services Managers	12	Low	$89,873	2.82
Financial Managers	8	Low	$102,860	2.08
Loan Officers	20	High	$54,491	1.79

Northwest Region: Cross-Cluster Employment in the Opportunity Clusters

Top Cross- Cluster Industries	• Educational Services • Professional, Scientific, and Technical Services • Management of Companies and Enterprises • Other Information Services • Data Processing, Hosting and Related Services
Employment in Cross-Cluster Industries	11,735
Annual Job Openings	1,083



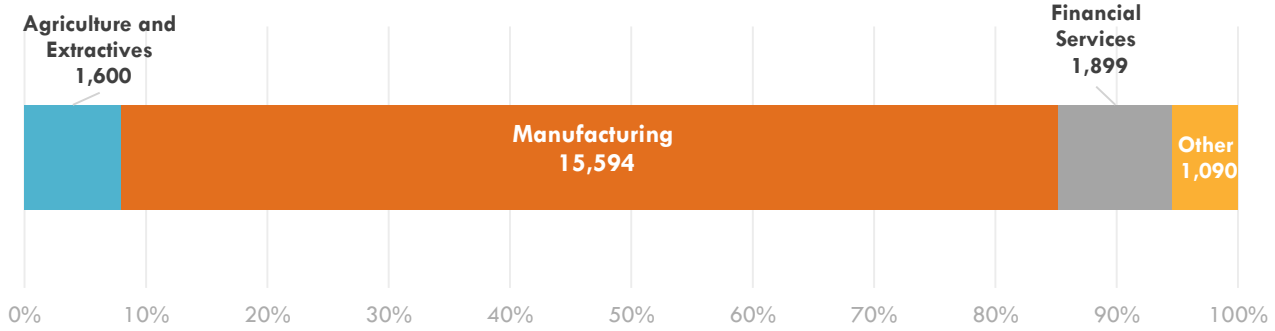
Top Jobs in Cross-Cluster Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Secretaries and Administrative Assistants	74	High	$27,823	3.65
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	68	High	$23,733	2.91
Office Clerks, General	23	High	$28,891	1.19
Maintenance and Repair Workers, General	8	High	$34,827	0.46
Bus Drivers, School or Special Client	9	High	$28,705	0.45
Intermediate-Term Training Required				
Bookkeeping, Accounting, and Auditing Clerks	30	High	$32,504	1.71
Engineering Technicians, Except Drafters, All Other	7	Low	$59,801	1.11
Self-Enrichment Education Teachers	12	Low	$31,905	1.08
Veterinary Technologists and Technicians	6	Low	$32,237	0.56
Paralegals and Legal Assistants	8	High	$37,673	0.51
Longer-Term Training Required				
Secondary School Teachers, Except Special and Career/Technical Ed	138	Low	$42,076	16.19
Elementary School Teachers, Except Special Education	76	Low	$39,530	8.46
Middle School Teachers, Except Special and Career/Technical Ed	54	Low	$46,024	6.93
Education Administrators, Elementary and Secondary School	21	Low	$76,343	4.23
Teachers and Instructors, All Other, Except Substitute Teachers	23	Low	$54,575	3.44

Northwest Region: Tradable Employment in the Opportunity Clusters

Top Tradable Industries	• Food Manufacturing • Fabricated Metal Product Manufacturing • Insurance Carriers and Related Activities • Chemical Manufacturing
Employment in Tradable Industries	20,183
Annual Job Openings	2,471

Tradable Employment by Industry Category



Top Jobs in Tradable Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Meat, Poultry, and Fish Cutters and Trimmers	201	High	$30,626	10.75
Food Batchmakers	127	High	$31,938	7.06
Packaging and Filling Machine Operators and Tenders	121	High	$31,586	6.61
Farmworkers, Farm, Ranch, and Aquacultural Animals	69	Medium	$28,074	4.58
Welders, Cutters, Solderers, and Brazers	71	High	$37,435	4.51
Intermediate-Term Training Required				
First-Line Supervisors of Production and Operating Workers	70	Low	$58,431	11.05
Industrial Machinery Mechanics	53	High	$45,133	4.00
Sheet Metal Workers	15	High	$74,986	1.84
Claims Adjusters, Examiners, and Investigators	16	High	$68,494	1.79
Heavy and Tractor-Trailer Truck Drivers	25	High	$38,148	1.60
Longer-Term Training Required				
Chemists	25	Low	$70,773	4.78
General and Operations Managers	22	Low	$69,714	4.04
Industrial Production Managers	11	Low	$105,872	3.14
Industrial Engineers	14	Low	$71,309	2.59
Software Developers, Systems Software	7	Low	$87,077	1.56

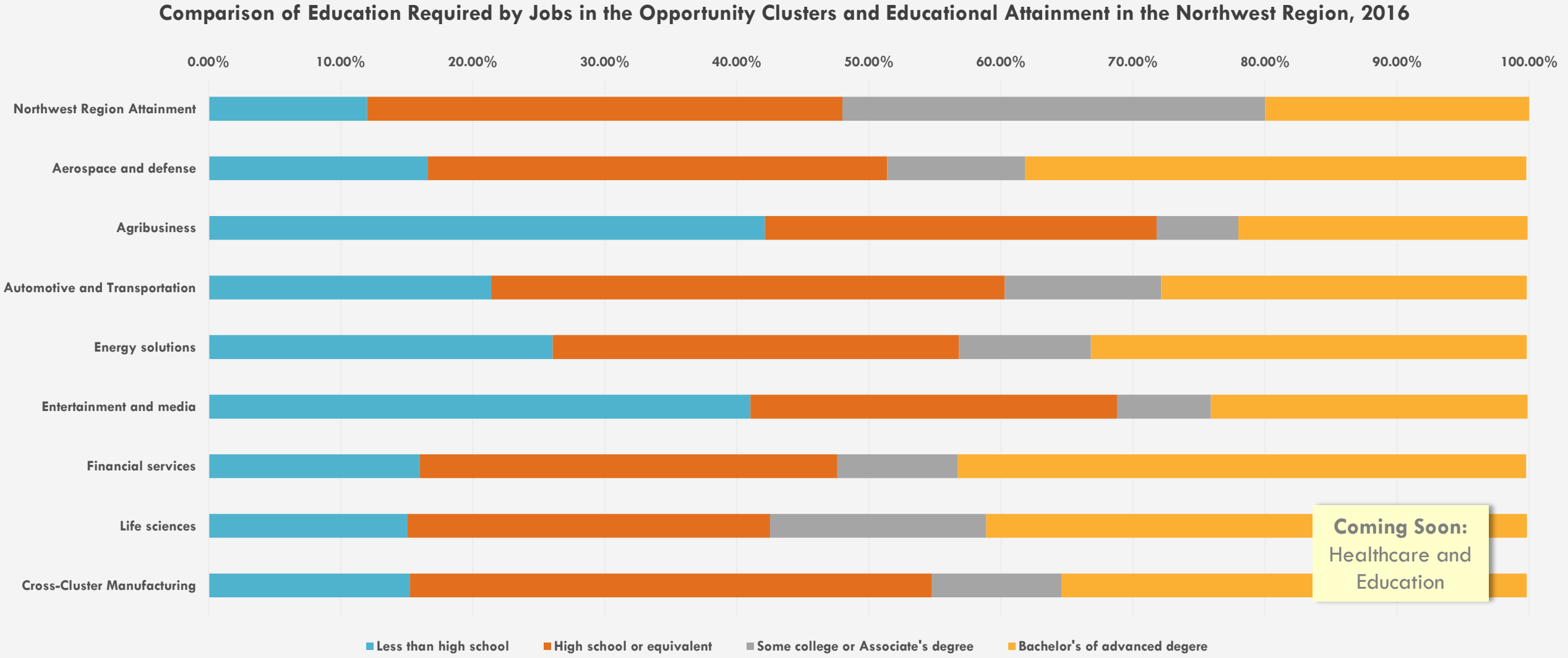
Northwest Region: Tradable Employment by Opportunity Cluster

	Aerospace & Defense	Agribusiness	Automotive & Transportation	Energy Solutions	Entertainment & Media	Financial Services	Life Sciences	Cross-Sector Manufacturing
Regional Tradable Employment	3,111	8,529	4,191	1,600	1,606	1,899	148	6,805
Statewide Tradable Employment	75,160	74,973	98,862	20,351	72,103	74,723	7,981	112,639

Key Takeaway

The region should consider focusing on those clusters in which concentration of employment is the strongest or where the region possesses a relative advantage.

Northwest Region: Comparison of Educational Supply and Demand



Ozark

POLK
DALLAS
65
GREENE
160
44
WEBSTER
Springfield
60
60
65
CHRISTIAN
160
STONE
Branson
TANEY

Ozark Region: Overview

Regional Employment in the Opportunity Clusters, 2016

Total Employment in the Opportunity Clusters, 2016	186,683
Average Annual Openings in the Opportunity Clusters	25,506

Employment by Industry Type

Top Jobs in the Ozark Region

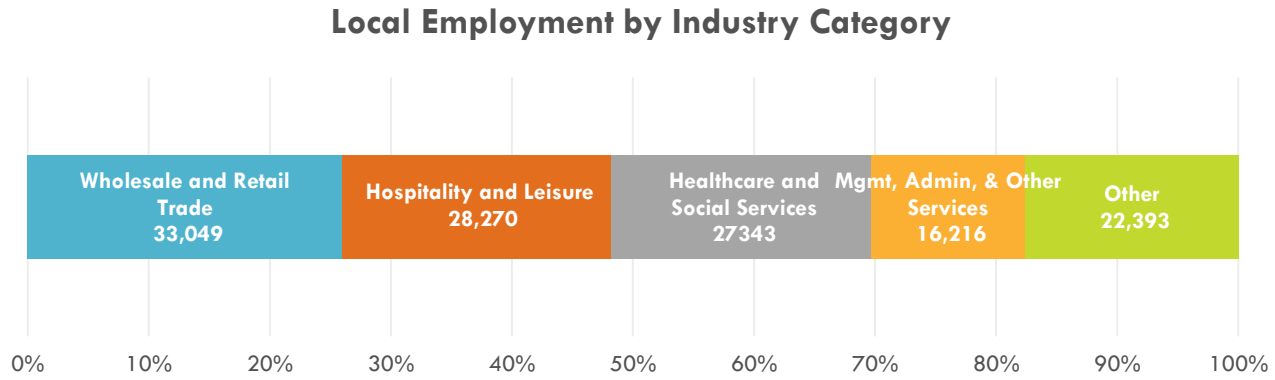
Residents of the Ozark region need access to more and better jobs. Good jobs provide stability for the employee and value for the region. The following jobs were identified using three criteria: annual openings, automation risk, and median annual wages. The impact score merges the three factors into one composite metric.

	Annual Job Openings	Automation Risk*	Median Wages, 2017	Impact Score
Short-Term Training Required				
Customer Service Representatives	707	Medium	$29,172	48.30
Sales Representatives, Services, All Other	282	Low	$34,039	27.53
Secretaries and Administrative Assistants	525	High	$29,491	27.16
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	510	High	$23,373	21.69
Laborers and Freight, Stock, and Material Movers, Hand	447	High	$26,621	21.22
Intermediate-Term Training Required				
Heavy and Tractor-Trailer Truck Drivers	848	High	$40,620	58.03
First-Line Supervisors of Office and Admin Support Workers	176	Low	$47,591	23.07
Nursing Assistants	306	Low	$23,266	21.60
First-Line Supervisors of Retail Sales Workers	245	Medium	$38,044	21.12
Automotive Service Technicians and Mechanics	191	Medium	$40,021	17.18
Longer-Term Training Required				
Registered Nurses	479	Low	$54,224	70.99
General and Operations Managers	276	Low	$72,391	53.34
Secondary School Teachers, Except Special and Career/Technical Ed	208	Low	$46,174	26.61
Elementary School Teachers, Except Special Education	157	Low	$54,929	23.55
Software Developers, Applications	101	Low	$72,843	19.57

*Automation risk refers to the probability that the occupation will eventually be computerized. Risk ratings were derived from a study performed by the University of Oxford in 2013 entitled, "The Future of Employment: How Susceptible are Jobs to Computerization?".

Ozark Region: Local Employment in the Opportunity Clusters

Top Local Industries	• Food Services and Drinking Places • Hospitals • Administrative and Support Services • Ambulatory Health Care Services
Employment in Local Industries	127,271
Annual Job Openings	18,242



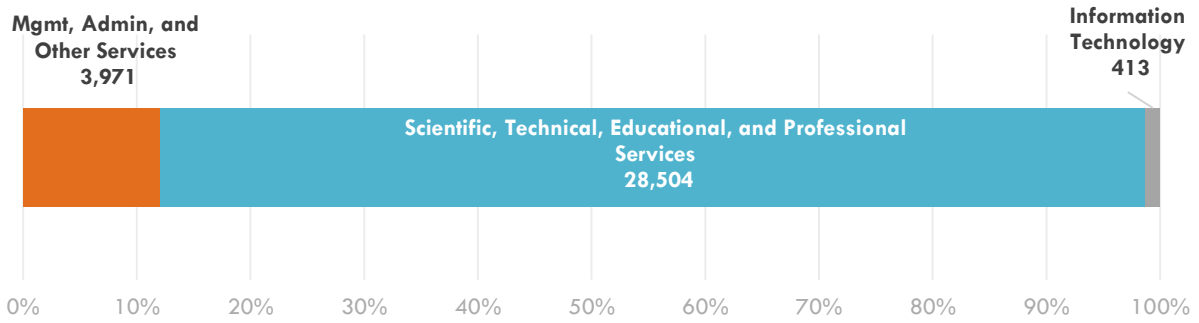
Top Jobs in Local Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Customer Service Representatives	616	Medium	$29,172	42.08
Sales Representatives, Services, All Other	204	Low	$34,039	19.94
Stock Clerks and Order Fillers	347	High	$24,096	15.14
Laborers and Freight, Stock, and Material Movers, Hand	313	High	$26,621	14.86
Janitors and Cleaners	333	High	$23,373	14.19
Intermediate-Term Training Required				
Heavy and Tractor-Trailer Truck Drivers	805	High	$40,620	55.11
Nursing Assistants	306	Low	$23,266	21.60
First-Line Supervisors of Retail Sales Workers	237	Medium	$38,044	20.40
First-Line Supervisors of Office and Admin Support Workers	137	Low	$47,591	18.02
Automotive Service Technicians and Mechanics	187	Medium	$40,021	16.81
Longer-Term Training Required				
Registered Nurses	463	Low	$54,224	68.50
General and Operations Managers	178	Low	$72,391	34.49
Financial Managers	35	Low	$113,121	10.38
Teachers and Instructors, Except Substitute Teachers	101	Low	$34,552	10.00
Medical and Health Services Managers	33	Low	$93,614	8.11

Ozark Region: Cross-Cluster Employment in the Opportunity Clusters

Top Cross- Cluster Industries	• Educational Services • Professional, Scientific, and Technical Services • Management of Companies and Enterprises • Data Processing, Hosting and Related Services
Employment in Cross-Cluster Industries	32,888
Annual Job Openings	3,950

Cross-Cluster Employment by Industry Category

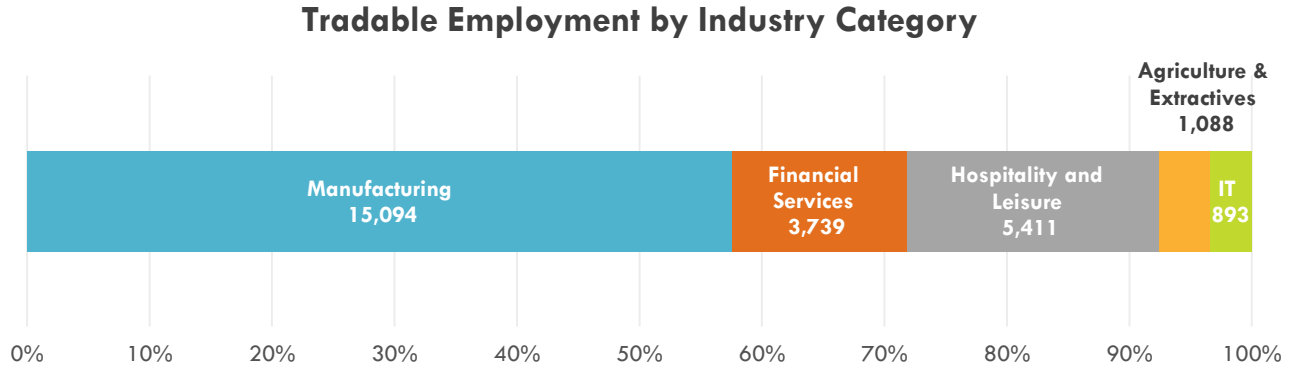


Top Jobs in Cross-Cluster Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Secretaries and Administrative Assistants	175	High	$29,491	9.06
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	151	High	$23,373	6.44
Sales Representatives, Services, All Other	64	Low	$34,039	6.25
Office Clerks, General	120	High	$26,883	5.75
Customer Service Representatives	43	Medium	$29,172	2.92
Intermediate-Term Training Required				
Computer User Support Specialists	83	High	$37,348	5.27
Bookkeeping, Accounting, and Auditing Clerks	92	High	$32,272	5.16
First-Line Supervisors of Office and Administrative Support Workers	29	Low	$47,591	3.78
Paralegals and Legal Assistants	42	High	$42,223	2.97
Architectural and Civil Drafters	19	Medium	$39,557	1.73
Longer-Term Training Required				
Secondary School Teachers, Except Special and Career/Technical Ed	208	Low	$46,174	26.61
Elementary School Teachers, Except Special Education	157	Low	$54,929	23.55
Software Developers, Applications	68	Low	$72,843	13.20
Middle School Teachers, Except Special and Career/Technical Ed	76	Low	$59,630	12.34
General and Operations Managers	49	Low	$72,391	9.43

Ozark Region: Tradable Employment in the Opportunity Clusters

Top Tradable Industries	• Insurance Carriers and Related Activities • Amusement, Gambling, and Recreation Industries • Fabricated Metal Product Manufacturing • Food Manufacturing
Employment in Tradable Industries	26,225
Annual Job Openings	3,291



Top Jobs in Tradable Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Welders, Cutters, Solderers, and Brazers	127	High	$36,563	7.91
Food Batchmakers	88	High	$35,616	5.36
Insurance Sales Agents	71	High	$36,600	4.43
Secretaries and Administrative Assistants	76	High	$29,491	3.91
Laborers and Freight, Stock, and Material Movers, Hand	82	High	$26,621	3.91
Intermediate-Term Training Required				
First-Line Supervisors of Production and Operating Workers	64	Low	$47,926	8.46
Heavy and Tractor-Trailer Truck Drivers	40	High	$40,620	2.74
Machinists	46	High	$33,874	2.67
Claims Adjusters, Examiners, and Investigators	34	High	$46,383	2.65
Maintenance Workers, Machinery	28	High	$52,616	2.40
Longer-Term Training Required				
General and Operations Managers	48	Low	$72,391	9.26
Personal Financial Advisors	22	Medium	$77,595	3.61
Industrial Production Managers	11	Low	$79,323	2.28
Industrial Engineers	14	Low	$57,563	2.14
Securities, Commodities, and Financial Services Sales Agents	10	Low	$72,771	1.90

Ozark Region: Tradable Employment by Opportunity Cluster

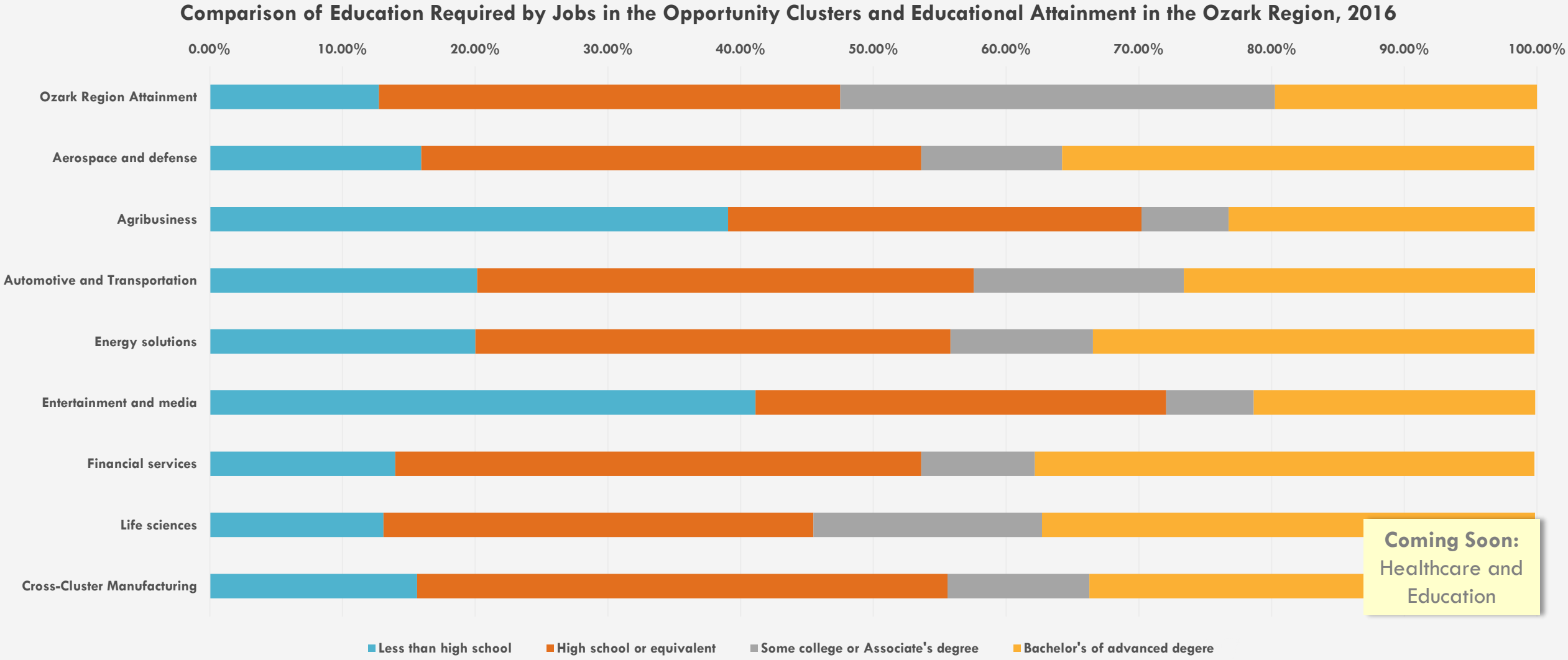
	Aerospace & Defense	Agribusiness	Automotive & Transportation	Energy Solutions	Entertainment & Media	Financial Services	Life Sciences	Cross-Sector Manufacturing
Regional Tradable Employment	4,291	4,546	6,118	1,301	8,126	3,739	588	7,412
Statewide Tradable Employment	75,160	74,973	98,862	20,351	72,103	74,723	7,981	112,639

Coming Soon:
Healthcare and Education

Key Takeaway

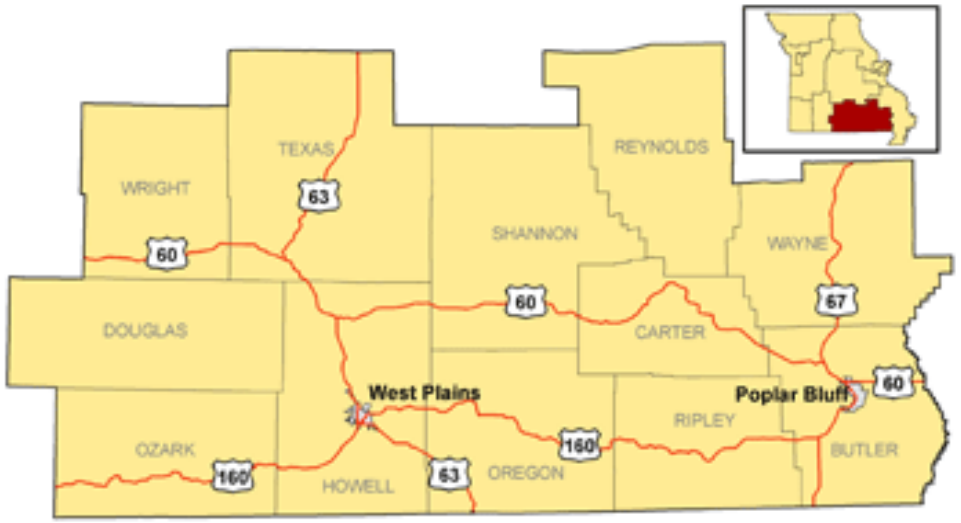
The Ozark region has a significantly higher concentration of employment in three of the opportunity clusters relative to the rest of the state. The region should consider focusing on those clusters in which concentration of employment is the strongest.

Ozark Region: Comparison of Educational Supply and Demand



Coming Soon:
Healthcare and Education

South Central



South Central Region: Overview

Regional Employment in the Opportunity Clusters, 2016

Total Employment in the Opportunity Clusters, 2016	45,559
Average Annual Openings in the Opportunity Clusters	5,556

Employment by Industry Type

Top Jobs in the South Central Region

Residents of the South Central region need access to more and better jobs. Good jobs provide stability for the employee and value for the region. The following jobs were identified using three criteria: annual openings, automation risk, and median annual wages. The impact score merges the three factors into one composite metric.

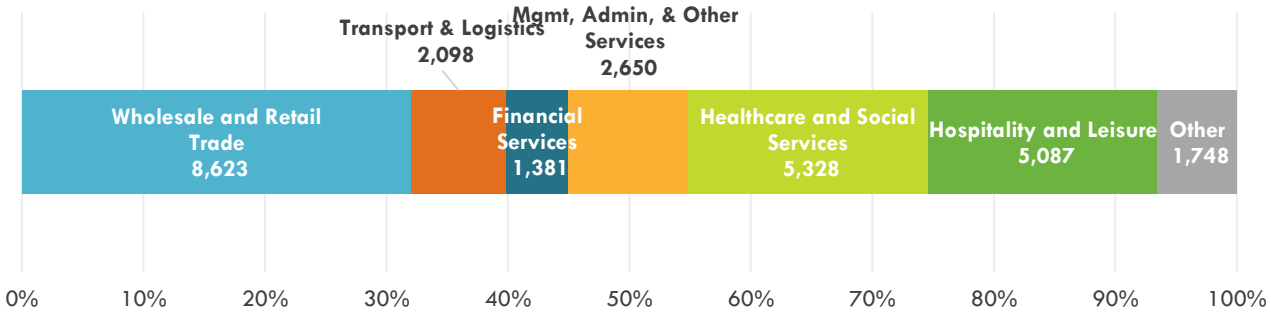
	Annual Job Openings	Automation Risk*	Median Wages, 2017	Impact Score
Short-Term Training Required				
Retail Salespersons	223	High	$24,053	9.71
Laborers and Freight, Stock, and Material Movers, Hand	119	High	$23,749	5.13
Secretaries and Administrative Assistants	104	High	$27,169	5.00
Customer Service Representatives	61	Medium	$25,283	3.72
Billing and Posting Clerks	73	High	$27,566	3.58
Intermediate-Term Training Required				
Heavy and Tractor-Trailer Truck Drivers	119	High	$32,471	6.67
First-Line Supervisors of Retail Sales Workers	76	Medium	$35,096	6.10
First-Line Supervisors of Production and Operating Workers	39	Low	$44,011	4.81
First-Line Supervisors of Office and Admin Support Workers	31	Low	$43,011	3.72
Bookkeeping, Accounting, and Auditing Clerks	55	High	$28,516	2.78
Longer-Term Training Required				
Registered Nurses	57	Low	$53,041	8.31
General and Operations Managers	50	Low	$64,999	8.75
Nurse Practitioners	11	Low	$97,794	2.81
Elementary School Teachers, Except Special Education	116	Low	$37,324	12.32
Medical and Health Services Managers	9	Low	$95,473	2.36

*Automation risk refers to the probability that the occupation will eventually be computerized. Risk ratings were derived from a study performed by the University of Oxford in 2013 entitled, "The Future of Employment: How Susceptible are Jobs to Computerization?".

South Central Region: Local Employment in the Opportunity Clusters

Top Local Industries	• Food Services and Drinking Places • Ambulatory Health Care Services • Hospitals • General Merchandise Stores
Employment in Local Industries	**26,915**
Annual Job Openings	**3,644**

Local Employment by Industry Category



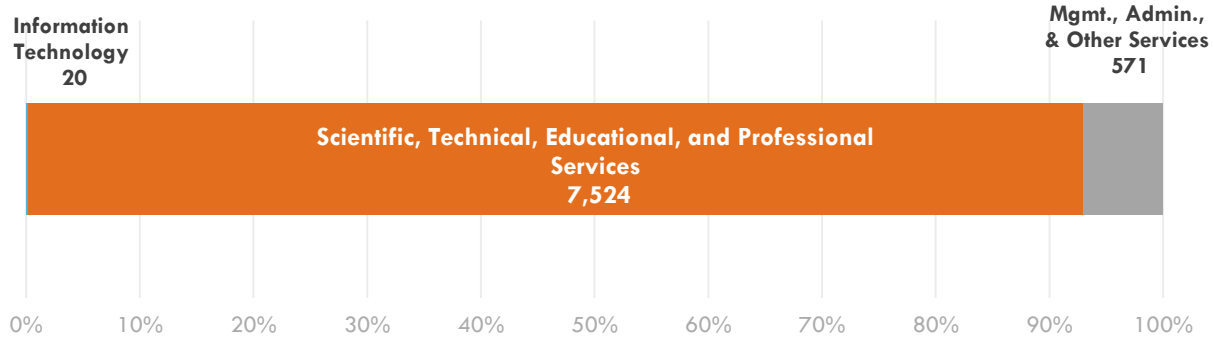
Top Jobs in Local Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Retail Salespersons	220	High	$24,053	9.60
Light Truck or Delivery Services Drivers	50	High	$33,872	2.91
Laborers and Freight, Stock, and Material Movers, Hand	67	High	$23,749	2.91
Secretaries and Administrative Assistants	56	High	$27,169	2.71
Office Clerks, General	50	High	$24,302	2.19
Intermediate-Term Training Required				
First-Line Supervisors of Retail Sales Workers	76	Medium	$35,096	6.05
Heavy and Tractor-Trailer Truck Drivers	90	High	$32,471	5.04
First-Line Supervisors of Office and Admin Support Workers	25	Low	$43,011	3.04
Electrical Power-Line Installers and Repairers	13	Low	$70,802	2.38
Medical Assistants	31	Medium	$26,282	1.97
Longer-Term Training Required				
Registered Nurses	55	Low	$53,041	7.94
Nurse Practitioners	11	Low	$97,794	2.81
General and Operations Managers	31	Low	$64,999	5.42
Medical and Health Services Managers	9	Low	$95,473	2.28
Physical Therapists	6	Low	$93,376	1.54

South Central Region: Cross-Cluster Employment in the Opportunity Clusters

Top Cross- Cluster Industries	• Educational Services • Professional, Scientific, and Technical Services • Management of Companies and Enterprises • Other Information Services • Data Processing, Hosting and Related Services
Employment in Cross-Cluster Industries	8,115
Annual Job Openings	764

Cross-Cluster Employment by Industry Category

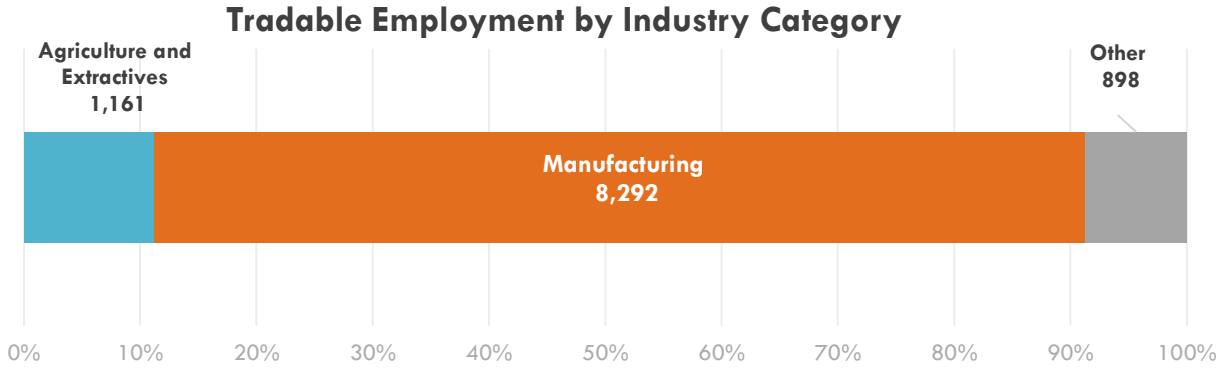


Top Jobs in Cross-Cluster Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Billing and Posting Clerks	64	High	$27,566	3.11
Sales Representatives, Services, All Other	2	Low	$45,701	0.31
Medical Secretaries	5	High	$25,019	0.25
Office Clerks, General	13	High	$24,302	0.56
Customer Service Representatives	9	High	$25,283	0.42
Intermediate-Term Training Required				
Bookkeeping, Accounting, and Auditing Clerks	26	High	$28,516	1.30
Preschool Teachers, Except Special Education	4	Low	$29,267	0.38
First-Line Supervisors of Office and Administrative Support Workers	3	Low	$43,011	0.31
Paralegals and Legal Assistants	2	High	$36,255	0.14
Computer Network Support Specialists	1	High	$56,118	0.11
Longer-Term Training Required				
Elementary School Teachers, Except Special Education	116	Low	$37,324	12.32
Middle School Teachers, Except Special and Career/Technical Ed	36	Low	$39,438	3.98
Secondary School Teachers, Except Special and Career/Technical Ed	16	Low	$40,718	1.84
Education Administrators, Elementary and Secondary School	14	High	$76,497	1.67
Educational, Guidance, School, and Vocational Counselors	12	Low	$41,261	1.38

South Central Region: Tradable Employment in the Opportunity Clusters

Top Tradable Industries	• Wood Product Manufacturing • Machinery Manufacturing • Transportation Equipment Manufacturing • Fabricated Metal Manufacturing
Employment in Tradable Industries	10,351
Annual Job Openings	1,131



Top Jobs in Tradable Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Farmworkers, Farm, Ranch, and Aquacultural Animals	37	Medium	$27,567	2.40
Sawing Machine Setters, Operators, and Tenders, Wood	54	High	$24,210	2.35
Laborers and Freight, Stock, and Material Movers, Hand	52	High	$23,749	2.22
Inspectors, Testers, Sorters, Samplers, and Weighers	26	High	$33,245	1.49
Maintenance and Repair Workers, General	25	High	$32,116	1.41
Intermediate-Term Training Required				
First-Line Supervisors of Production and Operating Workers	36	Low	$44,011	4.42
Heavy and Tractor-Trailer Truck Drivers	29	High	$32,471	1.63
Machinists	13	High	$24,446	0.58
First-Line Supervisors of Office and Admin Support Workers	3	Low	$43,011	0.37
Tool and Die Makers	4	High	$43,045	0.28
Longer-Term Training Required				
General and Operations Managers	16	Low	$64,999	2.79
Industrial Engineers	7	Low	$62,671	1.24
Industrial Production Managers	6	Low	$58,368	0.96
Accountants and Auditors	4	Low	$47,426	0.33
Farmers, Ranchers, and Other Agricultural Managers	16	Low	Not measured	0.20

South Central Region: Tradable Employment by Opportunity Cluster

	Aerospace & Defense	Agribusiness	Automotive & Transportation	Energy Solutions	Entertainment & Media	Financial Services	Life Sciences	Cross-Sector Manufacturing
Regional Tradable Employment	1,692	3,777	2,292	1,010	785	453	78	3,873
Statewide Tradable Employment	75,160	74,973	98,862	20,351	72,103	74,723	7,981	112,639

Coming Soon:
Healthcare and Education

Key Takeaway

The region should consider focusing on those clusters in which concentration of employment is the strongest or where the region possesses a relative advantage.

Southeast

STE. GENEVIEVE
Park Hills
PERRY
61
ST. FRANCOIS
67
IRON
MADISON
CAPE GIRARDEAU
Cape Girardeau
BOLLINGER
SCOTT
55
57
Sikeston
60
MISSISSIPPI
61
STODDARD
NEW MADRID
62
PEMISCOT
Kennett
412
Caruthersville
DUNKLIN

Southeast Region: Overview

Regional Employment in the Opportunity Clusters, 2016

Total Employment in the Opportunity Clusters, 2016	103,322
Average Annual Openings in the Opportunity Clusters	10,499

Employment by Industry Type

Top Jobs in the Southeast Region

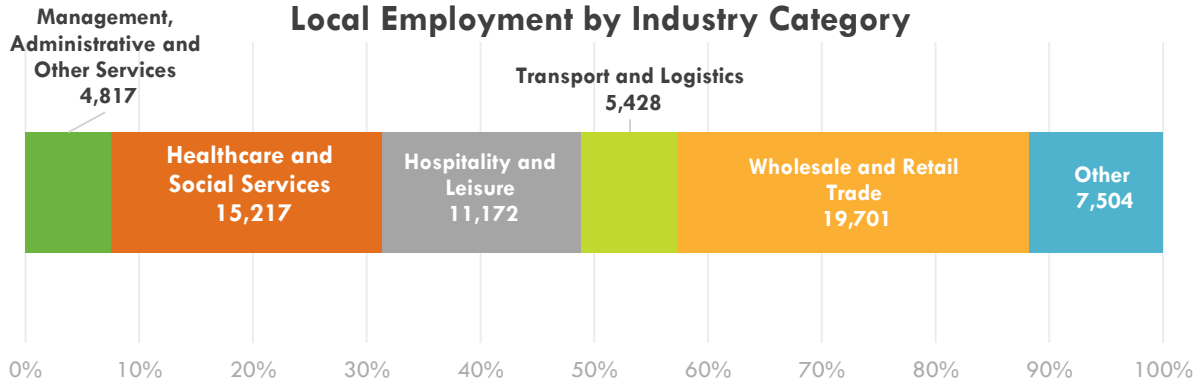
Residents of the Southeast region need access to more and better jobs. Good jobs provide stability for the employee and value for the region. The following jobs were identified using three criteria: annual openings, automation risk, and median annual wages. The impact score merges the three factors into one composite metric.

	Annual Job Openings	Automation Risk*	Median Wages, 2017	Impact Score
Short-Term Training Required				
Secretaries and Administrative Assistants	305	High	$27,992	15.07
Sales Representatives, Services, All Other	111	Low	$40,991	12.72
Customer Service Representatives	136	Medium	$24,059	7.90
Office Clerks, General	174	High	$23,667	7.48
Maintenance and Repair Workers, General	130	High	$32,754	7.34
Intermediate-Term Training Required				
First-Line Supervisors of Retail Sales Workers	142	Medium	$34,317	11.19
First-Line Supervisors of Production and Operating Workers	81	Low	$47,220	10.57
First-Line Supervisors of Office and Administrative Support Workers	83	Low	$43,470	10.10
First-Line Supervisors of Food Preparation and Serving Workers	155	High	$24,723	6.92
Bookkeeping, Accounting, and Auditing Clerks	129	High	$29,225	6.63
Longer-Term Training Required				
Registered Nurses	177	Low	$55,827	26.86
General and Operations Managers	147	Low	$67,167	26.43
Secondary School Teachers, Except Special and Career/Technical Ed	167	Low	$45,651	21.12
Elementary School Teachers, Except Special Education	76	Low	$45,126	9.49
Middle School Teachers, Except Special and Career/Technical Ed	62	Low	$46,257	7.96

*Automation risk refers to the probability that the occupation will eventually be computerized. Risk ratings were derived from a study performed by the University of Oxford in 2013 entitled, "The Future of Employment: How Susceptible are Jobs to Computerization?".

Southeast Region: Local Employment in the Opportunity Clusters

Top Local Industries	• Food Services and Drinking Places • Hospitals • Ambulatory Health Care Services • General Merchandise Stores
Employment in Local Industries	**63,839**
Annual Job Openings	**7,438**



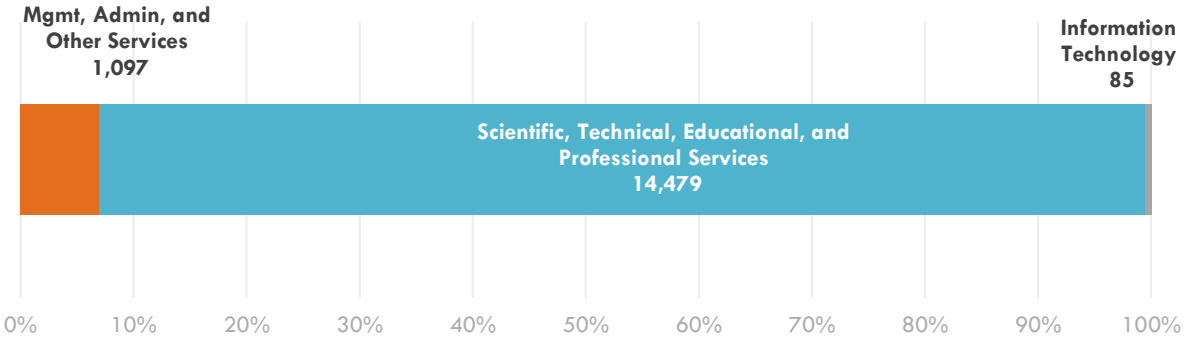
Top Jobs in Local Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Sales Representatives, Services, All Other	98	Low	$40,991	11.25
Medical Secretaries	83	High	$27,910	4.12
Sales Representatives, Wholesale and Manufacturing	75	High	$43,707	5.50
Customer Service Representatives	93	Medium	$24,059	5.40
Maintenance and Repair Workers, General	62	High	$32,754	3.52
Intermediate-Term Training Required				
First-Line Supervisors of Retail Sales Workers	141	Medium	$34,317	11.12
First-Line Supervisors of Office and Admin Support Workers	63	Low	$43,470	7.62
Automotive Service Technicians and Mechanics	76	Medium	$29,777	5.28
Physical Therapist Assistants	24	Low	$56,364	3.62
First-Line Supervisors of Food Prep and Serving Workers	150	High	$24,723	6.70
Longer-Term Training Required				
Registered Nurses	170	Low	$55,827	25.84
General and Operations Managers	91	Low	$67,167	16.42
Sales Representatives, Services, All Other	98	Low	$40,991	11.25
First-Line Supervisors of Retail Sales Workers	141	Medium	$34,317	11.12
Nurse Practitioners	14	Low	$98,968	3.75

Southeast Region: Cross-Cluster Employment in the Opportunity Clusters

Top Cross- Cluster Industries	• Educational Services • Professional, Scientific, and Technical Services • Management of Companies and Enterprises • Other Information Services
Employment in Cross-Cluster Industries	15,661
Annual Job Openings	1,463

Cross-Cluster Employment by Industry Category



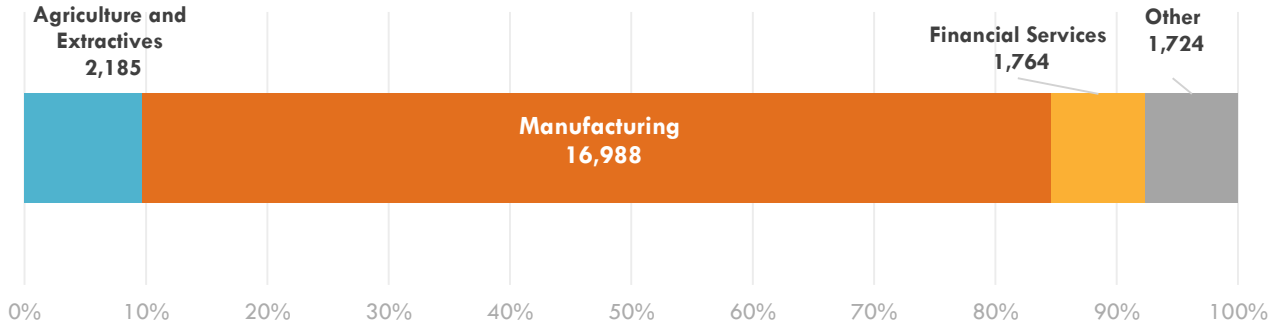
Top Jobs in Cross-Cluster Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Secretaries and Administrative Assistants	108	High	$27,992	5.34
Office Clerks, General	38	High	$23,667	1.63
Maintenance and Repair Workers, General	19	High	$32,754	1.09
Sales Representatives, Services, All Other	7	Low	$40,991	0.79
Customer Service Representatives	13	Medium	$24,059	0.76
Intermediate-Term Training Required				
Bookkeeping, Accounting, and Auditing Clerks	39	High	$29,225	1.98
First-Line Supervisors of Office and Administrative Support Workers	9	Low	$43,470	1.06
Computer User Support Specialists	14	High	$38,167	0.88
Self-Enrichment Education Teachers	6	Low	$37,982	0.69
Veterinary Technologists and Technicians	6	Low	$35,479	0.65
Longer-Term Training Required				
Secondary School Teachers, Except Special and Career/Technical Ed	167	Low	$45,651	21.12
Elementary School Teachers, Except Special Education	76	Low	$45,126	9.49
Middle School Teachers, Except Special and Career/Technical Ed	62	Low	$46,257	7.96
Education Administrators, Elementary and Secondary School	20	Low	$74,767	3.96
General and Operations Managers	17	Low	$67,167	3.03

Southeast Region: Tradable Employment in the Opportunity Clusters

Top Tradable Industries	• Food Manufacturing • Plastics and Rubber Products Manufacturing • Transportation Equipment Manufacturing • Fabricated Metal Product Manufacturing • Insurance Carriers and Related Activities
Employment in Tradable Industries	22,661
Annual Job Openings	1,567

Tradable Employment by Industry Category



Top Jobs in Tradable Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Food Batchmakers	73	High	$31,359	3.97
Secretaries and Administrative Assistants	65	High	$27,992	3.21
Maintenance and Repair Workers, General	45	High	$32,754	2.57
Insurance Sales Agents	30	High	$41,297	2.07
Extruding and Drawing Machine Setters, Operators, and Tenders	34	High	$32,847	1.91
Intermediate-Term Training Required				
First-Line Supervisors of Production and Operating Workers	72	Low	$47,220	9.42
Industrial Machinery Mechanics	31	High	$53,492	2.68
Machinists	28	High	$39,961	1.92
First-Line Supervisors of Office and Admin Support Workers	11	Low	$43,470	1.39
Electricians	10	Low	$49,111	1.30
Longer-Term Training Required				
General and Operations Managers	38	Low	$67,167	6.91
Industrial Production Managers	12	Low	$84,663	2.75
Mechanical Engineers	8	Low	$68,768	1.45
Computer Systems Analysts	7	Low	$71,802	1.32
Industrial Engineers	7	Low	$65,211	1.27

Southeast Region: Tradable Employment by Opportunity Cluster

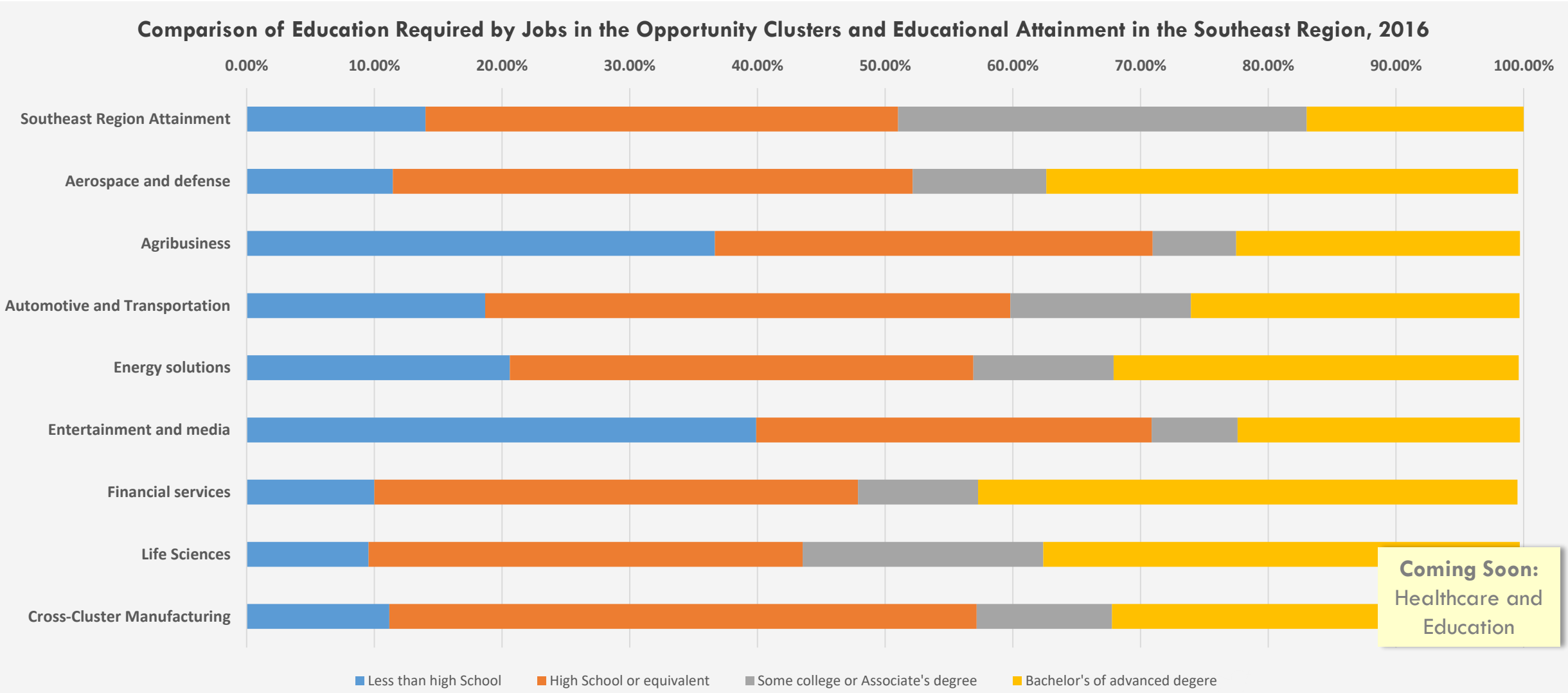
	Aerospace & Defense	Agribusiness	Automotive & Transportation	Energy Solutions	Entertainment & Media	Financial Services	Life Sciences	Cross-Sector Manufacturing
Regional Tradable Employment	3,786	7,500	4,362	2,108	1,963	1,764	232	7,710
Statewide Tradable Employment	75,160	74,973	98,862	20,351	72,103	74,723	7,981	112,639

Coming Soon:
Healthcare and Education

Key Takeaway

The region should consider focusing on those clusters in which concentration of employment is the strongest or where there is a regional advantage.

Southeast Region: Comparison of Educational Supply and Demand



Coming Soon: Healthcare and Education

Southwest

BARTON
DADE
71
160
JASPER
Joplin
LAWRENCE
44
60
Monett
60
NEWTON
BARRY
MCDONALD
71

Southwest Region: Overview

Regional Employment in the Opportunity Clusters, 2016

Total Employment in the Opportunity Clusters, 2016	92,043
Average Annual Openings in the Opportunity Clusters	9,313

Employment by Industry Type

Top Jobs in the Southwest Region

Residents of the Southwest region need access to more and better jobs. Good jobs provide stability for the employee and value for the region. The following jobs were identified using three criteria: annual openings, automation risk, and median annual wages. The impact score merges the three factors into one composite metric.

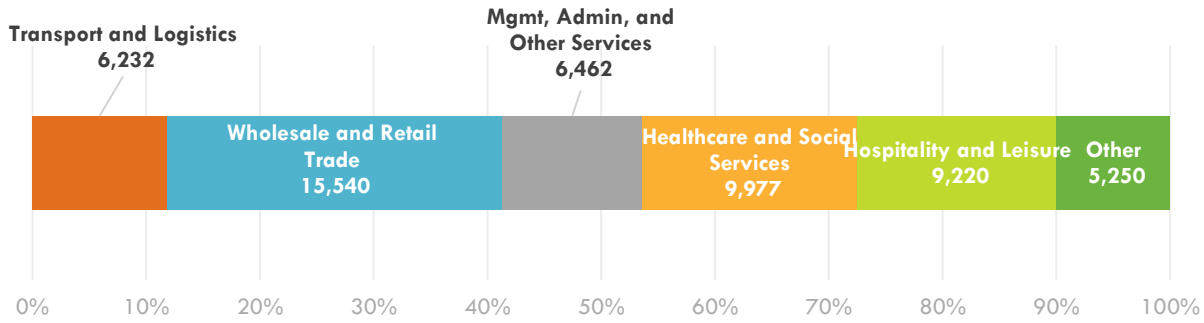
	Annual Job Openings	Automation Risk*	Median Wages, 2017	Impact Score
Short-Term Training Required				
Customer Service Representatives	208	Medium	$27,760	13.65
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	227	High	$23,464	9.69
Food Batchmakers	151	High	$34,808	9.00
Meat, Poultry, and Fish Cutters and Trimmers	156	High	$28,218	7.78
Maintenance and Repair Workers, General	134	High	$35,015	8.07
Intermediate-Term Training Required				
First-Line Supervisors of Production and Operating Workers	90	Low	$50,667	12.56
First-Line Supervisors of Office and Administrative Support Workers	87	Low	$43,605	10.58
First-Line Supervisors of Retail Sales Workers	121	Medium	$36,890	10.10
Computer User Support Specialists	48	High	$37,917	3.11
Automotive Service Technicians and Mechanics	60	Medium	$30,842	4.28
Longer-Term Training Required				
Software Developers, Applications	40	Low	$88,597	9.44
Registered Nurses	138	Low	$54,057	20.36
General and Operations Managers	99	Low	$68,003	18.00
Elementary School Teachers, Except Special Education	113	Low	$45,380	14.22
Secondary School Teachers, Except Special and Career/Technical Ed	102	Low	$44,139	12.55

*Automation risk refers to the probability that the occupation will eventually be computerized. Risk ratings were derived from a study performed by the University of Oxford in 2013 entitled, "The Future of Employment: How Susceptible are Jobs to Computerization?".

Southwest Region: Local Employment in the Opportunity Clusters

Top Local Industries	• Food Services and Drinking Places • Hospitals • Truck Transportation • Administrative and Support Services
Employment in Local Industries	**52,681**
Annual Job Openings	**5,831**

Local Employment by Industry Category

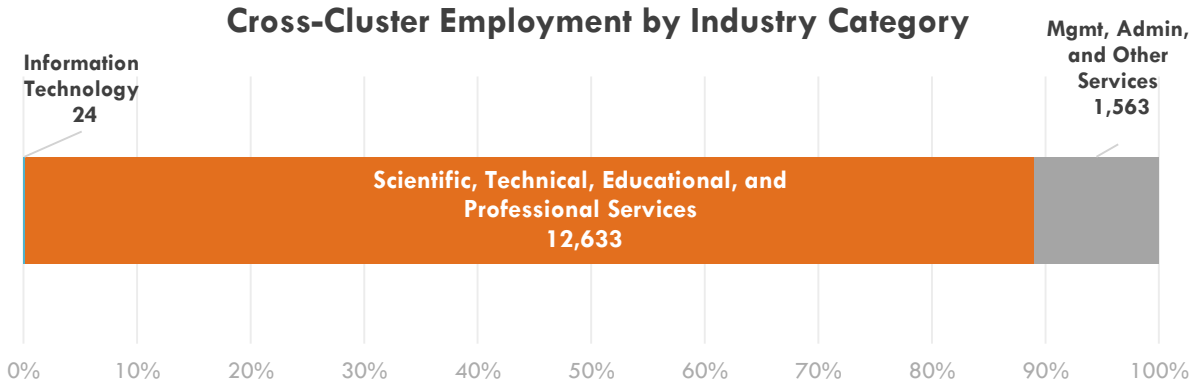


Top Jobs in Local Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Customer Service Representatives	166	Medium	$27,760	10.85
Janitors and Cleaners	122	High	$23,464	5.22
Secretaries and Administrative Assistants	102	High	$25,711	4.68
Bill and Account Collectors	109	High	$23,513	4.68
Sales Representatives, Services, All Other	39	Low	$41,539	4.48
Intermediate-Term Training Required				
First-Line Supervisors of Retail Sales Workers	120	Medium	$36,890	10.01
First-Line Supervisors of Office and Admin Support Workers	69	Low	$43,605	8.44
First-Line Supervisors of Food Prep and Serving Workers	120	High	$26,222	5.64
Automotive Service Technicians and Mechanics	57	Medium	$30,842	4.09
Licensed Practical and Licensed Vocational Nurses	32	Low	$36,684	3.30
Longer-Term Training Required				
Registered Nurses	133	Low	$54,057	19.63
General and Operations Managers	62	Low	$68,003	11.34
Nurse Practitioners	20	Low	$92,395	4.89
Financial Specialists, All Other	26	Medium	$84,643	4.75
Sales Managers	10	Low	$112,131	2.96

Southwest Region: Cross-Cluster Employment in the Opportunity Clusters

Top Cross- Cluster Industries	• Educational Services • Professional, Scientific, and Technical Services • Management of Companies and Enterprises • Other Information Services
Employment in Cross-Cluster Industries	14,220
Annual Job Openings	1,526

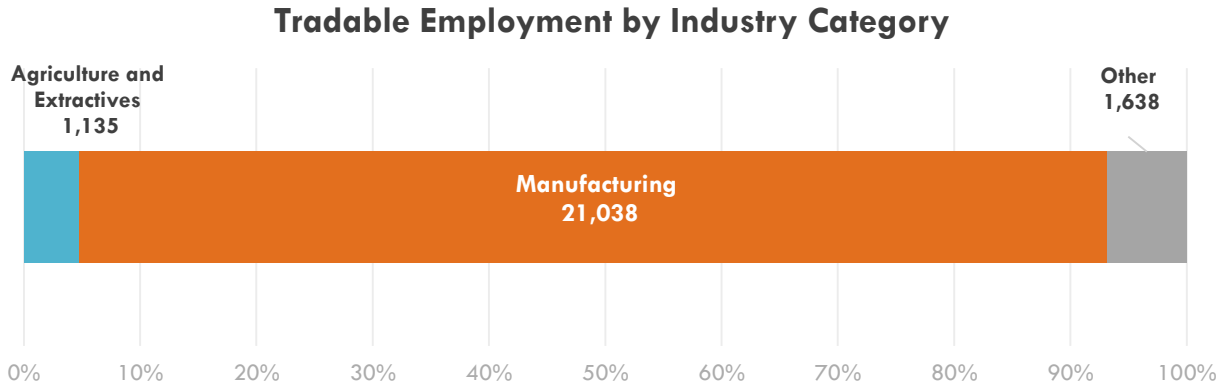


Top Jobs in Cross-Cluster Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Secretaries and Administrative Assistants	83	High	$25,711	3.85
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	64	High	$23,464	2.74
Office Clerks, General	32	High	$26,653	1.51
Customer Service Representatives	18	Medium	$27,760	1.17
Maintenance and Repair Workers, General	15	High	$35,015	0.88
Intermediate-Term Training Required				
Computer User Support Specialists	40	High	$37,917	2.59
Bookkeeping, Accounting, and Auditing Clerks	42	High	$30,328	2.23
Computer Network Support Specialists	9	Low	$54,912	1.32
First-Line Supervisors of Office and Administrative Support Workers	9	Low	$43,605	1.04
Architectural and Civil Drafters	7	Medium	$43,726	0.65
Longer-Term Training Required				
Secondary School Teachers, Except Special and Career/Technical Ed	102	Low	$44,139	12.54
Middle School Teachers, Except Special and Career/Technical Ed	73	Low	$44,142	8.96
Elementary School Teachers, Except Special Education	113	High	$45,380	8.53
Software Developers, Applications	36	High	$88,597	5.08
Education Administrators, Elementary and Secondary School	23	Low	$80,539	4.96

Southwest Region: Tradable Employment in the Opportunity Clusters

Top Tradable Industries	• Food Manufacturing • Fabricated Metal Product Manufacturing • Electrical Equipment, Appliance, and Component Manufacturing
Employment in Tradable Industries	23,811
Annual Job Openings	1,917



Top Jobs in Tradable Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Food Batchmakers	137	High	$34,808	8.20
Meat, Poultry, and Fish Cutters and Trimmers	153	High	$28,218	7.61
Maintenance and Repair Workers, General	84	High	$35,015	5.03
Computer-Controlled Machine Tool Operators, Metal and Plastic	99	High	$25,480	4.53
Welders, Cutters, Solderers, and Brazers	57	High	$33,598	3.29
Intermediate-Term Training Required				
First-Line Supervisors of Production and Operating Workers	81	Low	$50,667	11.26
Butchers and Meat Cutters	54	High	$30,995	2.90
Machinists	34	High	$36,466	2.13
First-Line Supervisors of Mechanics, Installers, and Repairers	7	Low	$57,356	1.11
Industrial Engineering Technicians	9	Low	$45,848	1.11
Longer-Term Training Required				
General and Operations Managers	22	Low	$68,003	3.95
Industrial Production Managers	14	Low	$82,543	3.15
Industrial Engineers	11	Low	$63,915	1.92
Sales Managers	5	Low	$112,131	1.56
Mechanical Engineers	6	Low	$67,183	1.13

Southwest Region: Tradable Employment by Opportunity Cluster

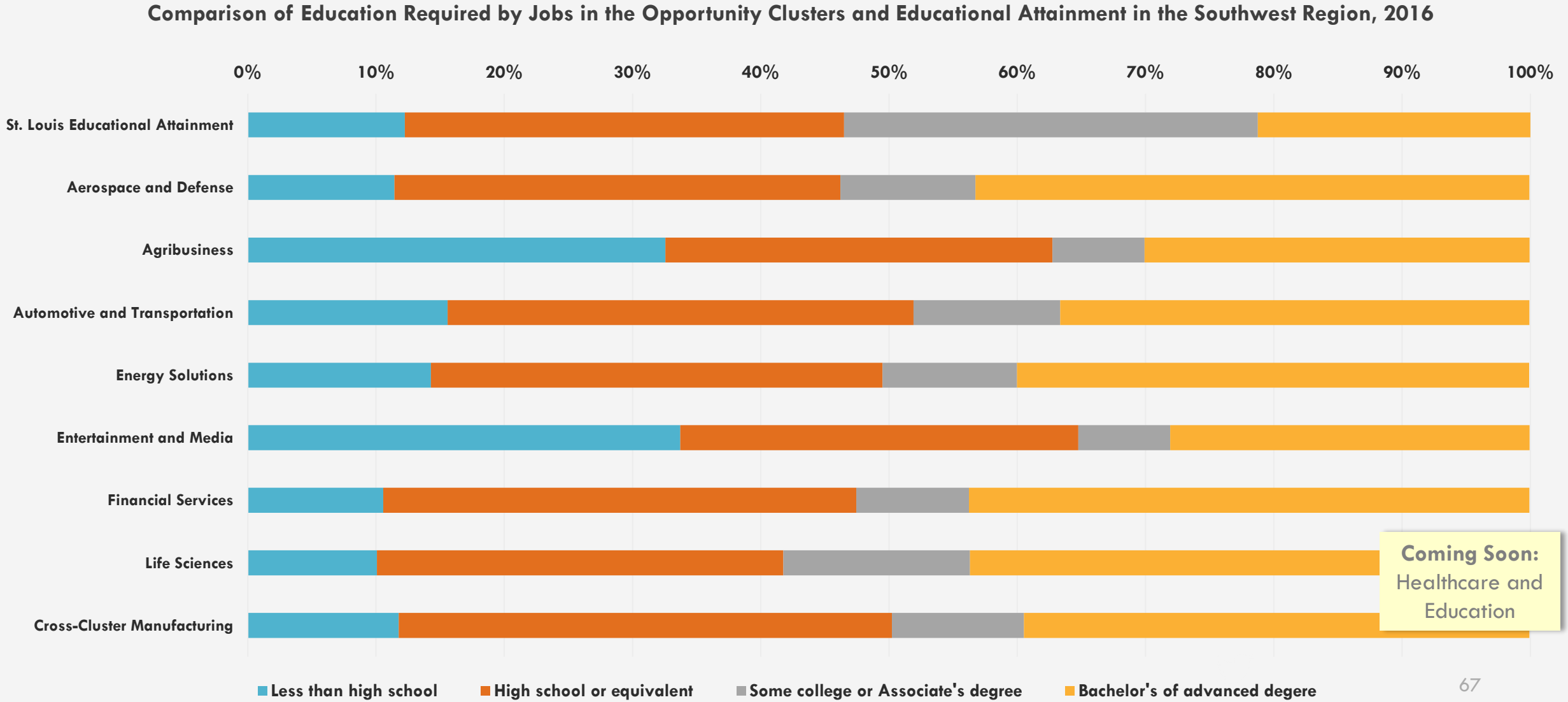
	Aerospace & Defense	Agribusiness	Automotive & Transportation	Energy Solutions	Entertainment & Media	Financial Services	Life Sciences	Cross-Sector Manufacturing
Regional Tradable Employment	4,517	11,250	7,008	2,384	1,727	836	678	7,003
Statewide Tradable Employment	75,160	74,973	98,862	20,351	72,103	74,723	7,981	112,639

Coming Soon:
Healthcare and Education

Key Takeaway

The region should consider focusing on those clusters in which concentration of employment is the strongest or where there is a regional advantage.

Southwest Region: Comparison of Educational Supply and Demand



St. Louis Region

St. Louis Region: Overview

Regional Employment in the Opportunity Clusters, 2016

Total Employment in the Opportunity Clusters, 2016	837,292
Average Annual Openings in the Opportunity Clusters	98,259

Employment by Industry Type

Top Jobs in the St. Louis Region

Residents of the St. Louis region need access to more and better jobs. Good jobs provide stability for the employee and value for the region. The following jobs were identified using three criteria: annual openings, automation risk, and median annual wages. The impact score merges the three factors into one composite metric.

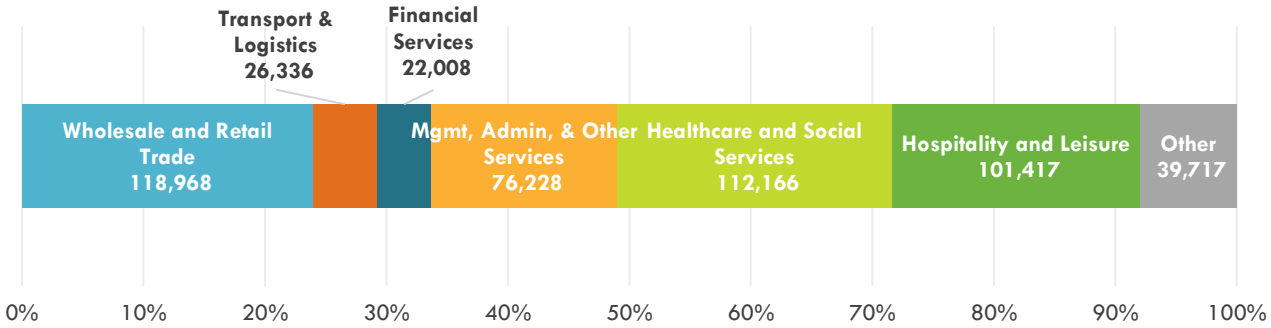
	Annual Job Openings	Automation Risk*	Median Wages, 2017	Impact Score
Short-Term Training Required				
Customer Service Representatives	2,800	Medium	$29,882	195.35
Sales Representatives, Services	962	Low	$44,975	120.18
Secretaries and Administrative Assistants	2,043	High	$27,823	100.59
Janitors and Cleaners	2,302	High	$23,733	99.23
Laborers and Freight, Stock, and Material Movers	2,069	High	$25,040	93.25
Intermediate-Term Training Required				
First-Line Supervisors of Office and Admin Workers	820	Low	$43,282	98.97
First-Line Supervisors of Retail Sales Workers	734	Medium	$36,237	60.55
Bookkeeping, Accounting, and Auditing Clerks	996	High	$32,504	56.42
Heavy and Tractor-Trailer Truck Drivers	872	High	$38,148	56.03
First-Line Supervisors of Food Prep and Serving Workers	1,241	High	$24,026	55.10
Longer-Term Training Required				
Registered Nurses	2,218	Low	$58,606	352.71
General and Operations Managers	1,124	Low	$69,714	210.02
Software Developers, Applications	546	Low	$70,058	102.49
Financial Managers	352	Low	$102,860	94.89
Accountants and Auditors	910	High	$56,831	84.36

*Automation risk refers to the probability that the occupation will eventually be computerized. Risk ratings were derived from a study performed by the University of Oxford in 2013 entitled, "The Future of Employment: How Susceptible are Jobs to Computerization?".

St. Louis Region: Local Employment in the Opportunity Clusters

Top Local Industries	• Food Services and Drinking Places • Hospitals • Administrative and Support Services • Ambulatory Health Care Services
Employment in Local Industries	**496,840**
Annual Job Openings	**63,389**

Local Employment by Industry Category



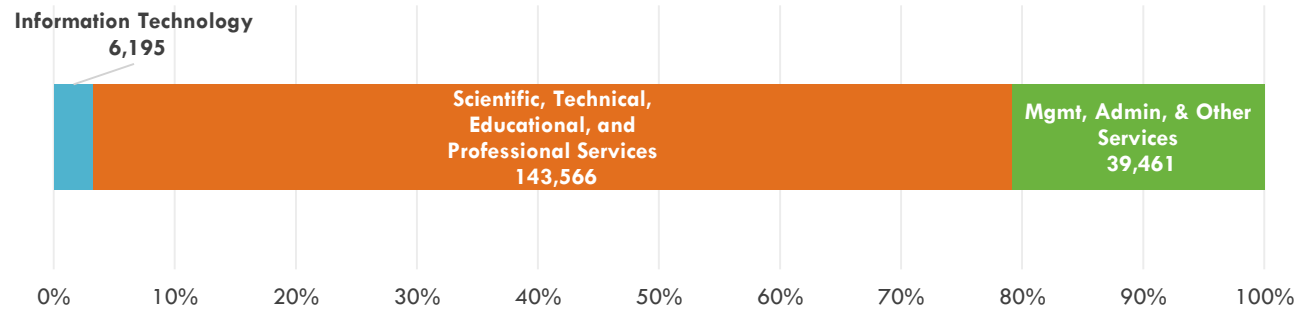
Top Jobs in Local Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Customer Service Representatives	1,585	Medium	$35,016	126.88
Retail Salespersons	2,833	High	$23,184	119.78
Laborers and Freight, Stock, and Material Movers, Hand	1,662	High	$30,306	88.00
Janitors and Cleaners	1,824	High	$24,201	79.91
Sales Representatives, Services, All Other	633	Low	$44,631	78.60
Intermediate-Term Training Required				
First-Line Supervisors of Office and Admin Support Workers	506	Low	$56,826	78.19
Cooks, Restaurant	1,626	High	$23,651	69.89
First-Line Supervisors of Retail Sales Workers	720	Medium	$40,880	66.08
Nursing Assistants	821	Low	$25,695	62.97
First-Line Supervisors of Food Prep and Serving Workers	1,199	High	$28,875	60.94
Longer-Term Training Required				
Registered Nurses	2,121	Low	$62,749	359.29
General and Operations Managers	587	Low	$104,336	160.32
Financial Managers	132	Low	$136,232	46.68
Medical and Health Services Managers	170	Low	$98,759	44.03
Sales Managers	114	Low	$140,338	41.41

St. Louis Region: Cross-Cluster Employment in the Opportunity Clusters

Top Cross- Cluster Industries	• Educational Services • Professional, Scientific, and Technical Services • Management of Companies and Enterprises • Data Processing, Hosting and Related Services
Employment in Cross-Cluster Industries	189,222
Annual Job Openings	19,037

Cross-Cluster Employment by Industry Category

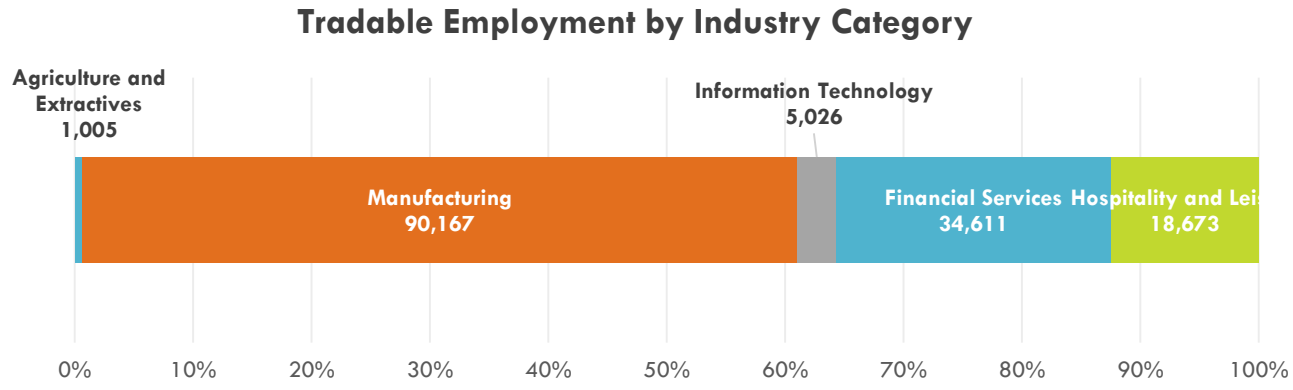


Top Jobs in Cross-Cluster Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Secretaries and Administrative Assistants	696	High	$35,873	42.65
Customer Service Representatives	532	Medium	$35,016	42.58
Office Clerks, General	571	High	$31,169	30.97
Sales Representatives, Services, All Other	218	Low	$44,631	27.09
Janitors and Cleaners	372	High	$24,201	16.32
Intermediate-Term Training Required				
Teacher Assistants	556	Medium	$28,256	36.97
First-Line Supervisors of Office and Administrative Support Workers	201	Low	$56,826	31.03
Bookkeeping, Accounting, and Auditing Clerks	353	High	$39,553	23.57
Computer User Support Specialists	284	High	$46,083	21.79
Paralegals and Legal Assistants	182	High	$55,113	16.43
Longer-Term Training Required				
Elementary School Teachers, Except Special Education	704	Low	$52,527	101.20
Software Developers, Applications	375	Low	$99,989	98.53
Computer Systems Analysts	326	Low	$91,289	78.46
General and Operations Managers	281	Low	$104,336	76.74
Secondary School Teachers, Except Special and Career/Technical Ed	439	Low	$57,658	68.80

St. Louis Region: Tradable Employment in the Opportunity Clusters

Top Tradable Industries	• Insurance Carriers and Related Activities • Transportation Equipment Manufacturing • Amusement, Gambling, and Recreation Industries • Securities, Commodity Contracts, and Other Financial Investments and Related Activities
Employment in Tradable Industries	149,482
Annual Job Openings	15,663



Top Jobs in Tradable Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Customer Service Representatives	674	Medium	$35,016	53.97
Insurance Sales Agents	435	High	$51,499	36.83
Insurance Claims and Policy Processing Clerks	436	High	$40,404	29.68
Secretaries and Administrative Assistants	339	High	$35,873	20.81
Laborers and Freight, Stock, and Material Movers, Hand	347	High	$30,306	18.36
Intermediate-Term Training Required				
First-Line Supervisors of Production and Operating Workers	271	Low	$60,688	44.52
Machinists	228	High	$48,523	18.32
First-Line Supervisors of Office and Admin Support Workers	113	Low	$56,826	17.45
Claims Adjusters, Examiners, and Investigators	176	High	$59,198	16.99
Electricians	53	Low	$70,850	10.03
Longer-Term Training Required				
General and Operations Managers	255	Low	$104,336	69.62
Securities, Commodities, and Financial Services Sales Agents	202	Low	$72,943	39.29
Personal Financial Advisors	246	Medium	$65,849	34.90
Industrial Engineers	140	Low	$91,076	33.67
Financial Managers	79	Low	$136,232	27.80

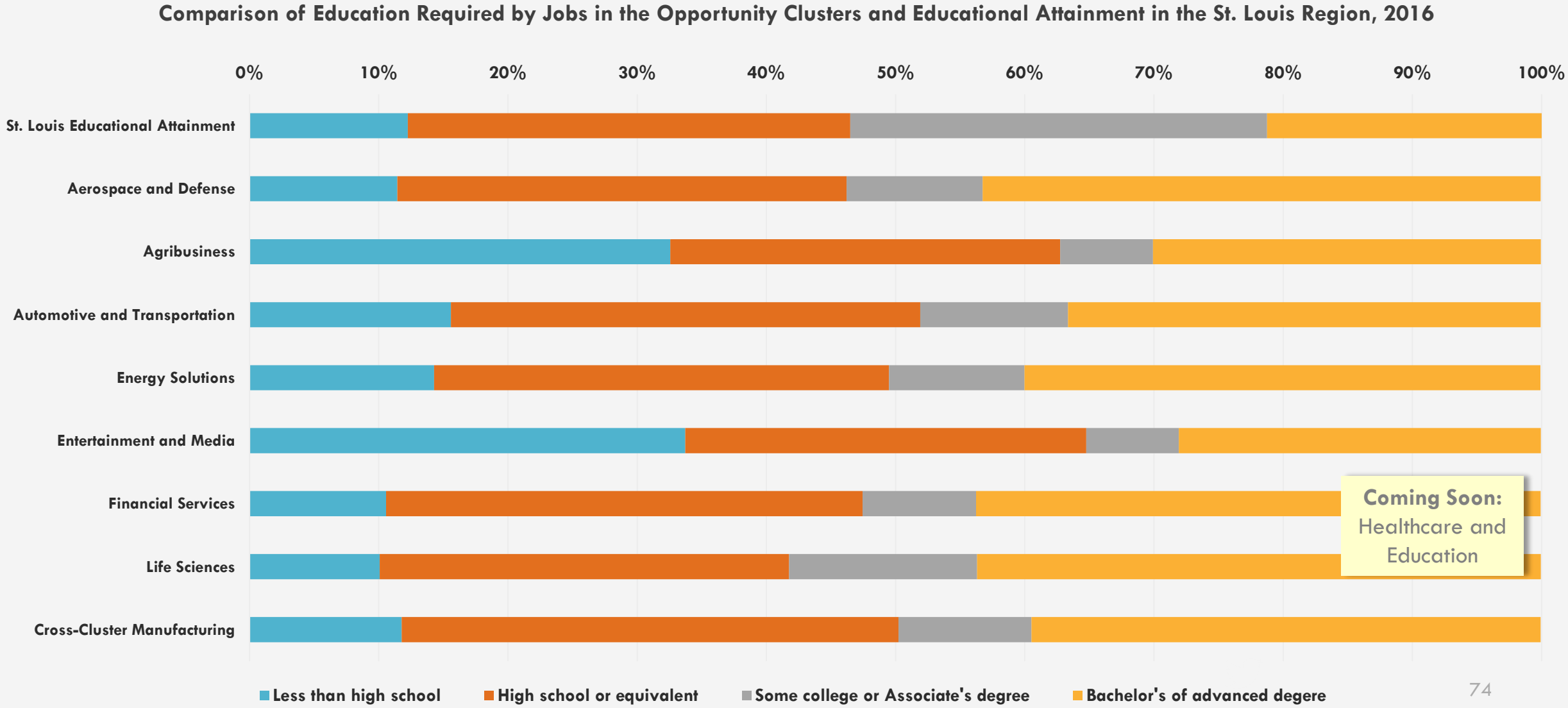
St. Louis Region: Tradable Employment by Opportunity Cluster

	Aerospace & Defense	Agribusiness	Automotive & Transportation	Energy Solutions	Entertainment & Media	Financial Services	Life Sciences	Cross-Sector Manufacturing
Regional Tradable Employment	29,043	15,161	36,024	3,918	31,611	34,611	3,411	42,348
Statewide Tradable Employment	75,160	74,973	98,862	20,351	72,103	74,723	7,981	112,639

Key Takeaway

Because of its size, the St. Louis region has a high concentration of employment in all of the opportunity clusters relative to the rest of the state. The region should consider focusing on the clusters in which concentration is the strongest and in which there is an uncommon regional strength.

St. Louis Region: Comparison of Educational Supply and Demand



West Central

West Central Region: Overview

Regional Employment in the Opportunity Clusters, 2016

Total Employment in the Opportunity Clusters, 2016	62,540
Average Annual Openings in the Opportunity Clusters	6,680

Employment by Industry Type

Top Jobs in the West Central Region

Residents of the West Central region need access to more and better jobs. Good jobs provide stability for the employee and value for the region. The following The following jobs were identified using three criteria: annual openings, automation risk, and median annual wages. The impact score merges the three factors into one composite metric.

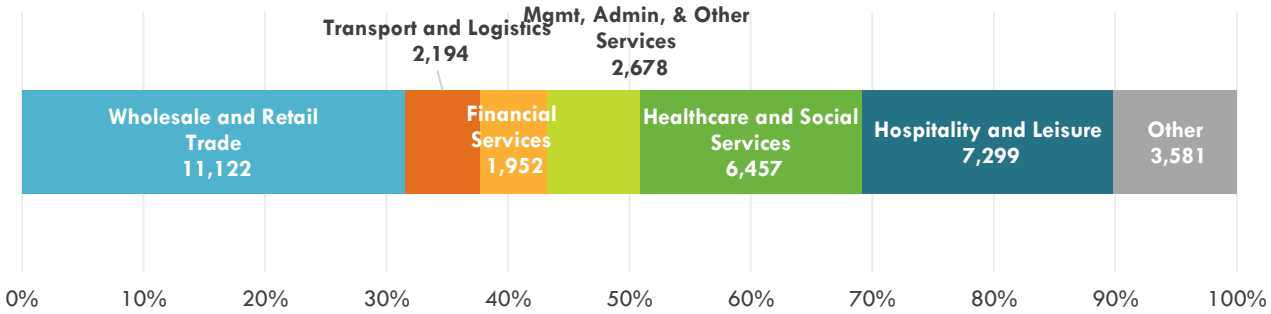
	Annual Job Openings	Automation Risk*	Median Wages, 2017	Impact Score
Short-Term Training Required				
Secretaries and Administrative Assistants	210	High	$28,456	10.51
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	187	High	$24,314	8.23
Office Clerks, General	126	High	$25,789	5.81
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	96	High	$33,170	5.48
Maintenance and Repair Workers, General	91	High	$33,648	5.25
Intermediate-Term Training Required				
First-Line Supervisors of Retail Sales Workers	95	Medium	$35,310	7.67
First-Line Supervisors of Production and Operating Workers	49	Low	$48,625	6.59
First-Line Supervisors of Office and Admin Support Workers	37	Low	$45,199	4.67
Automotive Service Technicians and Mechanics	45	Medium	$34,763	3.58
Teacher Assistants	58	Medium	$23,463	3.33
Longer-Term Training Required				
Elementary School Teachers, Except Special Education	103	Low	$42,286	12.16
Education Administrators, Elementary and Secondary School	49	Low	$93,619	12.07
Secondary School Teachers, Except Special and Career/Technical Ed	94	Low	$45,482	11.88
General and Operations Managers	70	Low	$61,657	11.71
Registered Nurses	72	Low	$55,707	10.95

*Automation risk refers to the probability that the occupation will eventually be computerized. Risk ratings were derived from a study performed by the University of Oxford in 2013 entitled, "The Future of Employment: How Susceptible are Jobs to Computerization?".

West Central Region: Local Employment in the Opportunity Clusters

Top Local Industries	• Food Services and Drinking Places • Hospitals • General Merchandise Stores • Ambulatory Health Care Services
Employment in Local Industries	**35,283**
Annual Job Openings	**4,147**

Local Employment by Industry Category



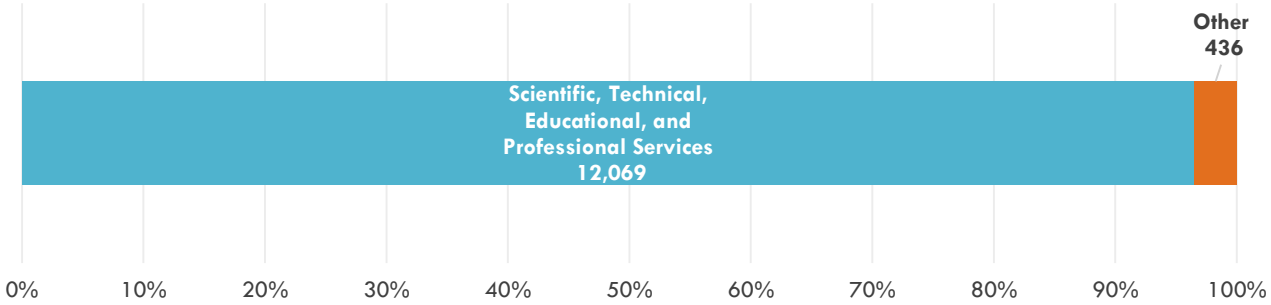
Top Jobs in Local Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Janitors and Cleaners	114	High	$24,314	5.01
Secretaries and Administrative Assistants	87	High	$28,456	4.37
Customer Service Representatives	47	Medium	$29,360	3.25
Office Clerks, General	65	High	$25,789	3.00
Parts Salespersons	62	High	$26,901	2.99
Intermediate-Term Training Required				
First-Line Supervisors of Retail Sales Workers	93	Medium	$35,310	7.47
First-Line Supervisors of Office and Admin Support Workers	31	Low	$45,199	3.91
Automotive Service Technicians and Mechanics	45	Medium	$34,763	3.55
Licensed Practical and Licensed Vocational Nurses	23	Low	$36,600	2.39
First-Line Supervisors of Mechanics, Installers, and Repairers	11	Low	$57,846	1.80
Longer-Term Training Required				
Registered Nurses	69	Low	$55,707	10.41
General and Operations Managers	38	Low	$61,657	6.34
Loan Officers	31	High	$47,289	2.44
Medical and Health Services Managers	9	Low	$86,721	2.04
Mental Health and Substance Abuse Social Workers	17	Low	$41,071	2.01

West Central Region: Cross-Cluster Employment in the Opportunity Clusters

Top Cross- Cluster Industries	• Educational Services • Professional, Scientific, and Technical Services • Management of Companies and Enterprises • Data Processing, Hosting and Related Services
Employment in Cross-Cluster Industries	12,505
Annual Job Openings	1,182

Cross-Cluster Employment by Industry Category

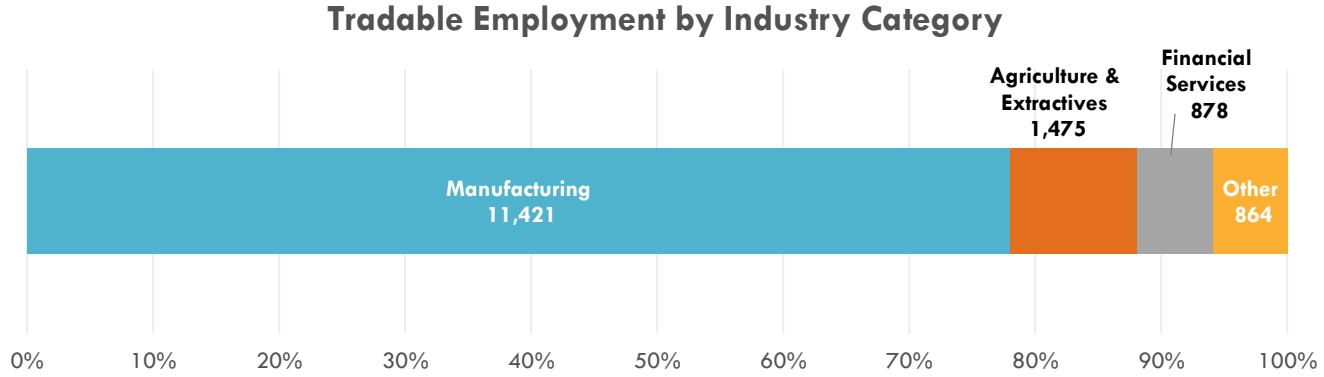


Top Jobs in Cross-Cluster Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Secretaries and Administrative Assistants	75	High	$28,456	3.76
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	54	High	$24,314	2.37
Office Clerks, General	51	High	$25,789	2.35
Interviewers, Except Eligibility and Loan	35	High	$26,542	1.66
Maintenance and Repair Workers, General	13	High	$33,648	0.73
Intermediate-Term Training Required				
Teacher Assistants	58	High	$23,463	2.50
Computer Network Support Specialists	7	Low	$42,451	0.88
Bookkeeping, Accounting, and Auditing Clerks	16	High	$30,276	0.85
Executive Secretaries and Executive Administrative Assistants	9	High	$47,813	0.73
Computer User Support Specialists	11	High	$36,771	0.69
Longer-Term Training Required				
Elementary School Teachers, Except Special Education	103	Low	$42,286	12.16
Secondary School Teachers, Except Special and Career/Technical Ed	94	Low	$45,482	11.88
Education Administrators, Elementary and Secondary School	49	High	$93,619	7.24
Middle School Teachers, Except Special and Career/Technical Ed	35	Low	$46,832	4.56
General and Operations Managers	15	Low	$61,657	2.52

West Central Region: Tradable Employment in the Opportunity Clusters

Top Tradable Industries	• Food Manufacturing • Fabricated Metal Manufacturing • Machinery Manufacturing • Transportation Equipment Manufacturing
Employment in Tradable Industries	14,638
Annual Job Openings	1,346



Top Jobs in Tradable Industries

	Annual Job Openings	Automation Risk	Median Wages, 2017	Impact Score
Short-Term Training Required				
Welders, Cutters, Solderers, and Brazers	70	High	$33,564	4.08
Farmworkers, Farm, Ranch, and Aquacultural Animals	58	Medium	$24,156	3.41
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	53	High	$33,170	3.04
Food Batchmakers	58	High	$29,547	2.99
Maintenance and Repair Workers, General	47	High	$33,648	2.75
Intermediate-Term Training Required				
First-Line Supervisors of Production and Operating Workers	43	Low	$48,625	5.71
Machinists	43	High	$41,056	2.95
Industrial Machinery Mechanics	20	High	$46,778	1.53
First-Line Supervisors of Mechanics, Installers, and Repairers	6	Low	$57,846	0.90
Bookkeeping, Accounting, and Auditing Clerks	12	High	$30,276	0.65
Longer-Term Training Required				
General and Operations Managers	17	Low	$61,657	2.85
Industrial Production Managers	9	Low	$93,561	2.11
Industrial Engineers	11	Low	$69,601	2.00
Mechanical Engineers	7	Low	$70,674	1.25
Software Developers, Systems Software	5	Low	$99,202	1.19

West Central Region: Tradable Employment by Opportunity Cluster

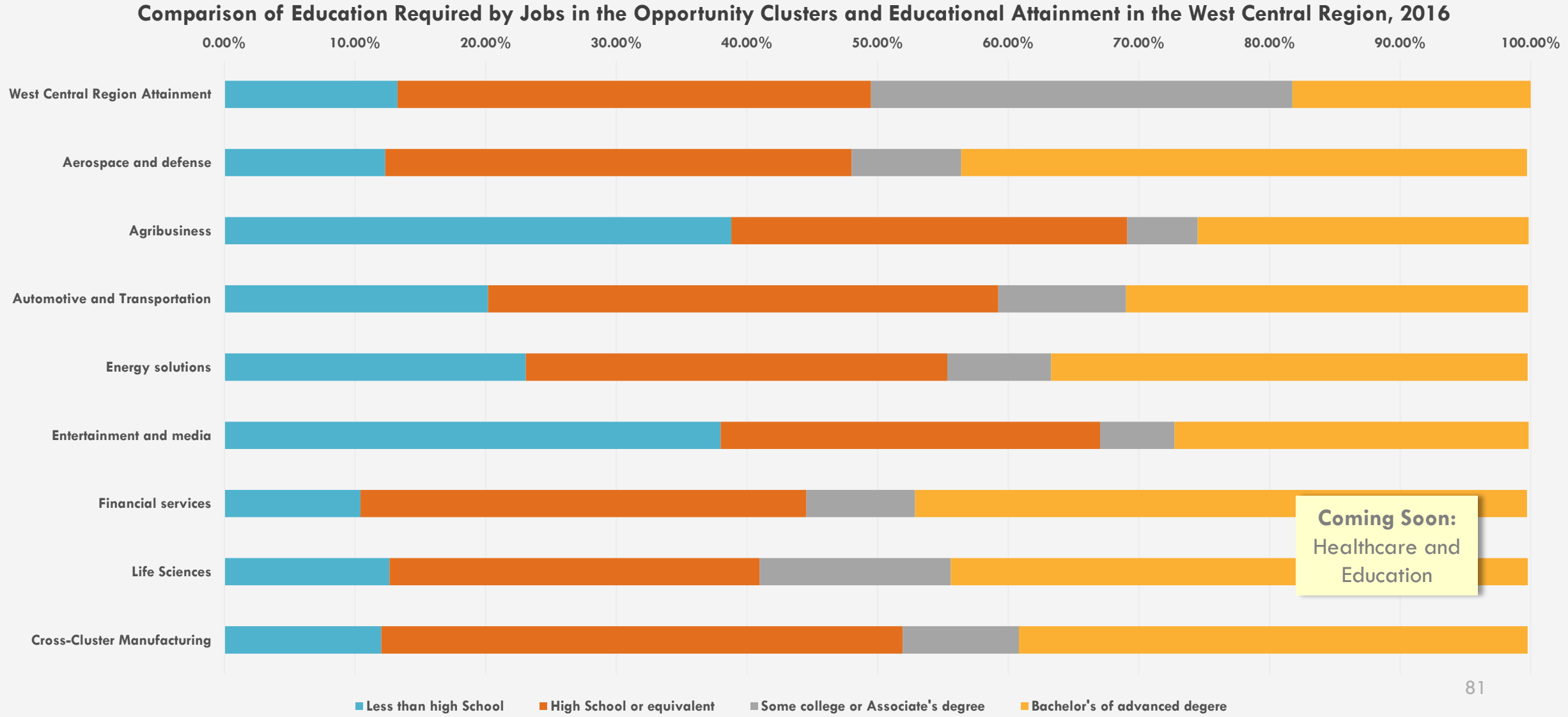
	Aerospace & Defense	Agribusiness	Automotive & Transportation	Energy Solutions	Entertainment & Media	Financial Services	Life Sciences	Cross-Sector Manufacturing
Regional Tradable Employment	2,407	5,458	3,235	1,649	1,036	878	154	5,344
Statewide Tradable Employment	75,160	74,973	98,862	20,351	72,103	74,723	7,981	112,639

Coming Soon:
Healthcare and Education

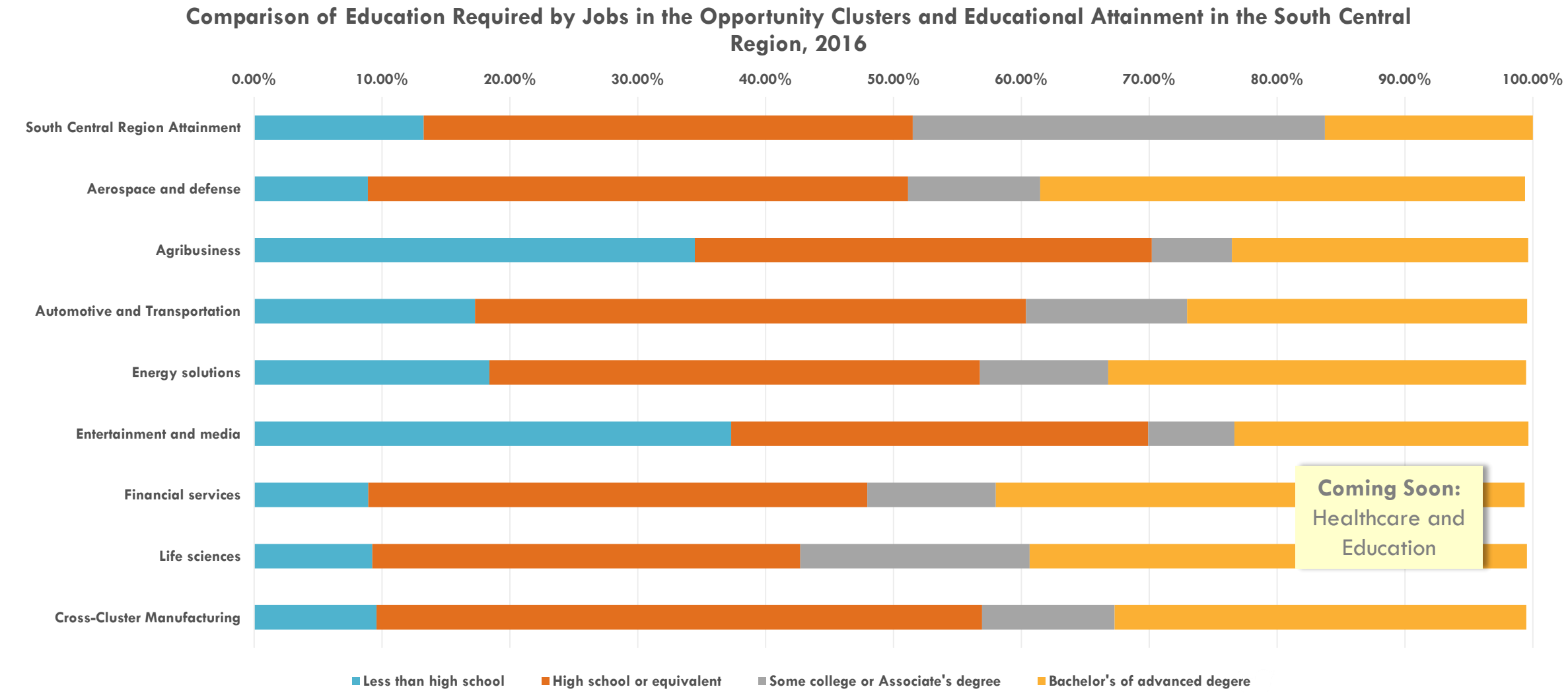
Key Takeaway

The region should consider focusing on those clusters in which concentration of employment is the strongest or where there is a regional advantage.

West Central Region: Comparison of Educational Supply and Demand



South Central Region: Comparison of Educational Supply and Demand



Top 75 Jobs by Region

Central Region:
Top 25 "Short-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Short-Term Training Required				
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	570	High	$30,123	30.03
Customer Service Representatives	381	Medium	$29,274	26.13
Office Clerks, General	508	High	$28,902	25.84
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	424	High	$24,382	18.67
Laborers and Freight, Stock, and Material Movers, Hand	359	High	$25,327	16.34
Maintenance and Repair Workers, General	253	High	$32,950	14.40
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	170	High	$43,761	12.44
Sales Representatives, Services, All Other	107	Low	$39,993	12.00
Helpers—Production Workers	227	High	$27,343	11.00
Medical Secretaries	205	High	$28,349	10.24
Landscaping and Groundskeeping Workers	215	High	$26,398	10.11
Light Truck or Delivery Services Drivers	160	High	$29,320	8.25
Insurance Sales Agents	126	High	$37,836	8.12
Packers and Packagers, Hand	132	Medium	$23,150	7.45
Tellers	174	High	$23,263	7.39
Bus Drivers, School or Special Client	139	High	$27,196	6.72
Receptionists and Information Clerks	149	High	$23,637	6.42
Security Guards	129	High	$27,740	6.34
Loan Interviewers and Clerks	113	High	$32,037	6.29
Farmworkers, Farm, Ranch, and Aquacultural Animals	95	Medium	$27,229	6.09
Welders, Cutters, Solderers, and Brazers	95	High	$34,295	5.60
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	90	High	$34,765	5.34
Packaging and Filling Machine Operators and Tenders	101	High	$29,430	5.22
Computer-Controlled Machine Tool Operators, Metal and Plastic	79	High	$38,800	5.16
Inspectors, Testers, Sorters, Samplers, and Weighers	87	High	$33,594	5.02

Central Region:
Top 25 "Intermediate-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Intermediate-Term Training Required				
First-Line Supervisors of Office and Administrative Support Workers	201	Low	$48,621	26.90
First-Line Supervisors of Retail Sales Workers	266	Medium	$35,102	21.33
First-Line Supervisors of Food Preparation and Serving Workers	402	High	$25,917	18.65
First-Line Supervisors of Production and Operating Workers	126	Low	$47,541	16.53
Heavy and Tractor-Trailer Truck Drivers	285	High	$32,692	16.12
Automotive Service Technicians and Mechanics	173	Medium	$39,255	15.33
Nursing Assistants	216	Low	$23,193	15.19
Bookkeeping, Accounting, and Auditing Clerks	217	High	$31,714	11.96
First-Line Supervisors of Mechanics, Installers, and Repairers	70	Low	$49,284	9.51
Electrical Power-Line Installers and Repairers	45	Low	$71,457	8.62
Licensed Practical and Licensed Vocational Nurses	76	Low	$37,872	8.10
Computer User Support Specialists	109	High	$41,808	7.63
Medical Assistants	98	Medium	$28,658	6.61
Telecommunications Equipment Installers and Repairers, Except Line Installers	56	Medium	$46,290	5.78
Dental Assistants	71	Medium	$33,749	5.49
Food Service Managers	48	Low	$38,017	5.20
Executive Secretaries and Executive Administrative Assistants	65	High	$46,697	5.03
Industrial Machinery Mechanics	41	High	$54,339	3.69
Self-Enrichment Education Teachers	42	Low	$29,216	3.64
First-Line Supervisors of Non-Retail Sales Workers	25	Low	$52,251	3.52
Respiratory Therapists	23	Low	$49,425	3.07
Radiologic Technologists	22	Low	$49,454	3.00
Maintenance Workers, Machinery	45	High	$38,108	2.90
Web Developers	22	Low	$47,487	2.88
Machinists	43	High	$39,064	2.82

Central Region:
Top 25 "Longer-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Longer-Term Training Required				
Registered Nurses	5,175	Low	$60,523	59.35
General and Operations Managers	2,940	Low	$70,632	56.49
Secondary School Teachers, Except Special and Career/Technical Education	4,438	Low	$42,569	42.13
Elementary School Teachers, Except Special Education	2,159	Low	$40,268	20.01
Business Operations Specialists, All Other	1,015	Low	$53,942	16.26
Financial Managers	536	Low	$95,600	14.83
Educational, Guidance, School, and Vocational Counselors	950	Low	$43,122	14.02
Education Administrators, Elementary and Secondary School	717	Low	$76,140	12.55
Loan Officers	1,092	High	$59,736	11.98
Accountants and Auditors	1,257	High	$50,564	11.83
Medical and Health Services Managers	519	Low	$78,956	11.31
Middle School Teachers, Except Special and Career/Technical Education	1,064	Low	$46,458	11.23
Computer Systems Analysts	629	Low	$56,492	10.12
Education Administrators, Postsecondary	391	Low	$106,363	9.72
Human Resources Specialists	599	Low	$49,272	9.39
Public Relations Specialists	518	Low	$49,676	8.51
Nurse Practitioners	351	Low	$90,885	8.28
Software Developers, Applications	336	Low	$75,268	8.12
Network and Computer Systems Administrators	579	Low	$60,456	7.44
Physicians and Surgeons, All Other	311	Low	$199,141	6.82
Chief Executives	339	Low	$108,508	6.71
Coaches and Scouts	435	Low	$31,589	6.22
Nurse Anesthetists	196	Low	$156,926	5.50
Instructional Coordinators	418	Low	$45,337	5.49
Lawyers	383	Low	$70,633	5.31

Kansas City Region:
Top 25 "Short-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Short-Term Training Required				
Customer Service Representatives	1248	Medium	$29,882	87.05
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	959	High	$27,823	47.23
Sales Representatives, Services, All Other	322	Low	$44,975	40.27
Office Clerks, General	764	High	$28,891	38.83
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	794	High	$23,733	34.23
Laborers and Freight, Stock, and Material Movers, Hand	722	High	$25,040	32.53
Stock Clerks and Order Fillers	725	High	$23,474	30.98
Maintenance and Repair Workers, General	455	High	$34,827	27.20
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	350	High	$43,297	25.37
Security Guards	538	High	$25,571	24.65
Medical Secretaries	365	High	$30,268	19.32
Light Truck or Delivery Services Drivers	337	High	$31,786	18.60
Cleaners of Vehicles and Equipment	304	Medium	$23,346	17.21
Packers and Packagers, Hand	251	Medium	$28,870	17.03
Insurance Sales Agents	264	High	$36,693	16.51
Receptionists and Information Clerks	318	High	$25,102	14.38
Inspectors, Testers, Sorters, Samplers, and Weighers	188	High	$38,077	12.17
Helpers--Production Workers	236	High	$29,363	12.17
Insurance Claims and Policy Processing Clerks	144	High	$43,874	10.56
Shipping, Receiving, and Traffic Clerks	166	High	$34,576	9.84
Bus Drivers, School or Special Client	194	High	$28,705	9.80
Construction Laborers	153	High	$34,164	8.97
Billing and Posting Clerks	168	High	$30,134	8.83
Tellers	182	High	$26,674	8.65
Driver/Sales Workers	199	High	$23,877	8.61

Kansas City Region:
Top 25 "Intermediate-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Intermediate-Term Training Required				
First-Line Supervisors of Office and Administrative Support Workers	403	Low	$43,282	48.70
Heavy and Tractor-Trailer Truck Drivers	710	High	$38,148	45.95
First-Line Supervisors of Retail Sales Workers	410	Medium	$36,237	33.79
First-Line Supervisors of Production and Operating Workers	194	Low	$58,431	30.84
Automotive Service Technicians and Mechanics	294	Medium	$42,835	28.10
First-Line Supervisors of Food Preparation and Serving Workers	640	High	$24,026	27.87
Bookkeeping, Accounting, and Auditing Clerks	450	High	$32,504	25.33
First-Line Supervisors of Mechanics, Installers, and Repairers	145	Low	$56,492	22.25
Computer User Support Specialists	257	High	$37,532	16.42
Electricians	81	Low	$64,809	14.16
Food Service Managers	100	Low	$46,986	13.04
Executive Secretaries and Executive Administrative Assistants	152	High	$50,328	12.58
Medical Assistants	192	Medium	$26,324	12.03
Claims Adjusters, Examiners, and Investigators	109	High	$68,494	12.01
Licensed Practical and Licensed Vocational Nurses	110	Low	$37,972	11.82
Paralegals and Legal Assistants	179	High	$37,673	11.44
Dental Assistants	121	Medium	$35,107	9.71
Computer Network Support Specialists	62	Low	$56,481	9.47
First-Line Supervisors of Non-Retail Sales Workers	56	Low	$57,454	8.79
Radiologic Technologists	55	Low	$52,022	7.85
Physical Therapist Assistants	53	Low	$51,543	7.54
Self-Enrichment Education Teachers	79	Low	$31,905	7.32
Electrical Power-Line Installers and Repairers	38	Low	$69,928	7.19
Telecommunications Equipment Installers and Repairers, Except Line Installers	66	Medium	$48,953	7.12
Machinists	86	High	$44,754	6.43

Kansas City Region:
Top 25 "Longer-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Longer-Term Training Required				
Registered Nurses	804	Low	$58,606	127.88
General and Operations Managers	680	Low	$69,714	127.06
Software Developers, Applications	595	Low	$70,058	111.73
Elementary School Teachers, Except Special Education	515	Low	$39,530	57.29
Accountants and Auditors	599	High	$56,831	55.54
Computer and Information Systems Managers	188	Low	$112,368	55.09
Computer Systems Analysts	274	Low	$68,699	50.52
Financial Managers	158	Low	$102,860	42.51
Business Operations Specialists, All Other	218	Low	$64,573	37.90
Secondary School Teachers, Except Special and Career/Technical Education	318	Low	$42,076	37.45
Sales Managers	101	Low	$115,293	30.35
Lawyers	169	Low	$64,597	29.39
Substitute Teachers	371	Low	$25,429	28.19
Software Developers, Systems Software	121	Low	$87,077	27.77
Management Analysts	163	Low	$62,558	27.51
Marketing Managers	70	Low	$143,898	26.07
Human Resources Specialists	184	Low	$47,335	24.02
Middle School Teachers, Except Special and Career/Technical Education	183	Low	$46,024	23.33
Market Research Analysts and Marketing Specialists	272	High	$48,129	21.71
Education Administrators, Elementary and Secondary School	107	Low	$76,343	21.71
Medical and Health Services Managers	91	Low	$89,873	21.59
Electrical Engineers	85	Low	$94,132	21.09
Network and Computer Systems Administrators	122	Low	$60,438	19.96
Civil Engineers	88	Low	$67,428	15.89
Computer Occupations, All Other	96	Not measured	$72,508	14.95

Northeast Region:
Top 25 "Short-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Short-Term Training Required				
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	179	High	$28,961	9.10
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	152	High	$23,502	6.51
Laborers and Freight, Stock, and Material Movers, Hand	124	High	$26,338	5.85
Customer Service Representatives	71	Medium	$26,997	4.52
Packers and Packagers, Hand	69	Medium	$26,978	4.42
Office Clerks, General	88	High	$24,386	3.88
Sales Representatives, Services, All Other	29	Low	$44,570	3.58
Maintenance and Repair Workers, General	64	High	$31,932	3.53
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	44	High	$46,368	3.38
Tellers	51	High	$25,829	2.36
Packaging and Filling Machine Operators and Tenders	43	High	$29,888	2.23
Industrial Truck and Tractor Operators	33	High	$36,036	2.04
Light Truck or Delivery Services Drivers	42	High	$25,489	1.91
Welders, Cutters, Solderers, and Brazers	32	High	$33,631	1.88
Inspectors, Testers, Sorters, Samplers, and Weighers	29	High	$37,357	1.82
Bartenders	35	High	$29,692	1.81
Bus Drivers, School or Special Client	43	High	$23,197	1.81
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	32	High	$31,789	1.75
Medical Secretaries	32	High	$30,485	1.71
Parts Salespersons	28	High	$32,791	1.61
Mixing and Blending Machine Setters, Operators, and Tenders	18	High	$46,088	1.38
Computer-Controlled Machine Tool Operators, Metal and Plastic	20	High	$39,960	1.38
Construction Laborers	22	High	$36,557	1.35
Operating Engineers and Other Construction Equipment Operators	19	High	$38,437	1.21
Production Workers, All Other	26	High	$25,176	1.20

Northeast Region:
Top 25 "Intermediate-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Intermediate-Term Training Required				
Heavy and Tractor-Trailer Truck Drivers	204	High	$39,265	13.54
First-Line Supervisors of Production and Operating Workers	52	Low	$48,426	6.96
First-Line Supervisors of Retail Sales Workers	90	Medium	$33,320	6.91
First-Line Supervisors of Office and Administrative Support Workers	34	Low	$53,238	5.00
First-Line Supervisors of Food Preparation and Serving Workers	82	High	$26,623	3.91
Bookkeeping, Accounting, and Auditing Clerks	66	High	$31,173	3.58
Automotive Service Technicians and Mechanics	47	Medium	$30,670	3.37
Industrial Machinery Mechanics	27	High	$58,329	2.55
Machinists	40	High	$37,048	2.55
First-Line Supervisors of Mechanics, Installers, and Repairers	16	Low	$57,175	2.53
Electrical Power-Line Installers and Repairers	12	Low	$68,077	2.15
Bus and Truck Mechanics and Diesel Engine Specialists	25	High	$38,562	1.63
Computer User Support Specialists	24	High	$39,892	1.60
Dental Assistants	18	Medium	$36,122	1.49
Physical Therapist Assistants	10	Low	$51,341	1.44
Medical Assistants	22	Medium	$27,022	1.40
Licensed Practical and Licensed Vocational Nurses	12	Low	$35,652	1.18
Food Service Managers	10	Low	$41,763	1.15
Tool and Die Makers	14	High	$49,651	1.12
Radiologic Technologists	7	Low	$51,518	1.04
Executive Secretaries and Executive Administrative Assistants	12	High	$49,705	0.99
Dental Hygienists	9	High	$70,007	0.98
Paralegals and Legal Assistants	10	High	$54,537	0.92
First-Line Supervisors of Non-Retail Sales Workers	6	Low	$52,737	0.90
Maintenance Workers, Machinery	10	High	$43,597	0.72

Northeast Region:
Top 25 "Longer-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Longer-Term Training Required				
Elementary School Teachers, Except Special Education	110	Low	$44,731	13.71
General and Operations Managers	84	Low	$60,599	13.70
Secondary School Teachers, Except Special and Career/Technical Education	84	Low	$39,819	9.44
Registered Nurses	63	Low	$52,629	9.03
Teachers and Instructors, All Other, Except Substitute Teachers	68	Low	$33,836	6.57
Education Administrators, Elementary and Secondary School	19	Low	$77,898	3.93
Health Specialties Teachers, Postsecondary	19	Low	$73,034	3.61
Middle School Teachers, Except Special and Career/Technical Education	29	Low	$39,943	3.20
Financial Managers	16	Low	$71,941	3.12
Educational, Guidance, School, and Vocational Counselors	24	Low	$41,339	2.73
Accountants and Auditors	33	High	$47,471	2.64
Mental Health and Substance Abuse Social Workers	25	Low	$36,504	2.62
Medical and Health Services Managers	12	Low	$81,040	2.58
Speech-Language Pathologists	13	Low	$70,235	2.38
Industrial Engineers	9	Low	$81,801	1.86
Industrial Production Managers	8	Low	$86,614	1.78
Chief Executives	6	Low	$98,505	1.59
Pharmacists	5	Low	$121,395	1.47
Loan Officers	15	High	$58,214	1.46
Computer and Information Systems Managers	6	Low	$94,320	1.37
First-Line Supervisors of Construction Trades and Extraction Workers	8	Low	$58,067	1.31
Human Resources Specialists	10	Low	$46,338	1.25
Kindergarten Teachers, Except Special Education	10	Low	$45,819	1.25
Nurse Practitioners	5	Low	$85,006	1.22
Physical Therapists	5	Low	$79,191	1.14

Northwest Region:
Top 25 "Short-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Short-Term Training Required				
Laborers and Freight, Stock, and Material Movers, Hand	253	High	$25,040	11.39
Meat, Poultry, and Fish Cutters and Trimmers	206	High	$30,626	11.01
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	199	High	$27,823	9.80
Packaging and Filling Machine Operators and Tenders	133	High	$31,586	7.30
Food Batchmakers	127	High	$31,938	7.06
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	163	High	$23,733	7.04
Helpers--Production Workers	136	High	$29,363	7.03
Customer Service Representatives	88	Medium	$29,882	6.17
Stock Clerks and Order Fillers	139	High	$23,474	5.95
Office Clerks, General	108	High	$28,891	5.50
Farmworkers, Farm, Ranch, and Aquacultural Animals	78	Medium	$28,074	5.18
Welders, Cutters, Solderers, and Brazers	77	High	$37,435	4.90
Packers and Packagers, Hand	69	Medium	$28,870	4.65
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	63	High	$43,297	4.53
Maintenance and Repair Workers, General	74	High	$34,827	4.40
Bus Drivers, School or Special Client	83	High	$28,705	4.20
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	80	High	$25,379	3.65
Insurance Sales Agents	46	High	$36,693	2.89
Industrial Truck and Tractor Operators	49	High	$34,174	2.89
Inspectors, Testers, Sorters, Samplers, and Weighers	43	High	$38,077	2.78
Computer-Controlled Machine Tool Operators, Metal and Plastic	44	High	$36,901	2.73
Cleaners of Vehicles and Equipment	48	Medium	$23,346	2.70
Medical Secretaries	50	High	$30,268	2.65
Light Truck or Delivery Services Drivers	46	High	$31,786	2.54
Sales Representatives, Services, All Other	19	Low	$44,975	2.38

Northwest Region:
Top 25 "Intermediate-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Intermediate-Term Training Required				
First-Line Supervisors of Production and Operating Workers	76	Low	$58,431	12.12
Heavy and Tractor-Trailer Truck Drivers	121	High	$38,148	7.80
First-Line Supervisors of Retail Sales Workers	78	Medium	$36,237	6.47
First-Line Supervisors of Office and Administrative Support Workers	46	Low	$43,282	5.54
Automotive Service Technicians and Mechanics	50	Medium	$42,835	4.80
Bookkeeping, Accounting, and Auditing Clerks	78	High	$32,504	4.40
Industrial Machinery Mechanics	56	High	$45,133	4.18
Electrical Power-Line Installers and Repairers	21	Low	$69,928	3.96
First-Line Supervisors of Food Preparation and Serving Workers	88	High	$24,026	3.81
First-Line Supervisors of Mechanics, Installers, and Repairers	23	Low	$56,492	3.58
Licensed Practical and Licensed Vocational Nurses	30	Low	$37,972	3.25
Medical Assistants	33	Medium	$26,324	2.06
Telecommunications Equipment Installers and Repairers, Except Line Installers	19	Medium	$48,953	2.02
Food Service Managers	15	Low	$46,986	1.97
Sheet Metal Workers	16	High	$74,986	1.90
Electricians	11	Low	$64,809	1.85
Claims Adjusters, Examiners, and Investigators	16	High	$68,494	1.80
Telecommunications Line Installers and Repairers	17	Medium	$44,230	1.70
Butchers and Meat Cutters	32	High	$28,350	1.62
Radiologic Technologists	10	Low	$52,022	1.43
Engineering Technicians, Except Drafters, All Other	8	Low	$59,801	1.28
Executive Secretaries and Executive Administrative Assistants	15	High	$50,328	1.26
Self-Enrichment Education Teachers	13	Low	$31,905	1.20
Machinists	15	High	$44,754	1.09
Computer User Support Specialists	16	High	$37,532	0.99

Northwest Region:
Top 25 "Longer-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Longer-Term Training Required				
Registered Nurses	112	Low	$58,606	17.75
Secondary School Teachers, Except Special and Career/Technical Education	138	Low	$42,076	16.19
General and Operations Managers	81	Low	$69,714	15.16
Elementary School Teachers, Except Special Education	76	Low	$39,530	8.46
Middle School Teachers, Except Special and Career/Technical Education	54	Low	$46,024	6.93
Chemists	27	Low	$70,773	5.13
Financial Managers	16	Low	$102,860	4.38
Education Administrators, Elementary and Secondary School	21	Low	$76,343	4.23
Accountants and Auditors	39	High	$56,831	3.61
Teachers and Instructors, All Other, Except Substitute Teachers	23	Low	$54,575	3.47
Industrial Production Managers	12	Low	$105,872	3.26
Medical and Health Services Managers	13	Low	$89,873	3.05
Human Resources Specialists	22	Low	$47,335	2.82
Industrial Engineers	14	Low	$71,309	2.68
Sales Managers	8	Low	$115,293	2.34
Business Operations Specialists, All Other	11	Low	$64,573	2.00
Educational, Guidance, School, and Vocational Counselors	15	Low	$45,438	1.91
Loan Officers	20	High	$54,491	1.79
Market Research Analysts and Marketing Specialists	22	High	$48,129	1.73
Computer Occupations, All Other	9	Low	$72,508	1.70
Software Developers, Systems Software	7	Low	$87,077	1.63
Pharmacists	5	Low	$132,443	1.56
Chief Executives	6	Low	$94,972	1.50
Training and Development Specialists	14	Low	$36,422	1.47
Marketing Managers	4	Low	$143,898	1.43

Ozark Region:
Top 25 "Short-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Short-Term Training Required				
Customer Service Representatives	707	Medium	$29,172	48.30
Sales Representatives, Services, All Other	282	Low	$34,039	27.53
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	525	High	$29,491	27.16
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	510	High	$23,373	21.69
Laborers and Freight, Stock, and Material Movers, Hand	447	High	$26,621	21.22
Office Clerks, General	371	High	$26,883	17.73
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	192	High	$52,522	16.60
Stock Clerks and Order Fillers	368	High	$24,096	16.06
Maintenance and Repair Workers, General	256	High	$30,212	13.54
Medical Secretaries	204	High	$29,675	10.59
Welders, Cutters, Solderers, and Brazers	141	High	$36,563	8.82
Landscaping and Groundskeeping Workers	180	High	$25,178	8.13
Light Truck or Delivery Services Drivers	163	High	$27,450	7.93
Security Guards	155	High	$24,801	6.91
Tellers	147	High	$23,815	6.34
Interviewers, Except Eligibility and Loan	107	High	$30,546	5.73
Fitness Trainers and Aerobics Instructors	58	Low	$34,623	5.73
Food Batchmakers	89	High	$35,616	5.43
Insurance Sales Agents	78	High	$36,600	4.86
Travel Agents	52	Low	$29,756	4.54
Billing and Posting Clerks	86	High	$29,985	4.51
Helpers--Production Workers	91	High	$27,919	4.49
Loan Interviewers and Clerks	66	High	$37,041	4.18
Industrial Truck and Tractor Operators	79	High	$30,020	4.13
Computer-Controlled Machine Tool Operators, Metal and Plastic	59	High	$38,348	3.85

Ozark Region:
Top 25 "Intermediate-Term Training Required" Jobs

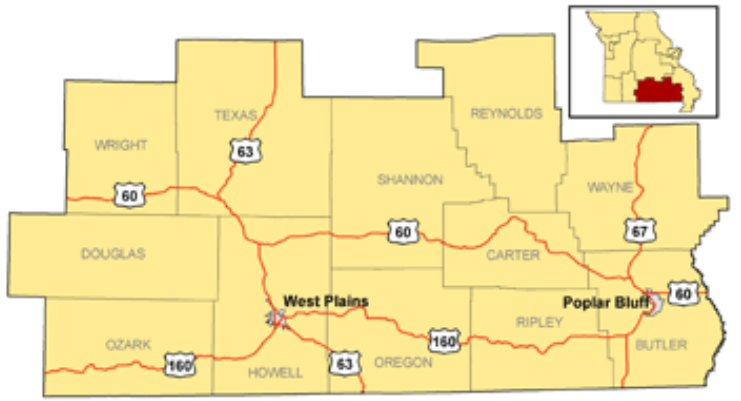
	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Intermediate-Term Training Required				
Heavy and Tractor-Trailer Truck Drivers	848	High	$40,620	58.03
First-Line Supervisors of Office and Administrative Support Workers	176	Low	$47,591	23.07
Nursing Assistants	306	Low	$23,266	21.60
First-Line Supervisors of Retail Sales Workers	245	Medium	$38,044	21.12
Automotive Service Technicians and Mechanics	191	Medium	$40,021	17.18
First-Line Supervisors of Food Preparation and Serving Workers	299	High	$29,606	15.53
Bookkeeping, Accounting, and Auditing Clerks	239	High	$32,272	13.36
First-Line Supervisors of Mechanics, Installers, and Repairers	68	Low	$55,208	10.24
First-Line Supervisors of Production and Operating Workers	74	Low	$47,926	9.79
Licensed Practical and Licensed Vocational Nurses	83	Low	$38,045	8.90
Computer User Support Specialists	117	High	$37,348	7.40
Medical Assistants	110	Medium	$26,333	6.92
Dental Assistants	74	Medium	$39,119	6.51
Respiratory Therapists	38	Low	$50,234	5.22
First-Line Supervisors of Non-Retail Sales Workers	33	Low	$55,839	5.02
Physical Therapist Assistants	32	Low	$55,670	4.89
Food Service Managers	41	Low	$42,723	4.85
Executive Secretaries and Executive Administrative Assistants	59	High	$45,196	4.41
Bus and Truck Mechanics and Diesel Engine Specialists	65	High	$38,129	4.19
Phlebotomists	50	Low	$25,828	3.84
Self-Enrichment Education Teachers	46	Low	$27,090	3.71
Radiologic Technologists	29	Low	$44,325	3.59
Computer Network Support Specialists	28	Low	$45,597	3.56
Emergency Medical Technicians and Paramedics	44	Low	$25,789	3.38
Machinists	57	High	$33,874	3.35

Ozark Region:
Top 25 "Longer-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Longer-Term Training Required				
Registered Nurses	479	Low	$54,224	70.99
General and Operations Managers	276	Low	$72,391	53.34
Secondary School Teachers, Except Special and Career/Technical Education	208	Low	$46,174	26.61
Elementary School Teachers, Except Special Education	157	Low	$54,929	23.55
Software Developers, Applications	101	Low	$72,843	19.57
Financial Managers	59	Low	$113,121	17.46
Teachers and Instructors, All Other, Except Substitute Teachers	141	Low	$34,552	13.93
Middle School Teachers, Except Special and Career/Technical Education	76	Low	$59,630	12.34
Accountants and Auditors	136	High	$54,024	12.08
Business Operations Specialists, All Other	63	Low	$59,091	10.12
Education Administrators, Postsecondary	38	Low	$94,558	9.51
Medical and Health Services Managers	37	Low	$93,614	9.11
Human Resources Specialists	68	Low	$47,981	9.05
Sales Managers	36	Low	$91,881	8.69
Pharmacists	23	Low	$138,225	8.14
Loan Officers	67	High	$75,176	8.09
Nurse Practitioners	33	Low	$91,972	7.96
Educational, Guidance, School, and Vocational Counselors	58	Low	$49,028	7.83
Education Administrators, Elementary and Secondary School	33	Low	$88,269	7.62
Chief Executives	21	Low	$124,409	6.69
Computer and Information Systems Managers	25	Low	$97,760	6.43
Physical Therapists	28	Low	$87,793	6.39
Network and Computer Systems Administrators	36	Low	$63,747	6.18
Lawyers	26	Low	$80,710	5.62
Management Analysts	34	Low	$58,504	5.47

South Central Region:
Top 25 "Short-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Short-Term Training Required				
Retail Salespersons	223	High	$24,053	9.71
Laborers and Freight, Stock, and Material Movers, Hand	119	High	$23,749	5.13
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	104	High	$27,169	5.00
Customer Service Representatives	61	Medium	$25,283	3.72
Billing and Posting Clerks	73	High	$27,566	3.58
Office Clerks, General	81	High	$24,302	3.55
Light Truck or Delivery Services Drivers	51	High	$33,872	2.97
Maintenance and Repair Workers, General	51	High	$32,116	2.86
Farmworkers, Farm, Ranch, and Aquacultural Animals	42	Medium	$27,567	2.74
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	38	High	$40,663	2.58
Sawing Machine Setters, Operators, and Tenders, Wood	55	High	$24,210	2.40
Medical Secretaries	43	High	$25,019	1.94
Tellers	43	High	$23,856	1.84
Sales Representatives, Services, All Other	13	Low	$45,701	1.68
Inspectors, Testers, Sorters, Samplers, and Weighers	26	High	$33,245	1.50
Welders, Cutters, Solderers, and Brazers	28	High	$29,751	1.47
Insurance Sales Agents	22	High	$36,403	1.34
Computer-Controlled Machine Tool Operators, Metal and Plastic	21	High	$36,435	1.32
Production Workers, All Other	20	High	$30,461	1.04
Loan Interviewers and Clerks	18	High	$31,991	1.03
Mixing and Blending Machine Setters, Operators, and Tenders	20	High	$26,409	0.95
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	19	High	$27,962	0.94
Parts Salespersons	17	High	$27,056	0.83
Packers and Packagers, Hand	14	Medium	$25,142	0.83
Bus Drivers, Transit and Intercity	15	High	$28,398	0.73



South Central Region:
Top 25 "Intermediate-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Intermediate-Term Training Required				
Heavy and Tractor-Trailer Truck Drivers	119	High	$32,471	6.67
First-Line Supervisors of Retail Sales Workers	76	Medium	$35,096	6.10
First-Line Supervisors of Production and Operating Workers	39	Low	$44,011	4.81
First-Line Supervisors of Office and Administrative Support Workers	31	Low	$43,011	3.72
Bookkeeping, Accounting, and Auditing Clerks	55	High	$28,516	2.78
First-Line Supervisors of Food Preparation and Serving Workers	60	High	$23,642	2.56
Automotive Service Technicians and Mechanics	38	Medium	$26,739	2.38
Electrical Power-Line Installers and Repairers	13	Low	$70,802	2.38
Licensed Practical and Licensed Vocational Nurses	22	Low	$34,420	2.15
Medical Assistants	32	Medium	$26,282	2.01
First-Line Supervisors of Mechanics, Installers, and Repairers	13	Low	$42,036	1.52
Emergency Medical Technicians and Paramedics	17	Low	$28,256	1.41
Food Service Managers	12	Low	$36,481	1.26
Machinists	27	High	$24,446	1.19
Phlebotomists	14	Low	$27,263	1.14
Dental Assistants	13	Medium	$35,492	1.04
Computer User Support Specialists	16	High	$32,933	0.91
Bus and Truck Mechanics and Diesel Engine Specialists	14	High	$38,801	0.90
Physical Therapist Assistants	6	Low	$54,710	0.90
Radiologic Technologists	6	Low	$49,575	0.88
Farm Equipment Mechanics and Service Technicians	10	High	$35,333	0.59
Executive Secretaries and Executive Administrative Assistants	7	High	$45,566	0.56
Butchers and Meat Cutters	10	High	$32,427	0.54
Electricians	4	Low	$46,439	0.49
First-Line Supervisors of Non-Retail Sales Workers	3	Low	$60,432	0.42

South Central Region:
Top 25 "Longer-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Longer-Term Training Required				
Elementary School Teachers, Except Special Education	116	Low	$37,324	12.32
General and Operations Managers	50	Low	$64,999	8.75
Registered Nurses	57	Low	$53,041	8.31
Middle School Teachers, Except Special and Career/Technical Education	36	Low	$39,438	3.98
Nurse Practitioners	11	Low	$97,794	2.81
Education Administrators, Elementary and Secondary School	14	Low	$76,497	2.78
Medical and Health Services Managers	9	Low	$95,473	2.36
Secondary School Teachers, Except Special and Career/Technical Education	16	Low	$40,718	1.84
Loan Officers	18	High	$61,855	1.83
Industrial Engineers	9	Low	$62,671	1.56
Physical Therapists	6	Low	$93,376	1.54
Human Resources Specialists	10	Low	$52,641	1.48
Accountants and Auditors	18	High	$47,426	1.43
Educational, Guidance, School, and Vocational Counselors	12	Low	$41,261	1.38
Physician Assistants	4	Low	$127,008	1.25
Pharmacists	3	Low	$137,762	1.13
Occupational Therapists	5	Low	$81,395	1.06
Industrial Production Managers	6	Low	$58,368	0.98
Teachers and Instructors, All Other, Except Substitute Teachers	7	Low	$54,557	0.97
Financial Managers	4	Low	$97,982	0.95
Kindergarten Teachers, Except Special Education	8	Low	$40,735	0.91
Software Developers, Applications	4	Low	$69,209	0.83
Administrative Services Managers	8	High	$62,765	0.80
Special Education Teachers, Kindergarten and Elementary School	6	Low	$41,389	0.73
Healthcare Social Workers	8	Low	$30,057	0.71

Southeast Region:
Top 25 "Short-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Short-Term Training Required				
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	305	High	$27,992	15.07
Sales Representatives, Services, All Other	111	Low	$40,991	12.72
Customer Service Representatives	136	Medium	$24,059	7.90
Office Clerks, General	174	High	$23,667	7.48
Maintenance and Repair Workers, General	130	High	$32,754	7.34
Sales Representatives, Wholesale and Manufacturing,	98	High	$43,707	7.19
Medical Secretaries	83	High	$27,910	4.12
Food Batchmakers	75	High	$31,359	4.10
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	73	High	$25,606	3.35
Shipping, Receiving, and Traffic Clerks	60	High	$30,585	3.23
Receptionists and Information Clerks	63	High	$23,170	2.65
Production, Planning, and Expediting Clerks	26	High	$51,707	2.21
Loan Interviewers and Clerks	39	High	$32,088	2.15
Parts Salespersons	43	High	$27,891	2.12
Insurance Sales Agents	30	High	$41,297	2.07
Tire Repairers and Changers	46	High	$24,908	2.07
Landscaping and Groundskeeping Workers	46	High	$23,690	1.98
Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	34	High	$32,847	1.91
Construction Laborers	30	High	$36,345	1.84
Cutting, Punching, and Press Machine Setters, Operators, and Tenders	30	High	$29,871	1.58
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders	32	High	$25,997	1.47
Fitness Trainers and Aerobics Instructors	17	Low	$29,686	1.45
Billing and Posting Clerks	27	High	$29,770	1.40
Security Guards	30	High	$23,830	1.28
Team Assemblers	163	High	Not measured	1.22

Southeast Region:
Top 25 "Intermediate-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Intermediate-Term Training Required				
First-Line Supervisors of Retail Sales Workers	142	Medium	$34,317	11.19
First-Line Supervisors of Production and Operating Workers	81	Low	$47,220	10.57
First-Line Supervisors of Office and Administrative Support Workers	83	Low	$43,470	10.10
First-Line Supervisors of Food Preparation and Serving Workers	155	High	$24,723	6.92
Bookkeeping, Accounting, and Auditing Clerks	129	High	$29,225	6.63
Automotive Service Technicians and Mechanics	77	Medium	$29,777	5.32
First-Line Supervisors of Mechanics, Installers, and Repairers	39	Low	$46,627	5.07
Licensed Practical and Licensed Vocational Nurses	46	Low	$37,074	4.80
Physical Therapist Assistants	24	Low	$56,364	3.62
Electrical Power-Line Installers and Repairers	17	Low	$71,045	3.29
Industrial Machinery Mechanics	37	High	$53,492	3.24
Medical Assistants	48	Medium	$26,493	2.99
Electricians	20	Low	$49,111	2.68
Machinists	35	High	$39,961	2.37
Bus and Truck Mechanics and Diesel Engine Specialists	39	High	$34,260	2.28
Telecommunications Equipment Installers and Repairers, Except Line Installers	23	Medium	$41,725	2.16
Dental Assistants	29	Medium	$31,269	2.11
Respiratory Therapists	13	Low	$48,136	1.78
Radiologic Technologists	12	Low	$55,435	1.74
Occupational Therapy Assistants	10	Low	$60,442	1.67
Food Service Managers	17	Low	$33,856	1.63
Computer User Support Specialists	24	High	$38,167	1.58
Phlebotomists	18	Low	$30,123	1.57
First-Line Supervisors of Non-Retail Sales Workers	10	Low	$51,006	1.44
Health Technologists and Technicians, All Other	14	Medium	$40,522	1.29

Southeast Region:
Top 25 "Longer-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Longer-Term Training Required				
Registered Nurses	177	Low	$55,827	26.86
General and Operations Managers	147	Low	$67,167	26.43
Secondary School Teachers, Except Special and Career/Technical Education	167	Low	$45,651	21.12
Elementary School Teachers, Except Special Education	76	Low	$45,126	9.49
Middle School Teachers, Except Special and Career/Technical Education	62	Low	$46,257	7.96
Accountants and Auditors	62	High	$52,119	5.34
Financial Managers	20	Low	$96,693	5.12
Medical and Health Services Managers	21	Low	$91,866	5.04
Sales Managers	18	Low	$94,060	4.48
Education Administrators, Elementary and Secondary School	20	Low	$74,767	3.96
Nurse Practitioners	14	Low	$98,968	3.77
Healthcare Social Workers	34	Low	$38,308	3.69
Physical Therapists	16	Low	$81,428	3.39
Industrial Production Managers	14	Low	$84,663	3.18
Educational, Guidance, School, and Vocational Counselors	24	Low	$44,177	2.99
Business Operations Specialists, All Other	19	Low	$54,764	2.86
Special Education Teachers, Secondary School	21	Low	$43,863	2.54
Human Resources Specialists	19	Low	$47,376	2.46
Loan Officers	24	High	$60,368	2.36
Market Research Analysts and Marketing Specialists	26	High	$53,819	2.27
Pharmacists	7	Low	$128,373	2.24
Computer and Information Systems Managers	9	Low	$97,275	2.19
Chief Executives	9	Low	$87,696	2.09
Computer Systems Analysts	10	Low	$71,802	1.95
Software Developers, Applications	9	Low	$70,078	1.78

Southwest Region:
Top 25 "Short-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Short-Term Training Required				
Customer Service Representatives	208	Medium	$27,760	13.65
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	222	High	$25,711	10.24
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	227	High	$23,464	9.69
Food Batchmakers	151	High	$34,808	9.00
Maintenance and Repair Workers, General	134	High	$35,015	8.07
Meat, Poultry, and Fish Cutters and Trimmers	156	High	$28,218	7.78
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	79	High	$41,259	5.51
Office Clerks, General	108	High	$26,653	5.13
Sales Representatives, Services, All Other	43	Low	$41,539	5.00
Bill and Account Collectors	113	High	$23,513	4.85
Computer-Controlled Machine Tool Operators, Metal and Plastic	99	High	$25,480	4.54
Welders, Cutters, Solderers, and Brazers	72	High	$33,598	4.14
Medical Secretaries	70	High	$28,687	3.56
Operating Engineers and Other Construction Equipment Operators	46	High	$39,565	3.09
Receptionists and Information Clerks	67	High	$23,697	2.88
Tellers	60	High	$23,694	2.57
Insurance Sales Agents	37	High	$39,371	2.48
Construction Laborers	40	High	$33,821	2.36
Parts Salespersons	51	High	$24,702	2.28
Food Cooking Machine Operators and Tenders	36	High	$29,566	1.88
Social and Human Service Assistants	24	Low	$25,441	1.85
Production, Planning, and Expediting Clerks	37	High	$28,647	1.85
Shipping, Receiving, and Traffic Clerks	36	High	$29,243	1.85
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	36	High	$27,914	1.79
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	32	High	$30,527	1.72

Southwest Region:
Top 25 "Intermediate-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Intermediate-Term Training Required				
First-Line Supervisors of Production and Operating Workers	90	Low	$50,667	12.56
First-Line Supervisors of Office and Administrative Support Workers	87	Low	$43,605	10.58
First-Line Supervisors of Retail Sales Workers	121	Medium	$36,890	10.10
Bookkeeping, Accounting, and Auditing Clerks	111	High	$30,328	5.86
First-Line Supervisors of Food Preparation and Serving Workers	124	High	$26,222	5.80
Automotive Service Technicians and Mechanics	60	Medium	$30,842	4.28
First-Line Supervisors of Mechanics, Installers, and Repairers	27	Low	$57,356	4.21
Licensed Practical and Licensed Vocational Nurses	33	Low	$36,684	3.47
Butchers and Meat Cutters	63	High	$30,995	3.42
Computer User Support Specialists	48	High	$37,917	3.11
Machinists	39	High	$36,466	2.45
Bus and Truck Mechanics and Diesel Engine Specialists	36	High	$38,095	2.32
Electrical Power-Line Installers and Repairers	12	Low	$71,823	2.32
Dental Assistants	22	Medium	$35,752	1.82
Food Service Managers	14	Low	$43,588	1.76
Medical Assistants	28	Medium	$25,534	1.72
Computer Network Support Specialists	11	Low	$54,912	1.66
First-Line Supervisors of Non-Retail Sales Workers	9	Low	$61,161	1.52
Executive Secretaries and Executive Administrative Assistants	15	High	$55,760	1.35
Respiratory Therapists	10	Low	$49,936	1.35
Maintenance Workers, Machinery	22	High	$33,914	1.28
Self-Enrichment Education Teachers	12	Low	$33,648	1.16
Electricians	8	Low	$50,076	1.16
Industrial Engineering Technicians	9	Low	$45,848	1.15
Radiologic Technologists	8	Low	$51,707	1.13

Southwest Region:
Top 25 "Longer-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Longer-Term Training Required				
Registered Nurses	138	Low	$54,057	20.36
General and Operations Managers	99	Low	$68,003	18.00
Elementary School Teachers, Except Special Education	113	Low	$45,380	14.22
Secondary School Teachers, Except Special and Career/Technical Education	102	Low	$44,139	12.55
Software Developers, Applications	40	Low	$88,597	9.44
Middle School Teachers, Except Special and Career/Technical Education	73	Low	$44,142	8.96
Financial Specialists, All Other	28	Medium	$84,643	4.98
Education Administrators, Elementary and Secondary School	23	Low	$80,539	4.96
Nurse Practitioners	20	Low	$92,395	4.89
Sales Managers	17	Low	$112,131	4.87
Accountants and Auditors	51	High	$57,987	4.82
Financial Managers	18	Low	$86,552	4.18
Industrial Production Managers	16	Low	$82,543	3.60
Business Operations Specialists, All Other	23	Low	$52,650	3.30
Educational, Guidance, School, and Vocational Counselors	25	Low	$45,801	3.14
Industrial Engineers	18	Low	$63,915	3.06
First-Line Supervisors of Construction Trades and Extraction Workers	18	Low	$61,957	3.01
Human Resources Specialists	21	Low	$47,946	2.78
Network and Computer Systems Administrators	15	Low	$66,273	2.68
Computer Programmers	17	Medium	$74,305	2.64
Medical and Health Services Managers	12	Low	$75,168	2.37
Healthcare Social Workers	17	Low	$48,694	2.28
Chief Executives	8	Low	$111,960	2.27
Pharmacists	7	Low	$126,461	2.18
Computer Systems Analysts	11	Low	$74,055	2.17

St. Louis Region:
Top 25 "Short-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Short-Term Training Required				
Customer Service Representatives	2800	Medium	$29,882	143.94
Sales Representatives, Services, All Other	962	Low	$44,975	86.96
Secretaries and Administrative Assistants	2043	High	$27,823	74.40
Janitors and Cleaners,	2302	High	$23,733	74.05
Laborers and Freight, Stock, and Material Movers, Hand	2069	High	$25,040	69.37
Office Clerks, General	1512	High	$28,891	56.75
Stock Clerks and Order Fillers	1380	High	$23,474	44.00
Sales Representatives, Wholesale and Manufacturing	777	High	$43,297	40.80
Maintenance and Repair Workers, General	791	High	$34,827	34.55
Medical Secretaries	878	High	$30,268	34.22
Security Guards	967	High	$25,571	32.95
Insurance Claims and Policy Processing Clerks	497	High	$43,874	26.40
Packers and Packagers, Hand	456	Medium	$28,870	22.78
Insurance Sales Agents	452	High	$36,693	20.63
Light Truck or Delivery Services Drivers	494	High	$31,786	20.02
Cleaners of Vehicles and Equipment	451	Medium	$23,346	19.09
Helpers--Production Workers	500	High	$29,363	19.02
Billing and Posting Clerks	466	High	$30,134	18.09
Receptionists and Information Clerks	535	High	$25,102	17.97
Bill and Account Collectors	366	High	$32,282	15.02
Inspectors, Testers, Sorters, Samplers, and Weighers	280	High	$38,077	13.16
Shipping, Receiving, and Traffic Clerks	279	High	$34,576	12.13
Interviewers, Except Eligibility and Loan	335	High	$27,135	11.94
Tellers	336	High	$26,674	11.85
Bus Drivers, School or Special Client	310	High	$28,705	11.59

St. Louis Region:
Top 25 "Intermediate-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Intermediate-Term Training Required				
First-Line Supervisors of Office and Administrative Support Workers	820	Low	$43,282	71.72
First-Line Supervisors of Retail Sales Workers	734	Medium	$36,237	44.21
Bookkeeping, Accounting, and Auditing Clerks	996	High	$32,504	41.11
Heavy and Tractor-Trailer Truck Drivers	872	High	$38,148	41.10
First-Line Supervisors of Food Preparation and Serving Workers	1241	High	$24,026	40.29
First-Line Supervisors of Production and Operating Workers	347	Low	$58,431	39.51
Auto Service Technicians and Mechanics	464	Medium	$42,835	32.16
Medical Assistants	543	Medium	$26,324	25.23
First-Line Supervisors of Mechanics, Installers, and Repairers	211	Low	$56,492	23.26
Computer User Support Specialists	484	High	$37,532	22.50
Computer Network Support Specialists	167	Low	$56,481	18.47
Executive Secretaries and Executive Administrative Assistants	291	High	$50,328	17.41
Dental Assistants	292	Medium	$35,107	17.10
Licensed Practical and Licensed Vocational Nurses	216	Low	$37,972	16.94
First-Line Supervisors of Non-Retail Sales Workers	150	Low	$57,454	16.79
Food Service Managers	176	Low	$46,986	16.53
Claims Adjusters, Examiners, and Investigators	201	High	$68,494	15.85
Machinists	262	High	$44,754	14.17
Self-Enrichment Education Teachers	198	Low	$31,905	13.43
Electricians	98	Low	$64,809	12.24
Telecom Equipment Installers and Repairers, Except Line Installers	157	Medium	$48,953	12.21
Radiologic Technologists	114	Low	$52,022	11.74
Physical Therapist Assistants	94	Low	$51,543	9.57
Paralegals and Legal Assistants	198	High	$37,673	9.25
Respiratory Therapists	85	Low	$54,139	9.03

St. Louis Region:
Top 25 "Longer-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Longer-Term Training Required				
Registered Nurses	2218	Low	$58,606	252.88
General and Operations Managers	1124	Low	$69,714	149.82
Software Developers, Applications	546	Low	$70,058	73.10
Financial Managers	352	Low	$102,860	67.09
Accountants and Auditors	910	High	$56,831	60.54
Business Operations Specialists, All Other	477	Low	$64,573	59.25
Computer Systems Analysts	439	Low	$68,699	57.71
Elementary School Teachers, Except Special Education	705	Low	$39,530	57.09
Sales Managers	238	Low	$115,293	50.53
Computer and Info Systems Managers	238	Low	$112,368	49.20
Secondary School Teachers, Except Special and Career/Technical Education	441	Low	$42,076	37.62
Teachers and Instructors, All Other	347	Low	$54,575	37.14
Human Resources Specialists	384	Low	$47,335	36.32
Management Analysts	290	Low	$62,558	35.00
Medical and Health Services Managers	207	Low	$89,873	34.83
Market Research Analysts and Marketing Specialists	567	High	$48,129	32.62
Middle School Teachers, Except Special and Career/Technical Education	336	Low	$46,024	31.01
Marketing Managers	115	Low	$143,898	29.99
Software Developers, Systems Software	178	Low	$87,077	29.08
Network and Computer Systems Administrators	241	Low	$60,438	28.20
Nurse Practitioners	151	Low	$92,287	25.98
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	226	Low	$74,901	25.66
Industrial Engineers	188	Low	$71,309	25.58
Securities, Commodities, and Financial Services Sales Agents	336	Low	$35,969	25.13
Lawyers	196	Low	$64,597	24.39

West Central Region:
Top 25 "Short-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Short-Term Training Required				
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	210	High	$28,456	10.51
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	187	High	$24,314	8.23
Office Clerks, General	126	High	$25,789	5.81
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	96	High	$33,170	5.48
Maintenance and Repair Workers, General	91	High	$33,648	5.25
Customer Service Representatives	76	Medium	$29,360	5.23
Farmworkers, Farm, Ranch, and Aquacultural Animals	83	Medium	$24,156	4.82
Welders, Cutters, Solderers, and Brazers	81	High	$33,564	4.70
Parts Salespersons	63	High	$26,901	3.00
Food Batchmakers	58	High	$29,547	3.00
Tellers	67	High	$23,373	2.86
Community Health Workers	29	Low	$33,140	2.79
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	39	High	$41,766	2.71
Operating Engineers and Other Construction Equipment Operators	24	High	$67,048	2.61
Chemical Equipment Operators and Tenders	45	High	$30,277	2.40
Sales Representatives, Services, All Other	17	Low	$50,328	2.31
Interviewers, Except Eligibility and Loan	44	High	$26,542	2.10
Insurance Sales Agents	31	High	$38,621	2.06
Medical Secretaries	38	High	$27,310	1.84
Loan Interviewers and Clerks	34	High	$26,131	1.57
Receptionists and Information Clerks	31	High	$23,459	1.32
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	20	High	$37,196	1.27
Agricultural Equipment Operators	19	High	$34,835	1.15
Shipping, Receiving, and Traffic Clerks	20	High	$29,815	1.04
Landscaping and Groundskeeping Workers	22	High	$24,291	0.98

West Central Region:
Top 25 "Intermediate-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Intermediate-Term Training Required				
First-Line Supervisors of Retail Sales Workers	95	Medium	$35,310	7.67
First-Line Supervisors of Production and Operating Workers	49	Low	$48,625	6.59
First-Line Supervisors of Office and Administrative Support Workers	37	Low	$45,199	4.67
Automotive Service Technicians and Mechanics	45	Medium	$34,763	3.58
Teacher Assistants	58	Medium	$23,463	3.33
Bookkeeping, Accounting, and Auditing Clerks	60	High	$30,276	3.15
Machinists	45	High	$41,056	3.12
First-Line Supervisors of Mechanics, Installers, and Repairers	18	Low	$57,846	2.81
Licensed Practical and Licensed Vocational Nurses	25	Low	$36,600	2.60
Industrial Machinery Mechanics	27	High	$46,778	2.07
Electrical Power-Line Installers and Repairers	8	Low	$76,273	1.72
Food Service Managers	14	Low	$41,385	1.58
Computer User Support Specialists	21	High	$36,771	1.33
Executive Secretaries and Executive Administrative Assistants	17	High	$47,813	1.31
Dental Assistants	15	Medium	$35,393	1.19
Mobile Heavy Equipment Mechanics, Except Engines	10	Medium	$55,769	1.17
First-Line Supervisors of Farming, Fishing, and Forestry Workers	12	Medium	$42,966	1.11
Computer Network Support Specialists	9	Low	$42,451	1.07
Automotive Body and Related Repairers	14	High	$43,965	1.04
Medical Assistants	16	Medium	$25,187	0.97
Emergency Medical Technicians and Paramedics	13	Low	$24,461	0.92
Farm Equipment Mechanics and Service Technicians	14	High	$37,487	0.91
Radiologic Technologists	7	Low	$48,969	0.91
Physical Therapist Assistants	7	Low	$42,901	0.83
Butchers and Meat Cutters	13	High	$32,927	0.71

West Central Region:
Top 25 "Longer-Term Training Required" Jobs

	Annual Job Openings	Automation Risk	Median Wage, 2017	Impact Score
Longer-Term Training Required				
Elementary School Teachers, Except Special Education	103	Low	$42,286	12.16
Education Administrators, Elementary and Secondary School	49	Low	$93,619	12.07
Secondary School Teachers, Except Special and Career/Technical Education	94	Low	$45,482	11.88
General and Operations Managers	70	Low	$61,657	11.71
Registered Nurses	72	Low	$55,707	10.95
Middle School Teachers, Except Special and Career/Technical Education	35	Low	$46,832	4.56
Substitute Teachers	44	Low	$25,077	3.27
Educational, Guidance, School, and Vocational Counselors	24	Low	$43,855	2.95
Financial Managers	12	Low	$85,847	2.70
Accountants and Auditors	32	High	$49,254	2.58
Loan Officers	31	High	$47,289	2.44
Industrial Production Managers	9	Low	$93,561	2.30
Medical and Health Services Managers	9	Low	$86,721	2.17
Coaches and Scouts	20	Low	$36,903	2.11
Mental Health and Substance Abuse Social Workers	18	Low	$41,071	2.09
Industrial Engineers	11	Low	$69,601	2.06
Human Resources Specialists	15	Low	$47,888	1.96
Sales Managers	8	Low	$96,775	1.91
Nurse Practitioners	7	Low	$92,137	1.81
Career/Technical Education Teachers, Secondary School	14	Low	$43,165	1.73
Business Operations Specialists, All Other	11	Low	$58,342	1.68
Art, Drama, and Music Teachers, Postsecondary	7	Low	$74,534	1.43
Mechanical Engineers	8	Low	$70,674	1.43
Education Administrators, Postsecondary	6	Low	$85,075	1.43
Software Developers, Systems Software	5	Low	$99,202	1.39

Tab 12

Report of the PAC Chair and Vice Chair Nominating Committee and Election of New Officers

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

The Presidential Advisory Committee (PAC) bylaws provide that the PAC chair shall appoint a nominating committee composed of the following: Council on Public Higher Education (COPHE) chair, Independent Colleges and Universities of Missouri (ICUM) chair, Missouri Community College Association (MCCA) chair, and the president of State Technical College of Missouri. The nominating committee to nominates candidates for the offices of chair and vice chair to be filled by election at the September meeting. The individuals elected by the PAC for chair and vice chair will rotate in equitable order among the associations, COPHE, MCCA, and ICUM, and the president of State Technical College at the discretion of the nominating committee. The officers are elected biennially.

CURRENT STATUS

The PAC nominating committee nominates Scott Dalrymple of Columbia College for chair and Carlos Vargas of Southeast Missouri State University for vice chair.

NEXT STEPS

The PAC members should vote on the nominations for chair and vice chair. The chair and vice chair will serve for the 2018-2020 term.

RECOMMENDATION

This is an information item only.

NO ATTACHMENTS

Tab 13

Final Report on 2018 Legislative Session and Plan for Implementation of New Laws

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

The Second Regular Session of the 99th General Assembly began on January 3, 2018, and concluded on May 18, 2018. For bills that were truly agreed to and finally passed, the governor had until July 14, 2018, to sign or veto bills. Veto session begins on September 12, 2018. Unless otherwise noted within the bill, the effective date of the new laws was August 28, 2018.

CURRENT STATUS

The attachment entitled "Summary of the 2018 Legislative Session" outlines the bills that were passed by the legislature and signed by the governor. Of note, Governor Parson vetoed Senate Bill 894, which contained the computer science provisions previously reported on. The legislature will have the opportunity to override any of the governor's vetoes during veto session, which begins on September 12, 2018.

Relating to the new laws that took effect on August 28, 2018, MDHE staff have made significant progress implementing the various provisions. Specifically, the department has:

- Modified department information and its website to account for revisions to the A+ scholarship and Access Missouri financial aid programs, as well as the Public Safety Office and Employee's Child Survivor Grant program;
- Executed appropriate agreements with Western Governors University (WGU) and modified systems to ensure WGU has the necessary access to certify their students who qualify for the Access Missouri program;
- Used e-distribution notices and social media posts to highlight the revisions to the financial aid programs to raise awareness about the changes; and
- Drafted rule revisions for these programs that will be presented to the board at this meeting.

The attachment entitled "Plan for Implementation of New Laws" contains additional details about implementation of the new 2018 higher education-related laws.

NEXT STEPS

In the coming months, MDHE will continue to work on implementing the new laws. Specifically, the department plans to:

- Accept nominations for a representative of a public four-year institution of higher education to serve on the Career Readiness Course Task Force and appoint the representative by October 31, 2018 (House Bill 1606/§ 167.910,1(20) RSMo;
- Work with the Department of Economic Development to build reports necessary to satisfy the requirement that institutions publish career and salary information relating to each credential offered by a public institution of higher education and seek feedback from institutions about said reports (House Bill 1606/§ 173.1004.2, RSMo;
- Promulgate rule revisions as necessary for financial aid programs and finalize the revisions to the degree authorization approval rule (House Bill 1465/§ 173.005.2, RSMo; Senate Bill 807 & 577/§

173.005.2, RSMo, § 160.545.8, RSMo, § 173.1102, RSMo, § 173.260, RSMo; House Bill 1744/§ 160.545.8, RSMo, § 173.1102, RSMo; Senate Bill 603/§ 173.1102, RSMo; and Senate Bill 870/§ 173.260, RSMo);

- Work in consultation with the CBHE and public institutions of higher education to create a revised CBHE policy relating to the new Higher Education Student Funding Act tuition parameters and promulgate a rule based upon the revised policy (Senate Bill 807 & 577/§ 173.1003, RSMo).

RECOMMENDATION

This is an information item only.

ATTACHMENTS

A. Summary of the 2018 Legislative Session
B. Legislative Implementation Matrix

SUMMARY OF THE 2018 LEGISLATIVE SESSION

Missouri Department of Higher Education

The Second Regular Session of the 99th General Assembly began on January 3, 2018, and concluded on May 18, 2018.

Veto session begins on September 12, 2018.

Number of bills filed: 2,328

Number of bills that were truly agreed to and finally passed: 142

The following bills affecting higher education were signed and will become law effective Aug. 28, 2018, unless otherwise noted:

HB 1465 (Rep. Steve Cookson, R-Poplar Bluff)

- The CBHE's authority to approve, disapprove, or provisionally approve new degree programs is outlined.
- Public community colleges and technical colleges can offer baccalaureate degrees for certain fields.
- The University of Missouri is the state's only public research university and exclusive grantor of research doctorates, doctor of philosophy degrees, and first-professional degrees in areas such as dentistry, law, medicine, optometry, pharmacy, and veterinary medicine.
- No state college or university can seek the land grant designation held by Lincoln University and the University of Missouri.
- Degrees in chiropractic, osteopathic medicine, podiatry, and engineering should be offered in collaboration with the University of Missouri, unless it declines to collaborate, in which case the public institution can seek approval from the CBHE to offer the program independently.

SB 882 (Sen. Denny Hoskins, R-Warrensburg)

- The Missouri Higher Education Savings Program is changed to the Missouri Education Savings Program to allow for funds in a 529 account to be used at elementary and secondary education institutions. 529 account funds can be transferred tax-exempt to a Missouri ABLE account.

HB 1879 (Rep. Lyndall Fraker, R-Marshfield)

- Public institutions of higher education are exempt from being required to follow the state purchasing laws outlined in Chapter 34 RSMo.

SB 990 (Sen. Dan Hegeman, R-Cosby)

- Community colleges can initiate attachment to a local school district, provided that a majority of its board of trustees approves such a plan and the community college district pays for the election. The plan must be introduced to voters of the school district and approved by a majority vote.

HB 2034 (Rep. Paul Curtman, R-Washington)

- Public institutions of higher education can engage in the study of the growth, cultivation, or marketing of industrial and agricultural hemp in collaboration with the Department of Agriculture so long as the proper registration and/or permit is obtained. Institutions of higher education are limited to areas of land up to 20 acres.

HB 1517 (Rep. Gail McCann Beatty, D-Kansas City)

- The legal counsel and designated keeper of accounts of public institutions that award baccalaureate degrees must submit a report to the general assembly outlining specified details of all settlements and judgments paid in the previous month from the state legal expense fund beginning September 30, 2018.

HB 1606 (Rep. Elaine Gannon, R-De Soto)

- The CBHE and the Department of Economic Development must provide specific career and salary information for each credential offered by a public institution of higher education. This information shall appear on the public institution's website and in the course catalog alongside its credential offerings, if the institution currently publishes a course catalog, on or before October 1, 2019.

SB 807 & 577 (Sen. Jay Wasson, R-Springfield)

- Various provisions relating to degree offerings at public institutions of higher education are modified and the CBHE's authority to approve, disapprove, or provisionally approve new degree programs is outlined. See HB 1465 for specific details.
- Public institutions of higher education are exempt from being required to follow the state purchasing laws outlined in Chapter 34 RSMo.
- A student's attendance does not have to occur in the three years immediately prior to graduation in order to be eligible for the A+ Schools Program.
- Community colleges are allowed to initiate the attachment to a local school district, provided that a majority of its board of trustees approves the plan and the community college district pays for the election. The plan will be introduced to voters of the school district and must be approved by a majority vote.
- Students attending virtual institutions meeting specified criteria are eligible to receive funds from the Access Missouri Financial Assistance Program.
- Public institutions of higher education must publish an annual report relating to mental health services provided on campus beginning with the 2020-2021 school year.
- The College Credit Disclosure Act is established, which requires higher education institutions that grant college level credit, but are not accredited by a federally recognized regional accreditor, to disclose such fact to students during the admission process. Institutions affiliated with a religious organization are exempt if a federally recognized faith-related accreditor accredits such institution.
- Students attending public institutions of higher education must score at least 70 percent on the Missouri Higher Education Civics Achievement Examination (50-100 questions similar to the United States citizenship exam) in order to graduate beginning July 2019.
- Public institutions of higher education may increase tuition by inflation plus an amount (no more than 5 percent) that would produce an increase in net tuition revenue no greater than the amount by which state operating support was reduced in the previous fiscal year.
- The list of professions of those whose children and spouses are eligible to receive a public safety officer or employee survivor grant from the CBHE is expanded to include air ambulance pilots, air ambulance registered professional nurses, air ambulance registered respiratory therapists, employees of the Office of the State Fire Marshal, and specified medical technicians.

MDHE™
Missouri Department of Higher Education
Building Missouri's future... by degrees®

HB 1268 (Rep. Donna Lichtenegger, R-Jackson)

- The Missouri Dental Board can issue a dental faculty permit to an individual who is employed by an accredited dental school, college, or program in Missouri. The holder of such permit is authorized to practice dentistry only within accredited dental school programs and only while engaged in teaching didactic courses, preclinical laboratories, and supervising student-delivered patient care.

HB 1744 (Rep. Jim Hansen, R-Frankford)

- A student's attendance does not have to occur in the three years immediately prior to graduation in order to be eligible for the A+ Schools Program beginning June 1, 2018.
- Community colleges are allowed to initiate the attachment to a local school district, provided that a majority of its board of trustees approves the plan and the community college district pays for the election. The plan must be introduced to voters of the school district and approved by a majority vote.
- Public institutions of higher education are prohibited from requiring students to purchase meal plans or dine at on-campus facilities when a student has presented medical documentation of a food allergy or sensitivity, or a medical dietary issue.
- Students attending virtual institutions meeting specified criteria are eligible to receive funds from the Access Missouri Financial Assistance Program.
- Missouri 529 account holders are allowed to retain tax exempt status when transferring funds from a 529 account to a Missouri ABLE account.

SB 603 (Sen. Bob Onder, R-Lake Saint Louis)

- Students attending virtual institutions meeting specified criteria can be eligible to receive Access Missouri funds.

SB 870 (Sen. Dan Hegeman, R-Cosby)

- The list of professions of those whose children and spouses are eligible to receive a public safety officer or employee survivor grant from the CBHE is expanded to include air ambulance pilots, air ambulance registered professional nurses, air ambulance registered respiratory therapists, employees of the Office of the State Fire Marshal, and specified medical technicians.

The following bill was vetoed:

SB 894 (Sen. Doug Libla, R-Poplar Bluff)

- The "STEM Career Awareness Program" is created to increase awareness among students in grades 6-8.
- Students can replace a math, science, or practical arts course with a computer science course provided that the student has taken all classes with a required end-of-course exam. DESE must cooperate with the CBHE to develop and implement computer science academic performance standards. Parents of students who take computer science in lieu of Algebra II must sign a waiver stating they understand the decision could have an adverse effect on college admission decisions.
- Taxpayers can apply for up to $10,000 of their state tax liability transferred to the STEM fund so long as the taxpayer provides education benefits or internships to students majoring in a STEM field, or hires Missouri STEM graduates.

Tab 13 Attachment B

Legislative Implementation Matrix

PLAN FOR IMPLEMENTATION OF NEW LAWS
2018 NEW HIGHER EDUCATION-RELATED LAWS
ITEMS REQUIRING ACTION BY THE MDHE/CBHE

Bill	Subject	Description	Implementation			Next Steps
			Effective Date/Deadline	New Duties	Area Responsible	
Bills Passed in 2018						
HB 1465; SB 807 & 577	Degree authorization	Modifies various provisions relating to degree offerings at public institutions of higher education; outlines the CBHE's authority to approve, disapprove, or provisionally approve new degree programs.	August 28, 2018	Ensure that MDHE and CBHE procedures and practices relating to program approvals are consistent with new state law.	Academic Affairs	MDHE has undergone the rule revision process for the degree program approval administrative rule and expects the revised rule to take effect within the next few months. When new programs are proposed by institutions, MDHE will follow the new parameters outlined in statute.
HB 1606	Career and salary information	Requires the CBHE and DED to provide specific career and salary information for each credential offering offered by a public institution of higher education; the information must appear on the public institution's website and in the course catalog alongside its credential offerings, if the institution publishes a course catalog.	On or before October 1, 2019	Ensure that reporting is provided to the institutions that fulfills the requirements of the statute regarding graduate outcomes, or work with institutions to ensure that they are able to provide alternate data from other sources.	Data	By November 1, 2018, MDHE will work with DED to determine whether MoSCORES can be used to build reports with the needed information, or whether MDHE/DED staff will need to provide the data. By March 1, 2019, MDHE will provide draft reports to the institutions for the current year (2018-2019) for their review. MDHE staff will solicit additional feedback from institutions and provide reports to the institutions for the 2019-2020 academic year by September 15, 2019.
HB 1606	Career Readiness Course Task Force	Requires the Commissioner of Higher Education to appoint a representative of a public four-year institution of higher education to the Career Readiness Course Task Force, which is tasked with exploring the possibility of a course covering various topics to students in eighth or ninth grade	Before October 31, 2018	Ensure that Commissioner Mulligan appoints a representative.	Commissioner's Office	Commissioner Mulligan will announce that she is accepting nominations for the representative at the September 2018 CBHE meeting. After the call for nominations at the CBHE meeting, Commissioner Mulligan will send a follow-up email to the four-year presidents announcing that she is accepting nominations until September 30, 2018. A committee composed of staff from DHE, DWD, and DESE will select the representative from the list of nominations that Commissioner Mulligan receives.

Bill	Subject	Description	Implementation			Next Steps
			Effective Date/Deadline	New Duties	Area Responsible	
HB 1744; SB 807 & 577; SB 603	Access Missouri program	Modifies the Access Missouri financial assistance program by allowing students attending virtual institutions to be eligible for awards.	August 28, 2018	Ensure that MDHE procedures and practices relating to issuing Access Missouri awards are consistent with new state law.	Financial Aid	The only virtual institution that currently meets the criteria outlined is Western Governors University (WGU). MDHE has executed the necessary agreements with WGU and has updated systems to ensure WGU has the appropriate access to certify their students who qualify. Furthermore, MDHE has updated the list of participating schools to include WGU and has updated the department's website accordingly. MDHE will propose rule revisions at the September 2018 CBHE meeting. MDHE will continue to work with WGU to ensure a smooth transition. *Note: students were eligible to receive funds beginning Fall 2018.
HB 1744; SB 807 & 577	A+ scholarship program	Modifies the A+ scholarship program student eligibility by removing the requirement that a student's attendance occur in the three years immediately prior to graduation.	June 1, 2018 (due to emergency clause on HB 1744)	Ensure that MDHE procedures and practices relating to issuing A+ Scholarship awards are consistent with new state law.	Financial Aid	MDHE has updated its website to account for the revised eligibility criteria. MDHE does not have any way of directly identifying students who these revisions impact; however, MDHE sent an e-distribution notice to those who elect to receive A+ Scholarship updates notifying them of the changes. MDHE posted on its social medial accounts about the revised criteria. MDHE will propose rule revisions at the September 2018 CBHE meeting. MDHE will continue to highlight the eligibility change when we do trainings/workshops on the A+ Scholarship Program to high school counselors and to financial aid personnel to ensure that impacted parties are aware of the revised eligibility criteria. *Note: students were eligible to receive funds beginning Fall 2018.
SB 807 & 577	HESFA	Modifies the Higher Education Student Funding Act by allowing public institution of higher education to increase tuition by an amount (no greater than 5%) that would produce an increase in net tuition revenue no greater than the amount by which state	August 28, 2018	Ensure that MDHE and CBHE procedures and practices relating to tuition setting are consistent with the revised parameters.	Fiscal Affairs; Data; Commissioner	MDHE will create a Chief Financial Officers Advisory Group, who will provide a recommendation to the CBHE regarding calculations for the allowable tuition increases under the new Higher Education Student Funding Act (HESFA) parameters. MDHE staff will present the recommendations at the September 2018 board meeting. If the CBHE agrees with the calculations, MDHE staff will work on a new draft CBHE HESFA policy. The

Bill	Subject	Description	Implementation			Next Steps
			Effective Date/Deadline	New Duties	Area Responsible	
		operating support was reduced in the previous fiscal year.				draft policy will be presented to the Commissioner's Advisory Group on October 17, 2018. Once vetted through that group, MDHE will have the CBHE approve the new policy and will seek administrative rulemaking authority to promulgate the policy into a rule.
SB 870; SB 807 & 577	Public Safety Officer Survivor Grant	Expands the list of professions whose children and spouses are eligible to receive a public safety office or employee survivor grant from the CBHE.	August 28, 2018	Ensure that MDHE procedures and practices relating to issuing the grant awards are consistent with new state law.	Financial Aid	MDHE has revised the application and sent to OA Forms Management for their approval. MDHE has updates its website to include the expanded list of professions that qualify and has sent an e-distribution notice to those who have signed up for the state financial aid list informing them of the added professions. MDHE posted on its social medial accounts about the added professions. MDHE will propose rule revisions at the September 2018 CBHE meeting.

ITEMS NOT REQUIRING ACTION BY THE MDHE/CBHE

Bill	Subject	Description	Effective Date/Deadline	Notes
SB 882	Missouri Higher Education Savings Program	Changes the Missouri Higher Education Savings Program to the Missouri Education Savings Program to allow for funds in a 529 account to be used at elementary and secondary education institutions; allows funds in a 529 account to be transferred tax-exempt to a Missouri ABLE account.	August 28, 2018	This does not require action by MDHE.
SB 990; SB 807 & 577; HB 1744	Attachment of school districts	Allows community colleges to initiate attachment to a local school district.	August 28, 2018	This does not require action by MDHE.
HB 1268	Dental faculty permits	Allows the Missouri Dental Board to issue a dental faculty permit to individuals who are employed by an accredited dental school, college, or program in Missouri.	August 28, 2018	This does not require action by MDHE.
HB 1517	Legal expense fund	Requires the legal counsel and the designated keeper of accounts of public institutions that award baccalaureate degrees to submit a report to the general assembly outlining specified details of all settlements and judgments paid each month from the state legal expense fund.	By September 30, 2018	This does not require action by MDHE.
HB 1744	Missouri Higher Education Savings Program	Allows funds in a 529 account to be transferred tax-exempt to a Missouri ABLE account.	August 28, 2018	This does not require action by MDHE.
HB 1744	Meal plans	Prohibits public institutions from requiring students to purchase meal plans or dine at on-campus facilities when a student has presented medical documentation of a food allergy or sensitivity, or a medical dietary issue.	August 28, 2018	This does not require action by MDHE.
HB 1879; SB 807 & 577	Purchasing laws	Exempts public institutions of higher education from being required to follow the state purchasing laws outlined in Chapter 34 RSMo.	August 28, 2018	This does not require action by MDHE.
SB 807 & 577	College Credit Disclosure Act	Establishes the College Credit Disclosure Act, which requires non-accredited higher education institutions that grant college level credit to disclosure their lack of federally recognized regional accreditation to students during the admission process.	August 28, 2018	This does not require action by MDHE.
SB 807 & 577	Mental health report	Requires public institutions of higher education to publish an annual report relating to mental health services provided on campus.	Beginning with the 2020-2021 school year	This does not require action by MDHE.
SB 807 & 577	Civics exam	Requires students attending public institutions of higher education to score at least 70% on the Missouri Higher Education Civics Examination in order to graduate.	July 2019	This does not require action by MDHE, although it will likely have an impact on CORE 42. MDHE has discussed this new requirement with the Council of Chief Academic

				Officers and has offered to help facilitate institutional discussion about implementation.
HB 2034	Industrial and agricultural hemp	Allows public institutions of higher education to engage in the growth, cultivation, and marketing of industrial and agricultural hemp in collaboration with the Department of Agriculture.	August 28, 2018	This does not require action by MDHE.

Tab 14

Initial 2019 Legislative Proposals

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

Before each legislative session, state agencies have the opportunity to submit legislative proposals to the governor's office. Per request from the Office of Administration and Governor Parson's legislative team, legislative proposal submissions were due by September 5, 2018, and legislative clean-up issue submissions are due by October 5, 2018.

CURRENT STATUS

The department submitted the following legislative proposals for the governor's consideration:

Public Safety Officer or Employee's Child Survivor Grant Program

SB 870 and SB 807 & 577 (2018) modified the Public Safety Officer or Employee's Child Survivor Grant program by expanding the list of professions eligible to receive said grant to include air ambulance pilots, air ambulance registered professional nurses, air ambulance registered respiratory therapists, employees of the Office of the State Fire Marshal, and specified medical technicians. Two clean-up issues were submitted:

1) The statute provides that the individual must be killed or permanently and totally disabled in the *line of duty*. Section 173.260.1(6), RSMo, defines "line of duty" as "any action of a public safety officer, whose primary function is crime control or reduction, enforcement of the criminal law, or suppression of fires, is authorized or obligated by law, rule, regulation or condition of employment or service to perform." A conflict is created because some of the newly added professions do not perform one of the primary functions specified in the definition. Therefore, the department proposes to modify the definition to correct the discrepancy.

2) The statute title for the section uses the term "public service officers," but the section language uses the term "public safety officer." MDHE staff have concluded that "public service officer" is a more accurate description based on the added professions. Therefore, the department proposes to replace the term "public safety officer" with the term "public service officer" throughout the entire section.

Higher Education Emergency Capital Improvement Fund

The 2018 higher education facility review includes a finding that there is currently over $1 billion in deferred maintenance on Missouri's public two- and four-year institutions' campuses. According to the Office of Administration, the emergency fund it administers cannot be used for public higher education institutions. Thus, the department proposes to create a statutory Higher Education Emergency Capital Improvement Fund, which will allow public institutions of higher education to submit requests to a subcommittee for funds for emergency capital improvement projects. If legislation is approved, the department will request funds for the FY 2021 budget.

NEXT STEPS

MDHE staff have notified the Office of Administration that the department will likely have additional legislative proposals based on the financial aid review that is scheduled to have final recommendations in December. Staff will submit additional legislative proposal(s) at that time if needed.

RECOMMENDATION

This is an information item only.

NO ATTACHMENTS

Tab 15

Financial Aid Rule Changes

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

Statutory amendments to the A+ Scholarship, Access Missouri Financial Assistance Program, and Public Safety Officer or Employee's Child Survivor Grant were enacted during the 2018 legislative session. Revisions to student financial assistance program administrative rules are required to maintain alignment between department policy and the amended statutes. This item seeks approval of the proposed administrative rule revisions.

House Bill 1744 revised the A+ Schools statute (§ 160.545.8(1), RSMo) to provide eligibility for students who attend an A+ designated high school in any three years prior to graduation. Previously the law required students to attend an A+ designated high school for the three years immediately preceding graduation. Students must still graduate from an A+ designated high school to be eligible. This section of the bill included an emergency clause in order allow this change to apply to otherwise eligible 2018 high school seniors.

House Bill 1744 also amended the Access Missouri statute (§ 173.1102, RSMo) to create a new category of eligible institutions titled "virtual institutions." To be an approved virtual institution, an institution must meet specified criteria, such as being recognized by gubernatorial executive order, establishing a permanent presence in the state, enrolling at least 1,000 Missouri residents, and employing at least 25 Missouri residents on a full-time basis. The bill also requires that an approved virtual institution maintain continuous satisfaction of all eligibility criteria in order for students attending the institution to be eligible to receive an Access Missouri award. This provision was effective on August 28, 2018, and currently only extends eligibility to students attending Western Governors University Missouri.

Senate Bill 807 amended the Public Safety Officer or Employee's Child Survivor Grant statute (§ 173.260.1, RSMo) to expand eligibility to specified air ambulance personnel, emergency medical technicians, and uniformed employees of the state fire marshal's office. This provision was effective on August 28, 2018.

CURRENT STATUS

Marked up copies of the pertinent sections of the following administrative rules are attached. Material to be deleted is italicized and surrounded by brackets. New material is in bold typeface.

- A+ Scholarship Program (6 CSR 10-2.190)
- Access Missouri Financial Assistance Program (6 CSR 10-2.150)
- Institutional Eligibility for Student Participation (6 CSR 10-2.140)
- Public Safety Officer or Employee's Child Survivor Grant (6 CSR 10-2.100)

The administrative rule process includes a 30-day comment period during which input can be provided. The proposed amendments to these rules are narrowly focused for the sole purpose of implementing the related statutory changes. Consequently, additional input and comment was not solicited prior to seeking Coordinating Board approval.

Although the statutory amendments directly affect only three programs and the institutional eligibility rule, the administrative rules for all of the remaining student financial assistance programs, except the A+ Scholarship Program, require a technical correction as a result of the amendments to the Access Missouri statute. Because that amendment reorganized the definition section of the Access Missouri statute, citation of that section will be updated from "sections 173.1102 (2) or (3)" to "subdivision 173.1102.1(2) or (3)." Amendment of this citation is not required for the A+ Scholarship because institutional eligibility is defined by § 160.545.8, RSMo. Since the

updated citation is only a technical correction, marked up version of the five rules are available for review at https://dhe.mo.gov/about/legislative/adminrulechanges.php instead of being attached to this item.

NEXT STEPS

Upon board approval, staff will file the proposed amendments as required by statute and executive order, including with the Joint Committee on Administrative Rules and the Secretary of State.

RECOMMENDATION

MHDE staff recommend that the Coordinating Board direct the Commissioner of Higher Education to take all actions necessary to ensure the attached proposed rulemakings and the technical amendments described above become effective as administrative rules as soon as possible.

ATTACHMENTS

A. Proposed Public Safety Officer or Employee's Child Survivor Grant Rule Amendments (6 CSR 10-2.100)
B. Proposed Institutional Eligibility for Student Participation Rule Amendments (6 CSR 10-2.140)
C. Proposed Access Missouri Financial Assistance Program Rule Amendments (6 CSR 10-2.150)
D. Proposed A+ Scholarship Program Rule Amendments (6 CSR 10-2.190)

Tab 15 Attachment A

Financial Aid Rule Changes

6 CSR 10-2.100 Public Safety Officer or Employee's Child Survivor Grant Program

(1) Definitions.

(H) Institution of postsecondary education or approved institution shall be any private or public institution located in Missouri that meets the requirements set forth in *[section]***subdivision** 173.1102**.1**(2) or (3), RSMo.

(I) Line of duty shall mean any action of an employee directly connected to their employment with the Department of Transportation, or of a public safety officer*[, whose primary function is crime control or reduction, enforcement of the criminal law, or suppression of fires, and]* who is authorized or obligated by law, rule, regulation, or condition of employment or service to perform such function.

(L) Public safety officer shall be any firefighter**, uniformed employee of the office of the state fire marshal,** police officer, capitol police officer, parole officer, probation officer, state correctional employee, water safety officer, park ranger, conservation officer, or highway patrolman employed by the state of Missouri or a political subdivision thereof, including an individual serving in any such capacity as a certified volunteer, who is killed or permanently and totally disabled in the line of duty**, or any emergency medical technician, air ambulance pilot, air ambulance registered professional nurse, air ambulance registered respiratory therapist, or flight crew member, as these terms are defined in subection 173.260.1, RSMo, who is killed or permanently and totally disabled in the line of duty**.

(2) Responsibilities of Institutions of Postsecondary Education. Institutions participating in the Public Safety Officer or Employee**'s Child** Survivor Grant program must meet the requirements set forth in 6 CSR 10-2.140, Institutional Eligibility for Student Participation.

Tab 15 Attachment B

Financial Aid Rule Changes

6 CSR 10-2.140 Institutional Eligibility for Student Participation

(1) Definitions.

(A) Approved institution means any institution located in the state of Missouri that meets the requirements set forth in *[section]***subdivision** 173.1102**.1**(2) *[or]***,** (3), **or (4)** RSMo; that has been approved under 6 CSR 10-2.140; and that has been approved to participate in the federal student financial assistance programs created in Title IV of the Higher Education Act of 1965, as amended.

(B) Approved private institution means an educational institution as defined in *[section]***subdivision** 173.1102**.1**(2), RSMo.

(C) Approved public institution means an educational institution as defined in *[section]***subdivision** 173.1102**.1**(3), RSMo.

(D) Approved virtual institution means an educational institution as defined in subdivision 173.1102.1(4), RSMo.

*[(D)]***(E)** CBHE means the Coordinating Board for Higher Education created by section 173.005, RSMo.

*[(E)]***(F)** Department means the Department of Higher Education created by section 173.005, RSMo.

*[(F)]***(G)** Expenses shall mean any charges the student owes to the institution that can be paid with state student assistance program funds as defined by each state student assistance program.

*[(G)]***(H)** Standard admission policies shall mean policies approved and published by the approved institution to admit students to the institution.

*[(H)]***(I)** State student assistance program shall be any financial aid program created by Missouri statute that charges the CBHE with program administration and that establishes institutional eligibility through criteria consistent with section 173.1102, RSMo, as determined by the CBHE.

(3) Institutional Eligibility.

(B) Public*[and]***,** private**, and virtual** institutions are eligible to participate in state student assistance programs only if they permit faculty members to select textbooks without influence or pressure from any source in order to be approved institutions. This requirement is in addition to requirements set forth in *[sections]***subdivisions** 173.1102**.1**(2)*[and]***,** (3), **and (4),** RSMo, and elsewhere in this rule. Selection of textbooks within individual departments or schools by faculty curriculum committees shall not be considered inconsistent with this requirement.

(C) To be an approved private institution, an institution must be a nonprofit educational institution operating privately under the control of an independent board and not directly controlled or administered by any public agency or political subdivision. This requirement is in addition to requirements set forth in *[section]***subdivision** 173.1102**.1**(2), RSMo, and elsewhere in this rule. For the purposes of this rule, an independent board is one that meets the following minimum criteria:

1. The governing instrument of the institution gives the governing board final decision making authority for the institution;

2. The governing board is composed of a number of members as fixed or provided for in the governing instrument of the institution, who serve for terms of definite duration;

3. Each member of the governing board is free to exercise judgment independently in the interest of the institution without being controlled by any person or authority; and

4. The members of the governing board may not be removed by any authority during their respective terms, except for cause. For purposes of this criterion, "cause" shall not include any reason based upon religious affiliation, including failure to follow the directives of any purported superior authority, religious or otherwise.

(6) Procedures.

(C) During a period in which an institution is certified as an approved institution, if a substantial change occurs in the institution's governing structure; in the institution's hiring policies pertaining to administration, faculty, and staff; in the institution's admissions policies; in the institution's textbook selection procedures; in the level of programs or degrees offered by the institution; in the institution's qualification for accreditation by the Higher Learning Commission or other United States Department of Education-recognized accrediting agency; in the institution's record of compliance with lawfully promulgated CBHE policies and procedures; or in any other matter affecting the criteria set forth in *[sections]***subdivisions** 173.1102**.1**(2)*[or]***,** (3), **or (4)** RSMo, the CBHE may consider whether to terminate the institution's approved status because of such change. Institutions shall notify the CBHE in writing within thirty (30) days after any such change occurs. Before the CBHE makes a decision regarding the status of an approved institution, the CBHE may, at its own discretion, hold one (1) or more public hearing(s) under the procedures set forth in subsection (6)(G) of this rule.

Tab 15 Attachment C

Financial Aid Rule Changes

6 CSR 10-2.150 Access Missouri Financial Assistance Program

(1) Definitions.

(E) Approved institution means any institution located in the state of Missouri that meets the requirements set forth in *[sections]***subdivision** 173.1102**.1**(2)*[or]***,** (3), **or (4),** RSMo, that has been approved under 6 CSR 10-2.140, and that has been approved to participate in the federal student financial assistance programs created in Title IV of the Higher Education Act of 1965, as amended.

(3) Basic Eligibility Policy.

(A) To qualify for an Access Missouri award, an initial or a renewal recipient, at the time of his application and throughout the period during which the recipient receives the award, must meet the requirements set forth in section 173.1104, RSMo.

(B) Initial or renewal recipients attending an approved virtual institution that fails to meet all of the requirements in subdivision 173.1102.1(4), RSMo are not eligible for assistance under sections 173.1104 and 173.1105, RSMo.

(5) Award Policy.

(H) No Access Missouri awards will be granted to a student after—

1. A baccalaureate degree has been granted to the student;

2. The *[required]* hours**, or the equivalent to the hours, required** for a baccalaureate degree have been completed by a student; or

3. The student has completed one hundred fifty (150) semester hours **or the equivalent,** or two hundred twenty-five (225) quarter hours **or the equivalent** of coursework.

Tab 15 Attachment D

Financial Aid Rule Changes

6 CSR 10-2.190 A+ Scholarship Program

(3) Eligibility Policy.

(A) To qualify for A+ tuition reimbursement, an initial recipient must meet the following criteria:

1. Attend an A+ designated high school or high schools for at least three (3) years *[immediately]* prior to graduation **and graduate from an A+ designated high school**. Enrollment *[at all A+ designated high schools attended]*during the three (3) year**s** *[period immediately prior to the student's graduation]***in which the student was in attendance at one or more A+ designated high schools** must total a minimum of eighty percent (80%) of the instructional days required by the high school from which the student graduates. Interruptions in enrollment cumulatively totaling no more than twenty percent (20%) of instructional days in the three (3) year**s** *[period]***in which the student was in attendance at one or more A+ designated high schools** may occur consecutively or intermittently;

Tab 16
Meeting Minutes

Budget & Financial Aid Committee

Coordinating Board for Higher Education
June 6, 2018

The Budget & Financial Aid Committee of the Coordinating Board for Higher Education was called to order at 1:26 p.m. on Wednesday, June 6, 2018, in room 355 of Glass Hall at Missouri State University in Springfield, Missouri. Committee members Mike Thomson, Joe Cornelison, and Doug Kennedy were present. No members were absent.

Leroy Wade, Assistant Commissioner for Financial Aid and Proprietary School Certification, provided an overview of the work of the committee and its purpose.

Approval of March 2, 2018 Budget & Financial Aid Committee Meeting Minutes

Mr. Cornelison moved to approve the minutes of the March 2, 2018, Budget & Student Financial Aid Committee meeting. Mr. Kennedy seconded. Motion carried unanimously.

General Discussion

The Financial Aid Review Policy Framework, Higher Education Student Funding Act, FY 2019 budget, and FY 2020 budget timeline were discussed with no action taken.

The meeting was adjourned at 2:40 p.m.

Tab 17

Financial Aid Task Force Update

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

The Coordinating Board's coordinated plan, *Preparing Missourians to Succeed: A Blueprint for Higher Education*, recognized the changing higher education landscape and the need to ensure the state's student financial aid programs are aligned with that reality as well as the goals identified in the plan. The goal on affordability includes a recommendation to "convene a new state student financial aid task force to make recommendations for making the system more balanced, responsive, and efficient in the use of state funds devoted to financial aid." The Coordinating Board approved the staff plan to operationalize this strategy in March and in June approved a policy framework to guide the development of recommendations for change. This agenda item is intended to provide an update regarding Phase Two of the plan.

The approved plan included three distinct phases. Phase One provides for the establishment of a task force charged with the development of recommendations that will serves as a broad policy framework for the department's portfolio of state student assistance programs. The policy framework is intended, in part, to guide a comprehensive review of the existing programs administered by the MDHE, which will be conducted during Phase Two of the project. Phase Three encompasses the implementation of recommended changes, either through regulatory revisions or statutory changes.

Phase One of this initiative began in March with the appointment of the task force membership and concluded in June with the board's approval of the policy framework. Detailed information about the work of the task force and the final report are available at https://dhe.mo.gov/ppc/grants/stateaidreview.php.

CURRENT STATUS

Phase Two of the initiative began in June with the establishment of a state student financial aid committee that is charged with reviewing the current portfolio of state programs based on the policy framework and making recommendations for change to ensure alignment between the two. This committee is primarily composed of student financial aid professionals with inclusive sector representation. A roster of committee membership is attached to this agenda item.

The committee met in June and July. Their meetings focused on developing a common foundation for the committee work through refining and operationalizing several of the statements within the policy framework as well as a broad-based data review. With assistance from the National Center for Higher Education Management Systems, the committee reviewed statewide data regarding Missouri's relative position with respect to other states and an overview of the state from the perspective of geography and demographics; enrollment and completion; and tuition and cost of attendance. Some of the results of that review are highlighted below.

- Although there is considerable variation from region to region, projections for the number of 15 to 24 year olds, which is the core population served by higher education institutions, over the coming decade indicate very limited, if any, growth.

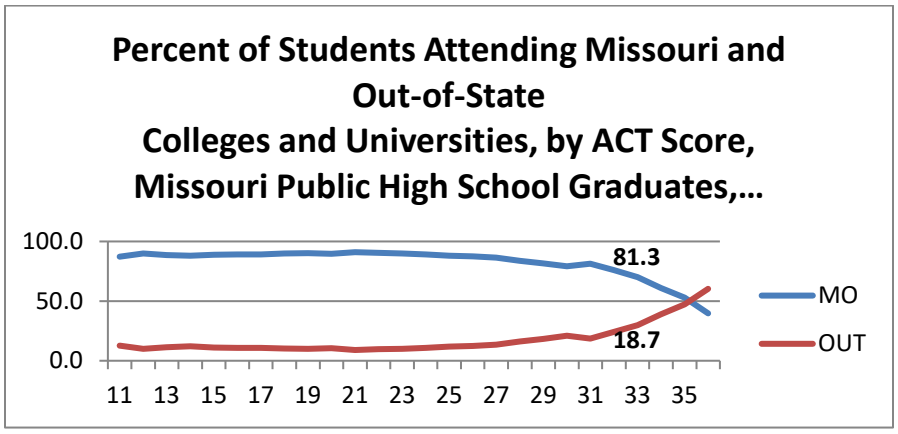
- Educational attainment (associate degree or above) by county ranges from 56 percent in Boone County to 15 percent in Mississippi County. All but 11 counties have attainment estimates below the state average.

- Median family income ranges from $88,629 in St. Charles County to $34,776 in Mississippi County. Over the past decade, 23 counties have experienced statistically significant declines in this measure and 32 counties witnessed an increase in the proportion of families living in poverty.

- In the public four-year sector, the share of students receiving Pell Grants, an indicator of low-income status, ranged from 20 percent at Truman State University to 75 percent at Harris-Stowe State University. In the public two-year sector, the range extended from 24 percent at St. Charles Community College to 57 percent at Three Rivers College.

- Among Missourians aged 18 to 22 years old, about 58 percent of those from income backgrounds of less than $30,000 without a college degree were not enrolled in college. That proportion is among the highest one-third compared to all U.S. states.

- Missouri is an importer of college-bound students, attracting about 3,400 more students than it lost to other states, when independent institutions are included. The chart below, which was produced from MDHE data rather than from the NCHEMS report, displays the percent of public high school graduates enrolled in-state or out-of-state by ACT score. It is important to note this chart does not include information about students from other states attending Missouri institutions (in-migration).



- Pell recipients at Missouri's public institutions are much less likely to complete their degrees within 150 percent of the normal time. For example, at public four-year institutions, the graduation rate of Pell eligible students is 21 percent lower than the overall average.

- Compared to other states, Missouri has been very effective at limited tuition price increases over the past decade. However, non-tuition costs vary widely among public institutions, with some of the highest non-tuition costs being reported in some of the poorest parts of the state.

- In 2015-2016, unmet need, after adjusting for a reasonable work commitment and excluding student loans, at public four-year institutions averaged more than $6,000 for students within incomes of less than $30,000. On average, students in income groups above $75,000 had little to no unmet need.

These data provide a clear validation of the need for and timeliness of this initiative. The state needs to better target its grant and scholarship programs if it is to address the issues of financial access and increase the chances for financially vulnerable students to ultimately be successful.

NEXT STEPS

During the August 24, 2018 meeting, the committee discussed desirable program attributes and components based on current program data and highlighted in the policy framework. This included preliminary discussion of different models for organizing the department's aid portfolio as well as identifying specific program criteria regardless of how programs are structured. The next meeting of the committee is scheduled for September 26, 2018. At that meeting, it is anticipated the committee will focus on one or two specific models, by reviewing proposed program attributes along with preliminary estimates of students served and potential cost.

As this work continues, the committee will engage with the policy task force to ensure those proposals remain true to the components of the policy framework. MDHE staff plan for the committee to present a slate of recommendations to the Coordinating Board for action in December.

RECOMMENDATION

This is an information item only.

ATTACHMENT

State Student Financial Aid Committee Membership Roster

Coordinating Board for Higher Education
September 12, 2018

Tab 17 Attachment

State Student Financial Aid Committee Roster

Public Universities

Nick Prewett: Executive Director, Student Financial Aid, University of Missouri-Columbia

James Green: Director of Financial Assistance, Harris-Stowe State University

Charles Mayfield: Director of Financial Assistance, Northwest Missouri State University

Vicki Mattocks: Director, Student Financial Aid, Missouri State University

Independent Institutions

Zach Greenlee: Director of Financial Services, Missouri Baptist University

Rose Windmiller: Associate Vice Chancellor, Government & Community Relations, Washington University

Crystal Bruntz: Director of Financial Aid, Avila University

Cassandra Hicks: Director of Financial Aid, Southeast Missouri Hospital College of Nursing and Health Sciences

Community Colleges

Amy Hager: Director of Financial Aid, Moberly Area Community College

Sarah Bright: Director of Student Financial Services, Jefferson College

Dena Norris: Director of Student Financial Services, Metropolitan Community College

Kim Cary: College Director of Financial Aid, Ozarks Technical Community College

State Technical College

Becky Whithaus: Financial Aid Director, State Technical College of Missouri

Area Vocational Technical School

Christian Vachaudez: Financial Aid Administrator, Columbia Area Career Center

Legislative Staff

Adam Koenigsfeld: Director of Appropriations Staff, Missouri Senate*

Kate Hangley: Budget Analyst II, Missouri House of Representatives

* Trevor Foley is no longer with the Senate. His successor will be invited to replace him on the committee.

Tab 18

2018 Facility Review

Coordinating Board for Higher Education
September 12, 2018

DESCRIPTION

This item summarizes the 2018 facility review. Since the 2009 Facility Review, there have been both significant improvements and significant increases in deferred maintenance at higher education facilities statewide. The attached report provided a summary of both major trends and strategic issues identified during the review.

A systematic approach to understanding the needs of higher education facilities was undertaken in preparing this report. In addition to staff visits to each of the public institutions of higher education (IHEs) in the state, a variety of stakeholder groups were asked to share their perspectives on the state of higher education facilities. The report development process included the following:

- MDHE staff completed 27 on-campus institutional reviews completed between March and June 2018
- Chief Financial Officers discussed the report on May 23 and August 29, 2018
- Facility Directors were convened for a meeting on May 30, 2018
- Virtual focus groups with Chief Information Officers were held June 19 and 27, 2018
- A discussion with institution practicing attorney's occurred on June 11, 2018
- A Capital Improvement Budget Request (CIBR) system webinar was held on July 12, 2018 to coordinate including priority projects in the system for consideration in FY 2020
- Chief Academic Officers were consulted on July 25, 2018
- Office of Administration's Budget & Planning (B&P) and Facilities Management Design Construction (FMDC) were both consulted and provided information used in this report
- House and Senate staff were consulted as to the use of the report by staff and elected officials
- A review of statutory requirements affecting facilities was also conducted

Major differences between this report and the previous report in 2009 include:

- Creation of a new institution-specific facility dashboard that will provide baseline data
- Creation of a new statewide dashboard by sector (2-year and 4-year IHEs) that will provide a greater understanding of the size and scope of higher education facilities
- Specific higher education capital improvement appropriation historical information, both statewide and by institution
- Trends have been expanded to include strategic issues faced by institutions regarding facilities
- Discussion of education technology and distance learning as they relate to facility needs
- Demographic information is included that may help guide facility needs based upon population projections

The following major trends, strategic issues and recommendations are included in the report:

Major trends affecting higher education facilities:

After a comprehensive review of the facilities and multiple focus groups, the major trends can be summarized as follows. They are listed in priority order:

- Increasing severity of deferred maintenance
- Instability of funding for capital improvement projects in higher education
- Difficulty meeting workforce demands due to inadequate quantity and quality of space
- Growing competition and out-state student migration affecting student choice of institution
- Escalation of the need for improved physical and cybersecurity affecting students and staff
- New demands on and rising costs of education technology (infrastructure and software)

Additional issues include:

- Budget Process: IHEs have limited knowledge of the Capital Improvement Budget Request System (CIBR) and the overall capital improvement budget process
- CIBR Asset Inventory: Existing policy and state law are confusing regarding inclusion of general and auxiliary buildings in the CIBR system
- CIBR FCI Limitation: The CIBR system is limited in its ability to adequately and accurately assess higher education facilities, especially in regard to the automatic assignment of a facility condition index (FCI)
- Space Utilization: Standards for space utilization are needed
- IHE Funding Sources for Capital Needs: The budget process produces inadequate information on capital funding sources for projects and ongoing costs
- Emergency Capital Funds: IHEs are not currently eligible for emergency capital improvement funding from the Office of Administration and no state capital emergency fund exists for IHEs.
- Private Donors: Some IHEs are better positioned to raise private funds to support capital improvement.

The following **budgetary** and **policy** recommendations were developed in response to the identified trends and strategic issues. Many of these issues cannot be resolved in the near term as capital projects and budgeting is often a multi-year process. As a result, some of these conditions will worsen before they are addressed, significantly increasing costs. These efforts can help guide the next decade in capital improvement priorities. Some of the efforts below would require action by the Governor and the General Assembly. Recommendations of the Coordinating Board of Higher Education include:

Proposed Budgetary Recommendations:

- Create a statutory and budgetary appropriation to be allocated by the CBHE based upon **emergency capital improvement needs**
- Increase appropriations for all institutions to address **major deferred maintenance**
- Create a new appropriation specifically for CBHE-designated **critical capital improvements**
- **Link new capital budget recommendations to workforce needs** as special programs often require specialized facilities and equipment for accreditation
- Create a more formal **needs-based approval process** for all *new* state-funded construction to be included with state funding requests that **require CBHE endorsement**
- Allocate a special appropriation to the CBHE to prioritize for the **demolition of buildings**

Policy Recommendations:

- MDHE staff and the Office of Administration should clarify the capital improvement budget process and policy and methodology for the CBHE prioritization of capital recommendations
- MDHE and institutions should work with the Office of Administration to ensure only educational and general (E&G) buildings are to be entered into the CIBR System and allow dual-use buildings to designate a percentage utilization
- Create standards ensuring the use of an facility condition index (FCI) for all E&G buildings that can be integrated into the CIBR System for more accurate assessment of facility needs
- Establish a more formal cooperative procurement program in higher education that includes creation of a data repository for sharing contract specifications for bids as well as cooperative contracts for goods and services (both for facility directors and technology needs)
- Continue to bring facility directors and CIOs together at least semi-annually to work toward institutional standards, shared services, and to address strategic issues such as cybersecurity
- Require all state capital funding requests for new construction include a clear estimate of ongoing costs for the facility and how they will be budgeted

STATUTORY REFERENCE

Authority granted under 163.191.2, 173.020(4), 173.005.2(4), 173.005.2(4), 173.030(2) and (3), 173.030(9), and 173.040(5).

RECOMMENDED ACTION

This is an information item only at this time, but staff recommend that it be taken up in a board meeting the week of September 17, 2018.

NO ATTACHMENTS

Tab 19

FY 2020 Budget Request

Coordinating Board for Higher Education
September 12, 2018

DESCRIPTION

This item summarizes the FY2020 budget requests for department operations, student financial assistance programs, institutions' operating budgets and initiatives, and capital funding. More detailed information is provided in subsequent tabs.

The Coordinating Board for Higher Education (CBHE) submits requests for funding for department operations, state student financial aid programs, institutions' operating budgets and initiatives, and capital projects each year. In addition, the CBHE may request supplemental funding for any program for which additional funds are needed to continue to operate a program for the fiscal year already underway. Decisions about request levels are made in close consultation with the Office of Administration's Division of Budget and Planning and the state budget director. Budget and Planning provides guidance to all agencies in their annual budget instructions. That guidance is based on strategic direction established by the governor's office, projected fiscal conditions, and other factors deemed relevant.

The FY 2020 budget instructions cover letter from Dan Haug, State Budget Director, outlined the following:

> *"Fiscal Year 2018 general revenue collections grew by 5.0% compared to Fiscal Year 2017 collections, which increased 2.6% from Fiscal Year 2016. Growth of 4.2% was needed to meet the budgeted revenue estimate. The most promising news from Fiscal Year 2018 was the 5.6% growth in gross individual withholding tax collections. Sales tax collections were moderate with 2.3% growth in net collections for the fiscal year, and net corporate income tax collections increased by 6.1% in Fiscal Year 2018.*
>
> *Missouri is similar to other states in seeing significant swings in revenue growth/decline. Capital gains and tax policy have driven some of that volatility with continued national policy and global economic challenges contributing to this situation. If Fiscal Year 2019 follows this pattern, growth in collections could slow to a more moderate amount. However, because FY 2018 finished above estimate, net general revenue collections could decline by about (0.5%) and still meet the Fiscal Year 2019 budgeted revenue estimate.*
>
> *Going forward, forecasters expect wages to accelerate as the labor market runs at or past full employment in 2018. As is typical, domestic and international financial concerns as well as geopolitical issues pose key risks to this outlook. Uncertainty about national policy, the Puerto Rico debt crisis and the British exit from the European Union all pose downside risk to the U.S. and Missouri economies.*
>
> *The Fiscal Year 2020 budget will also need to consider the implications of the federal tax reform and SB 509 (2014). The federal tax reform made multiple changes to the federal tax code and because Missouri conforms with many pieces of the federal code, Missouri's tax code was also subsequently changed. The federal tax reform nearly doubled the standard deduction while concurrently eliminating the personal and dependent deductions, both at the federal and state levels. SB 509 (2014) will reduce state income tax collections by phasing-in a top rate reduction and income exemption for pass-through businesses. The first reduction to the income tax rate and the first phase-in of pass through business income occurred during tax year 2018. The second reduction of the income tax rate and the second phase-in of the pass-through business income will occur during tax year 2019. This will affect both FY 2019 and FY 2020 general revenue collections.*

In addition, growth in FY 2019 has the potential to trigger the third round of tax cuts from SB 509 (2014), further impacting FY 2020 collections."

The cover letter states that *"Departments may request mandatory and priority FY 2020 new decision items."*

A summary of MDHE staff recommendations is provided below, and additional detail is provided in the agenda items dedicated to these topics.

FY 2019 (Supplemental Budget)

For the current fiscal year, increase debt offset spending authority for community colleges by $50,000 and for Missouri Western State University by $75,000.

No additional supplemental budget requests are anticipated at this time.

FY 2020 Proposed

MDHE Operations	Maintain flat funding for most program areas with new decision items focused on costs to implement legislation (SB 997, SB 807, HB 1606), pay plan cost-to-continue ($23,469) and a new $250,000 request for academic assessment funding for the CORE 42 curriculum for all institutions. Two new FTE and $110,000 is also requested for a new MDHE Fellowship program.
Bright Flight	Increase funding by $500,000 over the FY 2019 core appropriation to maintain full award amounts for students in the top tier of Bright Flight recipients. A total of $14 million ($7 million for Bright Flight) in general revenue is also required to offset the one-time loan program operating funds used in FY 2019.
Access Missouri	Increase funding by $9 million over the FY 2018 core appropriation. To fully fund Access Missouri, $39.1 million would be needed. This new decision item would take a phased approach requesting $9 million. It would move from the current award level, which is 72% of the statutory maximum, to 82%. This is roughly a three-year plan for increases. Implementing SB 807 would require an additional and separate NDI of $960,000 as students attending Western Governors Univeristy are newly eligible for this program. A total of $14 million ($7 million for Access Missouri) in GR is required to offset the one-time loan program operating funds used in FY 2019.
A+	Increase funding by $1.5 million over the FY 2019 core appropriation to maintain full award amounts.
Ross-Barnett	An additional $284,625 is needed to serve an identified number of unfunded students.
Public Service Officer Survivor Grant Program	SB 807 expanded the eligibility of this program to additional classifications. The estimated cost to cover this expansion is $13,000.
Wartime Veterans Survivor Grant Program	Increase funding by $13,750 over the FY 2018 core appropriation to continue inflationary needs to serve the maximum of 25 individuals authorized in statute.

Dual Credit Certification and Scholarship Program	A total of $3,851,706 is needed to implement legislation passed in 2016 (SB 997) that was never funded. A portion of this will be covered by fees charged to dual credit providers for the certification process.
Missouri Student Loan Administration	No changes are needed for this program except for the request to reduce the need for the operating funds that are used for financial aid programs. A total of $14 million needs to return to GR funding to ensure the viability of the program.
Institutions' Operating Budgets	The core FY 2019 budgets are recommended with a 4% increase. Three percent would be awarded based upon three performance measures related to workforce development. An additional 1% would be allocated to address equity issues.
Workforce Development	$55.8 million would be requested for workforce initiatives designed to target state and regional workforce needs.
Tax Refund Offset	Continue FY 2019 funding levels with two increases. Community Colleges need an additional $50,000 and Missouri Western State University needs an additional $75,000 in spending authority.
Funding for Capital Projects	A total of $4.4 million is requested for community colleges and $10 million for the public universities and State Technical College of Missouri for significant maintenance and repair needs.
Other Needs	The following have been identified as significant needs to be requested: • State Historical Society $1,475,000 – This includes new building operational costs were only partially funded in FY 2019. This would fund the balance of the core funds needed. Funding for three additional positions (library support specialist, archivist, event services manager) totaling $300,000, inclusive of benefits is also requested. • University of Missouri System Alzheimer's Program is requesting $507,540 for research funding and related administrative costs. • The Seminary Fund is requesting its annual transfer. The FY 2020 amount requested would be $3 million. • Missouri Fine Arts Academy, $225,637 - This would move the Missouri Fine Arts Academy funding from Department of Elementary and Secondary Education to the Department of Higher Education's budget. • Missouri Scholars Academy, $235,000 - In FY 2018, University of Missouri and the UM System contributed 55% ($235,000) of the total MSA Budget ($435,000). In order to make up the difference, MSA enacted a $650 scholar activity fee. Additionally, MSA gave out 38 fee waivers to students on free and reduced lunch.

STATUTORY REFERENCE

Authority granted under Sections 173.005, RSMo, through 173.750

RECOMMENDED ACTION

This is an information item only.

NO ATTACHMENTS

Tab 20

FY 2020 Department Operating and Student Financial Assistance Budget Recommendations

Coordinating Board for Higher Education
September 12, 2018

DESCRIPTION

These recommendations are provided for informative and discussion and will be acted on during a follow – up telephone meeting the week of September 24, 2018.

Coordination

Administration

FY 2019 Core Appropriation	$3,174,164	(45.03 FTE)
FY 2020 Core Request	$3,174,164	(45.03 FTE)

The Missouri Department of Higher Education serves the state system of higher education through the public institutions, the independent colleges and universities, proprietary schools, and approximately 400,000 students. Primary responsibilities include statewide planning for postsecondary education, submission of a unified annual budget request, approval/review of new degree programs, administration of state student financial assistance programs and the Federal Family Education Loan Program, working collaboratively with K-12 and the Department of Economic Development, and administration of the proprietary school certification program.

This appropriation includes the Quality Improvement Revolving Fund that allows the collection of revenue on a cost-recovery basis from workshops and conferences sponsored by MDHE to be used to support future workshops and conferences. The fund may also be used for distribution of certain federal money to institutions.

The CBHE is authorized by HB 1042 (2012) to charge and collect fees from out-of-state public institutions desiring to operate within the state of Missouri. Included in the core item is spending authority for the fees collected from out-of-state public institutions.

New in FY 2019 was the addition of $250,000 for default prevention activities that were previously funded from the Guarantee Agency Operating fund.

Program Distribution

Midwest Higher Education Compact

FY 2019 Core Appropriation	$115,000
FY 2020 Core Request	$115,000

Section 173.700, RSMo, authorizes Missouri's membership in the Midwestern Higher Education Compact and names CBHE as the administrative agent. All of Missouri's public two-year and four-year institutions and numerous independent institutions use the services of MHEC, and some cost savings programs are also available to K-12 school districts. As a member, Missouri participates in the Midwest Student Exchange Program. This program allows Missouri residents to enroll at participating public out-of-state institutions at 150 percent of the in-state resident student tuition rates. Private institutions offer a 10 percent reduction on their tuition rates. Other cost-saving programs are available for property insurance, technology initiatives, student health insurance, and pharmacy benefits. Missouri, one of the original founding states of MHEC, has realized over $102 million in savings since 1991. For academic year 2016-2017, Missouri institutions saved over $12 million dollars as a result of MHEC membership.

Improving Teacher Quality Grant

FY 2019 Core Appropriation	$1,249,157	(1.00 FTE)
FY 2020 Core Request	$0	(0 FTE)

The core appropriation of $1,249,157 in federal funds comes from a U.S. Department of Education grant to enhance teacher education in mathematics and science, as authorized by Title II of the Elementary and Secondary Education Act. These funds are allocated to projects designed by higher education institutions and

qualifying nonprofit organizations in cooperation with eligible K-12 school districts to improve mathematics and science education in grades K-12. The grant will end in the current fiscal year and there is not opportunity for renewal.

Proprietary Schools Certification Fund

FY 2019 Core Appropriation	$309,960	(5.0 FTE)
FY 2020 Core Request	$309,960	(5.0 FTE)

A key responsibility of MDHE is to certify and monitor proprietary schools, including private out-of-state institutions that offer instruction, grant degrees or certificates, or recruit students in Missouri. The Proprietary School Certification Fund was created in HB 1042 (2012) as a fund into which fees collected from certified schools and those seeking certification or exemption are deposited. Proprietary School Certification administration expenses are paid from the Proprietary School Certification Fund.

Proprietary School Bond Fund

FY 2019 Core Appropriation	$400,000
FY 2020 Core Request	$400,000

Section 173.612, RSMo, requires each proprietary school to file a security deposit with MDHE covering the school and its agents in order to indemnify any student, enrollee, parent, guardian or sponsor of a student or enrollee who suffers loss or damage because of certain actions of the school or for failure to deposit student records in an acceptable manner upon school closure. MDHE holds a security deposit from each proprietary school with a minimum of $5,000 and maximum of $100,000. This appropriation is necessary to ensure the use of those monies for indemnification purposes in cases of malfeasance by a proprietary school.

Federal and Donated Funds

FY 2019 Core Appropriation	$1,000,000
FY 2020 Core Request	$1,000,000

This appropriation provides MDHE with spending authority for federal grants received by the agency.

While the agency currently does not have any grant funding pending, we are always searching for new opportunities. Continuation of this appropriation at the current level would allow for immediate spending of any potential grants awarded during fiscal year 2019.

Donated and Other Funds

FY 2019 Core Appropriation	$1,000,000
FY 2020 Core Request	$1,000,000

This appropriation provides MDHE with spending authority for non-federal grants and donations received.

While the agency currently does not have any grant funding pending, we are always searching for new opportunities. Continuation of this appropriation at the current level would allow for immediate spending of any potential grants awarded during fiscal year 2020.

Performance Funding Assessment and Improvement

FY 2019 Core Appropriation	$100,000
FY 2020 Core Request	$100,000

This appropriation provides MDHE with spending authority assist higher education institutions that do not meet performance targets.

The agency is currently planning the use of these funds for FY 2019 and may need funds to continue improvement initiatives identified in FY 2020.

Financial Assistance and Outreach

The department has identified additional needs in core and core transfer appropriations for the major scholarship programs it administers. The governor's office is still assessing the general revenue picture and

availability of dollars, and believes it will have a better assessment of the numbers in December.

In addition to recommended increases for projected growth, the department is requesting a change in funding source for the Bright Flight and Access Missouri programs. During the 2018 legislative session, $9.5 million of General Revenue funding was removed from these programs and replaced with the same amount from the MDHE Loan Operating Fund. Again in FY 2019, $24 million was used as one-time funding. MDHE can only sustain another $9.5 million in FY 2020 and no additional funds in FY2021 in order to keep the loan program viable. Because of the long-term negative impact of ongoing appropriations at this level from that fund, the MDHE is seeking a "fund switch" of $14 million ($7 million in Bright Flight and $7 million in Access Missouri) from the Loan Operating Fund back to General Revenue. An additional fund switch will be requested in FY 2021 for the remaining $10 million.

Program Distribution

Academic Scholarship Program (Bright Flight)

FY 2019 Core Transfer Appropriation	$23,176,666
FY 2020 Core Transfer Request	$23,676,666
FY 2020 Requested Increase	$500,000
FY 2020 Fund Switch from GAOF to GR	$7,000,000

The Missouri Higher Education Academic Scholarship Program (commonly known as Bright Flight) provides scholarships to students who have a composite score in the top five percent of all Missouri students taking the ACT or the SAT during their senior year of high school. The maximum scholarship award is $3,000 per academic year for students in the top three percent of test takers, and $1,000 for students in the top 4th and 5th percentiles. The top three percent must receive a full award ($3,000) before students in the top 4th and 5th percentiles receive any award. Scholarships are renewable until the first bachelor's degree is received or ten semesters are attended, whichever occurs first.

For FY 2020, MDHE staff project that an additional $500,000 will be needed for students in the top tier to receive the full $3,000 award amount. Awards for students in the top 4th and 5th percentiles will remain at zero. Because the top three percent have been funded at the maximum amount for the past three years, this increase is driven entirely by continued growth in the number of students eligible to receive the scholarship. This growth reflects the fact that more high school students are taking the ACT/SAT than has traditionally been the case. Although funding for ACT "census" testing by the Department of Elementary and Secondary Education was not available, many high schools continue to test all of their juniors in order to provide feedback on student preparation and to maintain trend data on student performance. This additional funding is needed to keep pace with this expansion.

Access Missouri Financial Assistance Program

FY 2019 Core Transfer Appropriation	$65,511,052
FY 2020 Core Transfer Request	$74,511,052
FY 2020 Requested Increase	$9,000,000
FY 2020 Fund Switch from GAOF to GR	$7,000,000

The Access Missouri Financial Assistance Program provides assistance to students who demonstrate financial need based on an annual evaluation of the applicant's federally calculated expected family contribution (EFC), and meet the other statutory eligibility requirements for this grant. Access Missouri is the state's primary need-based student assistance program. The statutory maximum award for students attending public two-year institutions is $1,300 and the maximum award for students attending all other types of eligible institutions is $2,850. The Free Application for Federal Student Aid (FAFSA) serves as the only application for this program.

As the economy has continued to improve, the number of applicants with an EFC at or below the established cutoff has been declining. By establishing a more flexible application deadline, the department has somewhat ameliorated that trend and stabilized the number of eligible recipients. For example, by moving the application deadline from February 6, the deadline established for FY 2019, to March 1 for FY 2019, the program is estimated to serve approximately 45,000 Missouri residents with the cost of postsecondary education during FY 2019, a slight increase over the number of students that participated in FY 2018.

The program's broad eligibility base coupled with limited funding has eroded award amounts significantly from full funding of statutory maximums achieved in FY 2009. For FY 2018, the award levels were set at 70 percent of the maximum. For FY 2019, with an appropriation increase of $2 million, award levels were increased slightly to 72 percent of the maximum. The intent of the requested increase for FY 2020 is to start a multi-year phase-in of the program to meet the statutory authorization for the program. This increase of $9 million would move the program from 72% to 82% of the statutory maximum award. Without the proposed increase, the number of eligible recipients would likely need to be reduced in order to maintain an award level in the 70 to 72 percent range.

In addition to the core transfer referenced above, Access Missouri also typically receives an additional $5 million from gaming revenues, which are contained in HB 8.

A+ Schools Program

FY 2019 Core Transfer Appropriation	$39,613,326
FY 2020 Core Transfer Request	$41,113,326
FY 2020 Requested Increase	$1,500,000

The A+ Scholarship program, which provided $36.3 million to nearly 13,000 students in FY 2018, reimburses tuition and general fees at participating postsecondary institutions for students who attend A+ designated high schools for three years prior to graduation. While in high school, students must meet certain eligibility requirements, including maintenance of a 2.5 grade point average, a 95 percent attendance records, and performance of at least 50 hours of tutoring or mentoring. Upon high school graduation, eligible students have four years to utilize the A+ benefit at participating public community colleges, public vocational technical schools, or two year private vocational technical schools that meet the statutory criteria.

During the 2016 legislative session, the program was expanded to allow the A+ designation of private high schools. FY 2018 was the first year eligible graduates of A+ designated private high schools were eligible to participate in the scholarship component of the program. It is important to note that A+ high school designation remains a responsibility of the Department of Elementary and Secondary Education.

Staff expect growth to continue into FY 2020 as additional private high schools are designated and interest in the program grows. The requested amount will be sufficient to address the estimated six percent increase in program cost.

Advanced Placement Incentive Grant Program, Public Service Officer's Survivor Grant Program, Wartime Veteran's Survivor Grant Program and Marguerite Ross Barnett Scholarship Program

FY 2019 Total Core Appropriation	$1,041,250
FY 2020 Core Request	$1,352,625
FY 2020 Requested Increase	$311,375

The Advanced Placement Incentive Grant, the Public Service Survivor Grant, the Wartime Veteran's Survivor Grant, and the Marguerite Ross Barnett Scholarship programs are combined into a single line item appropriation. This allows any unexpended funds from these programs, after awards are made to all eligible applicants, to be used in the Marguerite Ross Barnett Scholarship Program, which has had more applicants than available funding.

The Advanced Placement Incentive Grant is a nonrenewable grant of $500 available to any student who receives an Access Missouri or A+ award and has received two grades of three or higher on advanced placement tests in mathematics or science while attending a Missouri public high school. In FY 2018, 5 students received grants through this program. Funding is provided through a donation from MOHELA.

The Public Service Officer's Survivor Grant provides educational assistance to the spouses and children of certain public employees who were killed or permanently and totally disabled in the line of duty. In FY 2018, 20 students were served by this program. Dependents are eligible up to the age of 24 to receive a grant to enroll in any program leading to a certificate, associate degree, or baccalaureate degree at an approved Missouri postsecondary institution. The maximum annual grant is the least of the tuition paid by a full-time undergraduate Missouri resident at the University of Missouri—Columbia, or the tuition and incidental fees paid at the institution which the student attends.

The Wartime Veteran's Survivor Grant was established to provide scholarships to the spouses or children of veterans who were Missouri residents when first entering the military and at the time of their death/injury, and who (1) died as a result of combat action or of an illness contracted while serving in combat or (2) became at least 80 percent disabled as a result of injuries or accidents sustained in combat action. In FY 2018, 25 individuals received this grant, the maximum allowed by statute. The law allows for awards of full tuition (the University of Missouri—Columbia rate is the maximum allowed), provides for up to a $2,000 room and board allowance, and a $500 book allowance per semester.

The Marguerite Ross Barnett Memorial Scholarship Program is available to part-time students who are employed and compensated for at least 20 hours of work per week. The scholarship is need-based and is calculated using the Federal Needs Analysis Formula. The scholarship is especially important for individuals already in the workplace seeking to upgrade skills. During FY 2018, 203 students were served by the program. As part of the ongoing state student financial aid review, it has become clear that the population of part-time students is increasing while the reach of this program is contracting. The proposed increase would allow the department to make awards to more than 100 additional part-time students, based on the FY 2015 peak in eligible applicants.

Kids' Chance Scholarship Program

FY 2019 Core Appropriation	$15,000
FY 2020 Core Request	$15,000

The Kids' Chance Scholarship Program, established by section 173.254, RSMo, authorizes the Coordinating Board for Higher Education to provide scholarships for the children of workers who were seriously injured or died in a work-related accident or occupational disease covered by workers' compensation and compensable pursuant to chapter 287, RSMo, to attend a college, university, or accredited vocational institution of their choice. In accordance with statute, the director of the division of workers' compensation deposits $50,000 each year beginning in 1999 until 2018 into the Kids' Chance Scholarship Fund. Awards can only be made using the interest earnings in the fund. The requested amount is set based on the size of the fund and projected interest as the fund continues to grow. In FY 2018, two students received scholarships under this program.

Minority and Underrepresented Environmental Literacy Program

FY 2019 Core Appropriation	$32,964
FY 2020 Core Request	$32,964

This program provides scholarships to full-time minority and underrepresented students who pursue a bachelor's or master's degree in an environmental-related field of study at a Missouri college or university and meet certain academic standards. This program served 10 students in FY 2018.

Advantage Missouri Program

FY 2019 Core Appropriation	$15,000
FY 2020 Core Request	$0

The operational close out of the Advantage Missouri Loan and Loan Forgiveness Program was completed during FY 2018. This core reduction completes the budgetary close out process.

Missouri Student Loan Program (Federal Funds)

Administration

FY 2019 Core Appropriation	$12,216,149	(15.80 FTE)
FY 2020 Core Request	$12,216,149	(15.80 FTE)

The Missouri Student Loan Program is a guaranty agency for the Federal Family Education Loan program. The program's primary function is to conduct major activities in the areas of collections on defaulted loans, contracts and compliance, early awareness and outreach, and marketing and customer service. The total of outstanding guaranteed loan balances is approximately $1.1 billion. The core request is from the Guaranty Agency Operating Fund. No general revenue funds are requested.

Guaranty Functions

Student Loan Revolving Fund

FY 2019 Core Appropriation	$120,000,000
FY 2020 Core Request	$120,000,000

Section 173.120, RSMo, establishes a revolving fund used solely to pay claims and administer the loan program. An appropriation granting authority to spend is required so that Guaranty Student Loan Program funds may be accessed. Disbursements include the purchase of defaulted loans, repurchases of defaulted loans by lenders, payments of accrued interest on defaulted loans, and federal reinsurance payments.

Collection Agency Invoicing

FY 2018 Core Appropriation	$8,000,000
FY 2019 Core Request	$8,000,000

The department uses this appropriation to pay the portion of the contracted loan servicer's monthly invoice which is directly related to collection services. Continued authority in the amount of $8,000,000 is needed for this purpose.

Federal 48-Hour Rule Reimbursement

FY 2018 Core Appropriation	$500,000
FY 2019 Core Request	$500,000

A U.S. Department of Education regulation requires state guaranty agencies to deposit all revenues collected from defaulted borrowers into the state's federal fund within 48 hours of receipt. Authority in the amount of $500,000 is needed to meet this requirement.

Transfer Appropriations

From Federal Student Loan Reserve Fund to Guaranty Agency Operating Fund

FY 2019 Core Appropriation	$15,000,000
FY 2020 Core Request	$15,000,000

From Guaranty Agency Operating Fund to Federal Student Loan Reserve Fund

FY 2019 Core Appropriation	$1,000,000
FY 2020 Core Request	$1,000,000

Federal law requires certain transfers between the guaranty agency operating fund and the federal student loan reserve fund. These appropriations provide the necessary authority to meet these requirements.

Spending authority for the transfer from the Federal Student Loan Reserve Fund to the Guaranty Agency Operating Fund was increased by the legislature in FY 2013 to account for the removal of the estimated appropriation designation previously used on this line.

Tax Refund Offsets

FY 2019 Core Appropriation	$750,000
FY 2020 Core Request	$750,000

Section 143.781, RSMo, gives state agencies the authority to make state tax refund offsets against debts owed to the state agency, including defaulted guaranteed student loans.

Statewide Student Web Portal

FY 2019 Core Appropriation	$500,000
FY 2020 Core Request	$0

No funding is being requested in FY20 as this project will enter maintenance of approximately $100,000 annually and is budgeted as part of the ITSD core appropriation in HB 5.

STATUTORY REFERENCE

Sections 173.005, RSMo, through 173.750

RECOMMENDED ACTION

This is an information item only at this time, but staff recommend that it be taken up in a board meeting the week of September 17, 2018.

NO ATTACHMENTS

Tab 21

FY 2020 Public College & University Operating Budget Recommendations

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

Section 173.1540, RSMo, requires public universities to prepare annual budget requests and submit them to the Department of Higher Education. The department is required to review those requests and prepare appropriation recommendations. Section 163.191.2, RSMo, contains a similar provision pertaining to community colleges' budgets: "The department of higher education shall review all institutional budget requests and prepare appropriation recommendations annually for the community colleges under the supervision of the department." Section 178.638, RSMo, indicates that "all funds designated for [State Technical College] shall be included in the coordinating board's budget request." Although the law assigns responsibility to the department – at least for the public universities and community colleges – the department's practice has been to seek the Coordinating Board's approval of those recommendations.

In addition, § 173.1540.4, RSMo, describes an "increase allocation model" under which no more than 10% of any increase in core appropriations shall be distributed to address inequitable funding and at least 90% of annual increases shall be distributed in accordance with the performance funding model – unless the General Assembly chooses to otherwise appropriate state funding.

CURRENT STATUS

Commissioner Mulligan met with the Commissioner's Advisory Group on July 18, 2018, to discuss a common approach to FY 2020 budget requests. The group developed an approach to funding requests that would include core increases of 3% based on performance funding and 1% to address equity. In addition, the request would include a 6.3% increase to build capacity in or to develop new programs to meet workforce needs. The 6.3% would be distributed based on proposals submitted and would not be recommended based on a pro rata basis. The commissioner conveyed the basic structure of this proposal to all public college and university presidents and chancellors on July 29, 2018, and no responses were received. Assistant Commissioner for Fiscal Affairs, Jeff Barlow, emailed the proposal on August 6, 2018 and again on August 14, 2018 to both chief financial officers and presidents along with the annual budget updates. He also discussed the proposal with chief financial officers during their quarterly meeting on August 29, 2018. The August 14th email included a formal request for budget submissions which were due August 31, 2018.

The Coordinating Board also discussed this framework at their July 31-August 1, 2018, retreat. Although no formal position was taken, the members who were in attendance agreed with the basic concept.

***Performance Funding*.** On August 20, 2018, the Missouri Community College Association (MCCA), the Council on Public Higher Education (COPHE), and Missouri State Technical College were invited to recommend three of the existing six performance measures for their sectors that were most closely linked to workforce development (employment and overall educational attainment). Successful attainment of these measures would be used to earn 3% ($26.6 million)in new performance funding proposed in the FY 2020 budget.

COPHE recommended: 1) completions per FTE student, 2) pass rates on learning assessments or professional licensure exams, and 3) graduate outcomes.

MCCA recommended: 1) graduate outcomes, 2) pass rates on professional licensure exams, and 3) three-year graduation and transfer rate

Missouri State Technical College recommended: 1) graduate outcomes, 2) completions per FTE, and 3) graduation rate.

Performance funding received in FY 2020 will be considered core funding in FY 2021 and beyond.

Equity Funding. A total of 1% of the FY 2019 core ($8.9 million) would be requested for equity funding. Equity funds will be distributed based on models agreed to within each sector. MCCA's model has been finalized and approved; COPHE's is being reviewed. State Technical College would not be subject to equity funding and would simply receive a 1% increase since they have no other cohorts in the state. **Equity funding received in FY 2020 will be considered core funding in FY 2021 and beyond.**

Workforce Funding. This funding ($55.9 million) is generally not intended to become core funding. If full funding of a project requires a multi-year phase in, each year's funding should stand on its own in the event that funds are not appropriated in the subsequent year. A core funding increase may be recommended after the third year in which a funded project achieves its performance goals.

Proposals for funding based on workforce needs will be accepted from September 13-October 25, 2018. The proposed criteria on which they will be evaluated include:

1. The extent to which the proposal will allow institutions(s) to meet an identified regional or statewide regional need, or that will significantly increase general degree completion.

2. Cost per additional completer per year.

3. Clear alignment with local, regional, or statewide chamber of commerce or other business group's priorities.

Special consideration will be given to proposals that articulate a clear plan to serve Missourians who have historically low levels of educational attainment, including residents of rural counties, black and Hispanic Missourians, adults, and veterans, and that have specific and measurable goals associated with that plan.

MDHE staff will work with the Department of Economic Development and business organizations to rank the proposals. Those rankings will be provided to the Coordinating Board, which will hold a special meeting in late October to make final recommendations for the governor's consideration.

Other new decision items. In addition, institutions were also invited to submit requests for other new decision items, with the forewarning that the staff recommendation would likely focus on the three categories listed above. Those requests are included in the second attachment. They are not recommended at this time, although some may be resubmitted as proposals to meet workforce needs.

NEXT STEPS

The Coordinating Board's recommendations become "department recommendations," which are submitted to the Office of Administration's Division of Budget & Planning, which compiles requests for the governor and his staff to review. The governor decides whether to include department recommendations in his executive budget, which is often released in connection with the State of the State address in late January or early February.

RECOMMENDATION

This is an information item only at this time, but staff recommend that it be taken up in a board meeting the week of September 17, 2018.

ATTACHMENTS

A. FY 2020 Public College and University Operating Recommendations
B. FY 2020 Public College & University New Decision Items

Coordinating Board for Higher Education
September 12, 2018

Tab 21 Attachment A

FY 2020 Public College and University Operating Recommendations

Higher Education Institutions FY 2020 Proposed					
Institution	**FY19 TAFP Funding**	**Governor's Vetoes, one-time funding and Other Restrictions**	**FY 2020 Core**	**Maximum Performance Funding that can be earned in FY20 (3% of FY19 Core)**	**Amount Earned per Performance Measure = 1%**
Crowder College	$5,636,197		$5,636,197	$169,086	$56,362
East Central College	$5,421,893		$5,421,893	$162,657	$54,219
Jefferson College	$7,878,686		$7,878,686	$236,361	$78,787
Metropolitan Community College	$31,811,767		$31,811,767	$954,353	$318,118
Mineral Area College	$5,620,302		$5,620,302	$168,609	$56,203
Moberly Area Community College	$6,183,691		$6,183,691	$185,511	$61,837
North Central Missouri College	$2,673,704		$2,673,704	$80,211	$26,737
Ozarks Technical Community College	$14,015,729		$14,015,729	$420,472	$140,157
St. Charles Community College	$8,989,304		$8,989,304	$269,679	$89,893
St. Louis Community College	$44,004,261		$44,004,261	$1,320,128	$440,043
State Fair Community College	$6,124,989		$6,124,989	$183,750	$61,250
Three Rivers College	$5,209,992		$5,209,992	$156,300	$52,100
Community College Subtotal*	**$143,570,515**		**$143,570,515**	**$4,307,115**	
State Technical College of Missouri	**$5,530,371**		**$5,530,371**	**$165,911**	**$55,304**
University of Central Missouri	$54,338,357		$54,338,357	$1,630,151	$543,384
Southeast Missouri State University	$44,879,469		$44,879,469	$1,346,384	$448,795
Missouri State University	$84,001,060		$84,001,060	$2,520,032	$840,011
Lincoln University	$16,470,193		$16,470,193	$494,106	$164,702
Truman State University	$40,660,322		$40,660,322	$1,219,810	$406,603
Northwest Missouri State University	$30,186,117		$30,186,117	$905,584	$301,861
Missouri Southern State University	$26,231,242	-$3,200,000	$23,031,242	$690,937	$230,312
Missouri Western State University	$21,246,755		$21,246,755	$637,403	$212,468
Harris-Stowe State University	$10,211,260	-$750,000	$9,461,260	$283,838	$94,613
University of Missouri	$416,836,876	-$600,000	$416,236,876	$12,487,106	$4,162,369
Four-Year Institution Subtotal	**$745,061,651**	**-$4,550,000**	**$740,511,651**	**$22,215,350**	
All Institutions	**$894,162,537**	**-$4,550,000**	**$889,612,537**	**$26,688,376**	

Equity (1% of FY 19 Core)

Community Colleges	$1,435,705
State Technical College of Missouri	$55,304
Public Universities	$7,405,117
Total Equity Funding Proposed	**$8,896,125**

Worforce Initiatives (6% of FY 19 Core)

All Institutions	**$55,854,867**

Total Performance Funding, Equity and Workforce Requests: $91,439,368

* Community college total does not include one-time $2 million Skill Up funding or $2.8 million for debt offset.
* Debt offset appropriations are not include in core calculations
* Does not include FY19 HSSU and MSSU one-time funding of $250,000 and $1,000,000 respectively (after vetoes).
* Includes FY19 increases for cooperative programs; 60% of original funding has been rolled into the cores.
* Governor's vetoes ($1.5 Million) and UMKC/MSSU dental school allotments ($1.8 million) total $3.3 million.

Tab 21 Attachment B

FY 2020 Public College & University New Decision Items

FY 2020 Proposed

Returning Heroes for State Institutions	Request funds to offset tuition that was waved by institutions for returning heroes. Section 173.900 states that institutions may report the amount of tuition waved in a fiscal year and include the amount in the following year's appropriation request.
Community College Tax Refund Offset	Increase debt offset spending authority by $50,000 for a total of $2.9 million.
Missouri State University – Missouri Fine Arts Academy	$225,637 is requested to move the Missouri Fine Arts Academy funding from Department of Elementary and Secondary Education to the Department of Higher Education's budget.
Lincoln University – Reallocate Funds from Land Grant to Core Funding	$109,680 to be moved from Land Grant line item to the core appropriations line item to accurately reflect the designation of the resources. In FY 2019, $900,000 was moved from the Core Appropriation line to the Core; however, this amount should have been $790,320.
Lincoln University – Increase Land Grant match	Increase funding by $3,463,773 over the FY 2019 appropriation. This increase would reduce the funding gap each year. Additionally, this will allow the university to expand services and programs in Extension satellites throughout Missouri and expand research opportunities in the area of agriculture.
Truman State University – Mental Health Initiative	$325,000 is requested for a masters-level program that would result in trained mental health professionals within two years. The funding includes the addition of faculty and staff; as well as, equipment and operational support for this new program.
Northwest Missouri State University – Missouri Arboretum	$121,984 is requested for operation and upkeep of the Missouri Arboretum. This amount would allow Northwest to broaden testing of plants and maintain and grow indigenous plant populations while expanding the local educational resource to the rest of the state.
Northwest Missouri State University – Horace Mann and Leet Center Lab School	$351,200 is requested for operational costs at the Horace Mann and Leet Center. These funds will accommodate an additional 45 preschool and elementary students and prepare skilled educators while enhancing diversity.
Northwest Missouri State University – School of Agricultural Program Expansion	$450,000 is requested to expand professional-based opportunities in agricultural science, provide growth and innovative programming, and develop and increase agricultural lab for students
Northwest Missouri State University – Core Increase	An increase in core funding of $1,549,477 is requested to develop, operate, and maintain a Center for Profession-Based Student Learning.
Northwest Missouri State University – Maintaining Quality in Education	$3,002,032 is requested to cover annual increases in faculty and staff salaries to the market average.

Missouri Western State University	Increase debt offset spending authority by $75,000 for a total of $275,000.
University of Missouri – Missouri Scholars Academy (MSA)	$235,000 is requested. In FY 2018, University of Missouri and UM system contributed 55% ($235,000) of the total Missouri Scholars Academy budget ($435,000). In order to make up the difference, MSA enacted a $650 scholar activity fee. Additionally, MSA gave out 38 fee waivers to students on free and reduced lunch.
University of Missouri – Alzheimer's Program	$507,540 is requested for research funding and related administrative costs as allowed for statute.
University of Missouri – State Historical Society	$1,475,000 ($675,000 one-time request/$800,000 recurring request) is requested for new building operational costs which were only partially funded in FY 2019. This would fund the balance of the core funds needed. This request also includes a request for three additional positions (library support specialist, archivist, event services manager) totaling $300,000 inclusive of benefits.
University of Missouri – State Seminary Fund	$3,275,000 is requested to reinvest $3.0 million that will mature in FY 2020 and distribute earning of $275,000 to the University.

Tab 22

FY 2020 Capital Improvement Recommendations

Coordinating Board for Higher Education
September 12, 2018

CURRENT STATUS

The 2018 Facility Review identified significant maintenance and repair needs at each of Missouri's public colleges and universities, as well as critical needs at some institutions. In addition, most Missouri institutions have stable to declining enrollment, suggesting that new square footage is generally a secondary priority at this time.

Based on these facts, staff recommend an increase in funding to address maintenance and repair needs at public colleges and universities around the state, and additional funds to begin to address critical issues at institutions with the most critical needs. Staff propose doubling the FY 2019 maintenance and repair appropriation by and additional $4.4 million and adding an addition $10 million for the public universities and State Technical College of Missouri. Funds would be allocated on a pro-rata share based upon their FY 2019 core budgets.

NEXT STEPS

The Coordinating Board's recommendations become "department recommendations," which are submitted to the Office of Administration's Division of Budget & Planning, which compiles requests for the governor and his staff to review. The governor decides whether to include department recommendations in his executive budget, which is often released in connection with the State of the State address in late January or early February.

RECOMMENDATION

This is an information item only at this time, but staff recommend that it be taken up in a board meeting the week of September 17, 2018.

ATTACHMENTS

A. FY 2020 Maintenance and Repair Funding & Critical Needs

B. FY 2020 Institutional Capital Funding Requests – FYI Only

Coordinating Board for Higher Education
September 12, 2018

Tab 22 Attachment A

FY 2020 Maintenance & Repair Funding and Critical Needs

The following is the distribution of the proposed increases for maintenance and repair.

Institution	FY19 TAFP Funding	Percent by Sector	M&R NDI Amount
Crowder College	$5,636,197	3.93%	$172,603.47
East Central College	$5,421,893	3.78%	$166,040.60
Jefferson College	$7,878,686	5.49%	$241,277.68
Metropolitan Community College	$31,811,767	22.16%	$974,206.78
Mineral Area College	$5,620,302	3.91%	$172,116.70
Moberly Area Community College	$6,183,691	4.31%	$189,369.98
North Central Missouri College	$2,673,704	1.86%	$81,879.78
Ozarks Technical Community College	$14,015,729	9.76%	$429,219.11
St. Charles Community College	$8,989,304	6.26%	$275,289.36
St. Louis Community College	$44,004,261	30.65%	$1,347,590.95
State Fair Community College	$6,124,989	4.27%	$187,572.28
Three Rivers College	$5,209,992	3.63%	$159,551.32
Community College Subtotal*	**$143,570,515**	**100.00%**	**$4,396,718**
State Technical College of Missouri	$5,530,371	0.74%	$74,129.48
University of Central Missouri	$54,338,357	7.28%	$728,355.18
Southeast Missouri State University	$44,879,469	6.02%	$601,567.57
Missouri State University***	$84,001,060	11.26%	$1,125,956.15
Lincoln University*	$16,470,193	2.21%	$220,767.63
Truman State University	$40,660,322	5.45%	$545,013.83
Northwest Missouri State University	$30,186,117	4.05%	$404,616.85
Missouri Southern State University**	$23,031,242	3.09%	$308,712.40
Missouri Western State University	$21,246,755	2.85%	$284,793.01
Harris-Stowe State University**	$9,461,260	1.27%	$126,819.40
University of Missouri***	$416,236,876	55.79%	$5,579,268.51
State Technical College and Four-Year Institution Subtotal	**$746,042,022**	**100.00%**	**$10,000,000**
All Institutions	**$891,412,537**		**$14,396,718**

Coordinating Board for Higher Education
September 12, 2018

Tab 22 Attachment B

FY 2020 Instituitional Capital Funding Requests - FYI Only

Institution	Projects Total	FY20 Request
Crowder College	$11,428,507	$11,428,507
East Central College	$18,571,160	$18,571,160
Jefferson College	$3,188,959	$554,440
Metropolitan Community College	$48,952,084	$48,952,084
Mineral Area College	$38,748,860	$38,748,860
Moberly Area Community College	$6,265,000	$6,265,000
North Central Missouri College	$18,547,849	$11,823,449
Ozarks Technical Community College	$24,000,000	$11,000,000
St. Charles Community College	$40,765,500	$1,000,000
St. Louis Community College	$9,566,858	$9,262,892
State Fair Community College	$20,595,901	$20,595,901
Three Rivers College	$8,750,000	$8,750,000
Community Colleges Subtotal	**$249,380,678**	**$186,952,293**

Institution	Projects Total	FY20 Request
State Technical College of Missouri	$26,305,832	$26,305,832
Harris-Stowe State University	$54,894,459	$6,700,000
Lincoln University	$148,467,930	$148,467,930
Missouri Southern State University	$40,865,009	$40,865,009
Missouri State University	$115,569,002	$115,569,002
Missouri Western State University	$19,450,125	$19,450,125
Northwest Missouri State University	$165,493,994	$163,290,318
Southeast Missouri State University	$55,978,268	$53,878,268
Truman State University	$39,727,998	$39,727,998
University of Central Missouri	$76,060,327	$19,065,887
University of Missouri - Columbia	$200,000,000	$75,000,000
University of Missouri - Kansas City	$137,657,000	$83,057,000
Missouri University - Science & Tech	$54,005,000	$43,000,000
University of Missouri - St Louis	$78,500,000	$62,800,000
University of Missouri Subtotal	**$470,162,000**	**$263,857,000**
State Technical College and Four-Year Institution Subtotal	**$1,212,974,944**	**$897,177,369**
All Institutions	**$1,462,355,622**	**$1,084,129,662**

FY20 Higher Education Capital Fund Project Requests

FY Requested	Institution	Project	State Request	Non-State Match	Total Cost
FY20	**Missouri State University**	**Greenwood Laboratory School Mutli-Purpose Addition**	**$3,200,000**	$3,200,000	$6,400,000
FY18*	**Northwest Missouri State University**	**Center for Learning and Teaching**	**$653,675**	$653,675	$1,307,350
FY19*		**Ron Houston Center for the Performing Arts**	**$50,000**	$50,000	$100,000
FY20		**Agricultural Sciences - R.T. Wright Farm Expansion**	**$1,500,000**	$1,500,000	$3,000,000
FY19*	**Ozarks Technical Community College**	**Republic Campus Education Center**	**$1,000,000**	$1,000,000	$2,209,581
		Totals	**$6,403,675**	$6,403,675	$13,016,931

*Note: These projects have been previously approved by the CHBE, but they have not been funded and were therefore requested again in FY20.

Project	FY20 Request
Crowder College Priority # 1 CR - CASSVILLE CAMPUS REMODEL & CONSTRUCTION: $2,662,667 THE CASSVILLE PROPERTY WAS PURCHASED BY THE COLLEGE BACK IN 2013. THE FACILITY CONSISTS OF THREE SEPARATE METAL BUILDINGS. THE CONSTRUCTION OF CONNECTING THE CORRIDORS AND COMMON SPACE WILL PROVIDE BETTER SAFETY FOR OUR STUDENTS AS WELL AS ENHANCE THE LEARNING ENVIRONMENT BY MAKING INDOOR SPACE. THE NEW ADDITION WILL ALLOW FOR AN EXPANSION OF THE CURRENT NURSING PROGRAM. OUR FULLY ACCREDITED NURSING PROGRAM IS LIMITED IN HOW MANY STUDENT WE CAN SERVE BY THE CURRENT SPACE LIMITATIONS.	$2,662,667
Crowder College Priority # 2 CR - DIESEL TECHNOLOGY FACILITY: $4,916,000 THIS NEW FACILITY WILL INCREASE OUR CAPACITY TO SERVE A GREATER NUMBER OF STUDENTS IN THE SECONDARY AND POST SECONDARY PROGRAM. THE JOB MARKET AND EMPLOYER DEMAND FOR DIESEL TECHNOLOGY GRADUATES AND COMPLETERS IN THE SOUTHWEST MISSOURI AREA CONTINUES TO INCREASE. THE NEW SPACE WILL PROVIDE AN OPPORTUNITY FOR A PARTNERSHIP WITH THE CURRENT TRANSPORT TRAINING PROGRAM AT THE COLLEGE WHERE THE DIESEL TECHNOLOGY STUDENTS WILL REPAIR AND MAINTAIN THE TRUCKS UTILIZED BY THE STUDENTS IN THE TRANSPORT TRAINING PROGRAMS AS THEY ARE OBTAINING THEIR CERTIFICATIONS.	$4,916,000
Crowder College Priority # 3 CR - NEWTON HALL RENOVATIONS: $1,924,920 NEWTON HALL WAS BUILT IN THE 1950'S AND IS IN MUCH NEED OF IMPROVEMENTS AND RENOVATIONS. THE BUILDING WAS DESIGNED AS ARMY BARRACKS AND OFFICES AND HAS BEEN SUBDIVIDED OVER TIME TO PROVIDE THE MAIN CLASSROOM FACILITIES FOR THE COLLEGE. THE RENOVATIONS ARE NEEDED AS HALLS ARE NARROW AND CORNERS ARE BLIND. CLASSROOMS, HALLWAYS, AND STAIRWELLS ARE LAID OUT POORLY DUE TO THE LIMITED SPACE.	$1,924,920
Crowder College Priority # 4 CR - MCDONALD HALL RENOVATION: $1,924,920 MCDONALD HALL WAS BUILT IN THE 1950'S AND IS IN MUCH NEED OF IMPROVEMENTS AND RENOVATIONS. THE BUILDING WAS DESIGNED AS ARMY BARRACKS AND OFFICES AND HAS BEEN SUBDIVIDED OVER TIME TO PROVIDE THE MAIN CLASSROOM FACILITIES FOR THE COLLEGE. THE RENOVATIONS ARE NEEDED AS HALLS ARE NARROW AND CORNERS ARE BLIND. CLASSROOMS, HALLWAYS, AND STAIRWELLS ARE LAID OUT POORLY DUE TO THE LIMITED SPACE.	$1,924,920
Crowder College Projects Total: $11,428,507	**$11,428,507**

Project	FY20 Request
East Central College Priority # 1 CR - MAIN CAMPUS HVAC REPLACEMENT: $5,325,240 AS WITH MOST CAMPUSES OUR AGE, MECHANICAL EQUIPMENT POSES A CHALLENGE. CURRENTLY, SIXTY-FIVE PERCENT OF OUR UNITS ARE AT OR HAVE EXCEEDED THEIR LIFE EXPECTANCY ACROSS CAMPUS. WE CONTINUE TO MAINTAIN AND REPAIR THESE UNITS BUT WITH AGE PARTS BECOME OBSOLETE AND RELIABILITY DECREASES. OLDER UNITS ARE INEFFICIENT AND ARE NOT ENVIRONMENTALLY FRIENDLY. THE MECHANICAL, ELECTRICAL AND PLUMBING SYSTEMS ARE OUTDATED, OR INADEQUATE FOR TODAY'S NEEDS. EQUIPMENT FAILURE HAS CAUSED DAMAGE TO FACILITIES DUE TO LEAKING, LEADING TO MOLD, WATER, CEILING, AND OUTSIDE PENETRATION DAMAGE. THIS PROJECT IS NEEDED TO ENSURE BUILDING OCCUPANTS EXPERIENCE A COMFORTABLE, SAFE ENVIRONMENT.	$5,325,240
East Central College Priority # 2 CR - HANSEN HALL HEAT PUMP REPLACEMENT: $3,699,000 HANSEN HALL WAS BUILT IN THREE STAGES OVER THE COURSE OF TEN YEARS. BECAUSE OF THE SECTIONING, HEAT PUMPS WERE ADDED TO HEAT AND COOL SEGMENTS OF THE BUILDING AS THE BUILDING WAS BEING CONSTRUCTED. AT PRESENT, THESE UNITS ARE WELL BEYOND THEIR LIFE EXPECTANCY AND EXPERIENCING EVER INCREASING FAILURES. THIS PROJECT WILL REPLACE THE TWENTY-NINE HEAT PUMPS WITH A HIGH EFFICIENCY, MODERN HVAC SYSTEM. THE SOLUTION WOULD PROVIDE A MIX OF DEDICATED OUTDOOR AIR SYSTEMS, ROOFTOP UNITS, AND VARIABLE REFRIGERANT FLOW UNITS TO SERVE AREAS CURRENTLY SERVED BY THE EXISTING FAILING HEAT PUMPS. THE NEW SYSTEM WILL FULLY INTEGRATE WITH OUR CURRENT METASYSTEM ENVIRONMENTAL CONTROLS ALLOWING GREATER EFFICIENCY AND ENHANCED COMFORT.	$3,699,000
East Central College Priority # 3 CR - SHOOK STUDENT CENTER RENOVATIONS: $2,664,120 THE 77,000 SQUARE FOOT DONALD SHOOK STUDENT CENTER IS ONE OF THE OLDEST BUILDINGS ON CAMPUS AND THE LAST TO HAVE RECEIVED ANY MAJOR RENOVATIONS. THIS BUILDING SERVES OUR STUDENTS AND COMMUNITY WITH THE CAMPUS CAFETERIA, BOOKSTORE, FITNESS CENTER, GYMNASIUM, VETERAN'S CENTER, IMAGING SERVICES, HUMAN RESOURCES, PHOTOGRAPHY AND MULTI-MEDIA CLASSROOMS. THIS BUILDING IS ALSO OUR CENTER-POINT OF STUDENT CO-CURRICULAR ACTIVITY. IN ADDITION TO NEEDED ENHANCEMENTS TO THE TEACHING AND ACTIVITY SPACES THE DATED INFRASTRUCTURE DOES NOT MEET THE REQUIREMENTS FOR A MODERN STUDENT POPULATION. THE MECHANICAL, ELECTRICAL AND PLUMBING SYSTEMS ARE OUTDATED, OR INADEQUATE FOR TODAY'S NEEDS. DUE TO OLD MECHANICAL EQUIPMENT AND THE LARGE AMOUNT OF INEFFICIENT WINDOWS ON THE EAST, SOUTH AND WEST FACING THE BUILDING IS DIFFICULT TO HEAT AND COOL AND NOT ENERGY EFFICIENT.	$2,664,120

Project	FY20 Request
East Central College Priority # 5 MR - THEATER LOBBY/SEATING AR: $401,520 THE LOBBY OF THE COLLEGE THEATER IS VERY BASIC AND NOT SUITABLE FOR CURRENT PATRONS. THE RIGGING SYSTEM IS IN NEED OF UPGRADING TO MEET CURRENT STANDARDS. THE SEATING AREA IS IN NEED OF ACOUSTICAL UPGRADES AS WELL AS A SEATING REFRESH. THE THEATER AREA LACKS SMALL ENSEMBLE SPACE AND A PROPER CONCESSION AREA. THE STAGE NEEDS ACOUSTICAL UPGRADES AND MODERNIZATION TO SUPPORT MODERN STAGE PRACTICES. THE STAGE HAS BEEN EXTENDED BY THE COLLEGE BUT THE EXTENSION IS IN NEED OF REPAIR AND A BETTER DESIGN.	$401,520
East Central College Priority # 6 MR - WALKING TRAIL RESURFACING: $239,160 THIS WOULD PREVENT FURTHER DAMAGE TO THE WALKING TRAIL SAVING TAXPAYER ABOVE NORMAL MAINTENANCE COSTS AND PREVENT POTENTIAL SAFETY ISSUES.	$239,160
East Central College Priority # 7 CR - CLASSROOM BUILDING: $6,242,120 THE BUILDING WILL PROVIDE ADEQUATE FACILITIES FOR THE CONTINUED GROWTH IN THE DELIVERY OF LOWER DIVISION, GENERAL EDUCATION TO RESIDENTS IN EAST CENTRAL MISSOURI. • ESTIMATED 150 JOBS DURING CONSTRUCTION. • TWO-STORY FACILITY, LOCATED ON THE COLLEGE'S MAIN CAMPUS IN UNION. • GENERAL OBLIGATION BOND ISSUE TO MATCH STATE FUNDS WILL BE PROPOSED IF PROJECT IS FUNDED.	$6,242,120
East Central College Projects Total: $18,571,160	**$18,571,160**
Jefferson College Priority # 1 CR - FIRE SAFETY AND FIBER OPTIC UPGRADES: $308,880 THE FIRE ALARM SYSTEM IS A STATE OF THE ART SYSTEM THAT IS CURRENTLY WORKING ON THE ORIGINAL 50+ YEAR OLD PHONE LINES. THE CURRENT COMMUNICATIONS INFRASTRUCTURE IS NO LONGER SUSTAINABLE OR RELIABLE WHICH PROHIBITS THE FIRE SAFETY SYSTEM FROM WORKING PROPERLY. DUE TO THE CURRENT PHONE LINE GROUND FAULT CONDITIONS, WE ARE EXPERIENCING AN ABUNDANCE OF FALSE ALARM TROUBLE ALERTS. THE NEW FIBER OPTIC CABLE WILL ELIMINATE THE FALSE TROUBLE ALERTS PROVIDING THE COLLEGE WITH TRUE ALERTS RESULTING IN A BETTER WORKING AND MORE RELIABLE SYSTEM. IN ADDITION TO PROVIDING A SAFER ENVIRONMENT FOR STUDENTS, FACULTY, STAFF, AND THE PUBLIC, THE NEW FIBER OPTIC CABLE WILL HELP WITH DATA TRANSMISSION AND THE LOCAL AREA NETWORK SPEEDS EXPONENTIALLY THROUGHOUT THE CAMPUS. THE NEW FIBER OPTIC CABLE WILL NOT ONLY ALLOW THE FIRE ALARM SYSTEM TO WORK PROPERLY, IT WILL TIE THE FIRE ALARM SYSTEM INTO THE CURRENT CAMPUS EMERGENCY ALERT SYSTEM AND CAMPUS POLICE VIDEO SYSTEM AT A CENTRALIZED LOCATION. THE FIBER OPTIC CABLE WILL ALLOW FOR THE ABILITY TO UPGRADE AND ENHANCE THE CURRENT SYSTEMS FOR POTENTIAL FUTURE APPLICATIONS SUCH AS REMOTE MONITORING, CAMERA UPGRADES, AND OTHER LIFE SAFETY COMPLIANCE SYSTEMS.	$154,440

Project	FY20 Request
Jefferson College Priority # 2 CR - VET TECH BUILDING: $2,118,479 THE NEW FACILITY WILL BE DESIGNED, CONSTRUCTED, MAINTAINED, AND OPERATED USING "GREEN" PRODUCTS, MATERIALS, AND TECHNOLOGY SUCH AS LED LIGHTING. THIS FACILITY WILL BE AN ENVIRONMENTALLY RESPONSIBLE AND HEALTHY PLACE FOR OUR STUDENTS, FACULTY AND PET OWNERS IN OUR COMMUNITY WHO RELY ON OUR VET TECH PROGRAM FOR THE HEALTH AND WELL BEING OF THEIR PETS. BY INCORPORATING "GREEN" MATERIALS AND TECHNOLOGY INTO THE NEW FACILITY, THE COLLEGE WILL BENEFIT FROM LOWER ENERGY, AND OPERATIONAL COSTS OVER THE LIFE OF THE BUILDING. IN ADDITION, EXPANSION OF THE FACILITY AND REMODEL OF THE EXISTING FACILITY TO WHICH THIS WILL CREATE A SINGLE LOCATION TO HOUSE THE VET TECH PROGRAM. THIS IS AN IMPORTANT SAFETY ISSUE BECAUSE CURRENTLY THE STUDENTS MUST TRANSPORT THE ANIMALS FROM ONE END OF THE CAMPUS TO THE OTHER, A DISTANCE OF APPROXIMATELY 1/2 A MILE, FOR TREATMENT, AND OR SURGERY AT THE CAREER AND TECHNICAL EDUCATION BUILDING (CTE). THE NEW FACILITY WILL ALSO ALLOW US TO MOVE TWO FULL SIZE CLASSROOMS FROM THE CTE BUILDING AND PROVIDE FOR FUTURE EXPANSION OF THE VET TECH PROGRAM TO MEET THE GROWING NEEDS OF THE COMMUNITY, AND MAKE THE PROGRAM MORE COMPETITIVE. THE ADDITION OF THE NEW FACILITY WILL FREE UP SOME NEEDED SPACE IN THE CTE BUILDING THAT WILL ALLOW THE COLLEGE TO ADD ADDITIONAL PROGRAMS AND/OR EXPAND EXISTING ONES.	$300,000
Jefferson College Priority # 3 MR - IMPERIAL BUILDING REPAIR/DEMO: $761,600 THE IMPERIAL SATELLITE LOCATION HOUSES THE JEFFERSON COLLEGE HIGHLY RESPECTED LAW ENFORCEMENT ACADEMY AND EMS TRAINING. THE CURRENT FRONT CORRIDOR OF THE BUILDING IS RAPIDLY SETTLING, PER THE ATTACHED PICTURES. THERE ARE CRACKS AND GAPS BETWEEN THE ROOF AND THE TOP OF THE WALL. THE WINDOWS ARE SETTLING WHICH IS CAUSING THE ALUMINUM FRAMES TO BEND RESULTING IN THE POSSIBILITY OF GLASS BREAKAGE CREATING A POTENTIAL SAFETY ISSUE. DUE TO THE BUILDING CONTINUALLY SETTLING AND GETTING WORSE, THE HALL AREA NEEDS TO BE COMPLETELY TAKEN OUT AND A BETTER SUPPORT SYSTEM NEEDS TO BE INSTALLED TO CORRECT THE PROBLEM. AFTER TALKING TO A CONSTRUCTION COMPANY, MUD JACKING IS NOT A VIABLE SOLUTION. IN ADDITION WE WOULD LIKE TO INSTALL A FRENCH DRAIN TO DETOUR WATER AWAY FROM THE BUILDING TO HELP WITH THE SETTLING ISSUE. WHEN IT RAINS, THE BUILDING LEAKS IN THE LOWER LEVEL CREATING MOLD ISSUES AND DAMAGE TO OTHER PARTS OF THE BUILDING. THE BUILDING WAS NOT DESIGNED FOR THE CURRENT USE. THE CORRIDOR AREA WAS CONSTRUCTED DURING THE MID 1980'S AFTER THE BUILDING WAS BUILT. THE WINDOWS WILL BE REPLACED WITH ENERGY EFFICIENT WINDOWS RESULTING IN ADDITIONAL COST SAVINGS ON UTILITY COSTS.	$100,000
Jefferson College Projects Total: $3,188,959	**$554,440**

Project	FY20 Request
Metropolitan Community College Priority # 1 CR - ACADEMIC BUILDING: $21,352,350 THIS NEW FACILITY WILL ALLOW METROPOLITAN COMMUNITY COLLEGE TO RELOCATE CAREER AND TECHNICAL EDUCATION PROGRAMS TO THE RIGHT LOCATION WITHIN MCC'S SERVICE DISTRICT. MCC'S RECENTLY COMPLETED PROGRAMMATIC STUDY SHOWED THAT THE BUSINESS AND TECHNOLOGY CAMPUS IS NOT LOCATED IN THE OPTIMAL LOCATION FOR STUDENTS. IT IS DIFFICULT TO ACCESS WHERE IT IS CURRENTLY LOCATED IN AN INDUSTRIAL PARK NEAR THE INTERSECTION OF I495 AND FRONT STREET IN KANSAS CITY. ADDITIONALLY, EXISTING CAMPUS BUILDINGS ARE INADEQUATE TO SUPPORT MCC'S CAREER AND TECHNICAL EDUCATION PROGRAMS IN THE MID- TO LONG-TERM. CHALLENGES INCLUDE INADEQUATE SPACES FOR HANDS-ON COURSE WORK, SIGNIFICANT DEFERRED MAINTENANCE, HEATING, VENTILATION, AND AIR CONDITIONING CHALLENGES, AND SIGNIFICANT EXCESS SQUARE FOOTAGE WITH LIMITED OR NO ACADEMIC VALUE. THE COLLEGE HAS DETERMINED THE BEST COURSE OF ACTION IS TO MOVE OUT OF THE BUSINESS AND TECHNOLOGY CAMPUS AND RELOCATE CURRENT PROGRAMS TO OTHER LOCATIONS WITHIN MCC'S DISTRICT TO BETTER SERVE STUDENTS WITHIN THE SERVICE DISTRICT.	$21,352,350
Metropolitan Community College Priority # 2 CR - CAREER AND TECHNICAL EDUCATION BUILDING: $12,569,400 THIS BUILDING WILL ALLOW MCC TO RELOCATE EXISTING ACADEMIC PROGRAMS AND TO CREATE ADDITIONAL NEEDED ACADEMIC PROGRAMS IN THE RIGHT LOCATION WITHIN MCC'S SERVICE DISTRICT. MCC'S RECENTLY COMPLETED PROGRAMMATIC STUDY SHOWED THAT THE BUSINESS & TECHNOLOGY CAMPUS IS NOT LOCATED IN THE OPTIMAL LOCATION FOR STUDENTS. IT IS DIFFICULT TO ACCESS WHERE IT IS CURRENTLY LOCATED IN AN INDUSTRIAL PARK NEAR THE INTERSECTION OF I495 AND FRONT ST IN KCMO. ADDITIONALLY, EXISTING CAMPUS BUILDINGS ARE INADEQUATE TO SUPPORT MCC'S CAREER AND TECHNICAL EDUCATION AND ACADEMIC PROGRAMS IN THE MID- TO LONG-TERM. CHALLENGES INCLUDE INADEQUATE SPACES FOR HANDS-ON COURSE WORK, SIGNIFICANT DEFERRED MAINTENANCE, HEATING, VENTILATION, AND AIR CONDITIONING CHALLENGES, AND SIGNIFICANT EXCESS SQUARE FOOTAGE WITH LIMITED OR NO ACADEMIC VALUE. THE COLLEGE HAS DETERMINED THE BEST COURSE OF ACTION IS TO MOVE OUT OF THE BUSINESS & TECHNOLOGY CAMPUS AND RELOCATE CURRENT PROGRAMS TO OTHER LOCATIONS TO BETTER SERVE STUDENTS WITHIN THE SERVICE DISTRICT. THE STUDY ALSO SHOWED THAT THE BLUE RIVER AND MAPLE WOODS CAMPUSES ARE UNDERSIZED FOR THE CURRENT AND PROJECTED STUDENT POPULATIONS WITH THEIR ASSIGNABLE SQUARE FOOTAGE TO STUDENT FTE RATIO SIGNIFICANTLY LOWER THAN THE NATIONAL AVERAGE FOR COMMUNITY COLLEGES. THIS NEW BUILDING WILL HELP MEET THIS SHORTFALL.	$12,569,400

Project	FY20 Request
Metropolitan Community College Priority # 3 MR - RENOVATE PENN VALLEY SCI & TECH: $12,962,100 THE BASIC INFRASTRUCTURE, CLASSROOM, AND LABORATORY CONFIGURATIONS OF THE PENN VALLEY SCIENCE AND TECHNOLOGY BUILDING IS LARGELY UNCHANGED FROM ORIGINAL WITH THE EXCEPTION OF AN AREA RENOVATED FOR MEDICAL PROGRAMS WHICH HAVE SINCE RELOCATED TO THE PV HEALTH SCIENCES INSTITUTE. THE FORMER MEDICAL PROGRAM SPACES ARE NOT CONFIGURED TO BEST SUPPORT THE PROGRAMS NOW LOCATED THERE. AIR HANDLING UNITS ALL REQUIRE HEAVY MAINTENANCE AND UPGRADES. THE ORIGINAL DIGITAL CONTROL SYSTEMS INSTALLED IN THE LATE-1990S ARE ANTIQUATED WITH NOW 25 YEAR OLD CONTROLS ATTACHED TO UP TO 47 YEAR-OLD VALVES THROUGHOUT THE SYSTEM. WINDOWS AND SKYLIGHTS ARE ALL SINGLE PANE IN ALUMINUM NON-THERMALLY BROKEN FRAMES. THE RIBBON WINDOWS LOCATED THROUGHOUT THE BUILDING MAKE MANY SPACES DIFFICULT TO THERMALLY CONTROL. PLUMBING LINES THROUGHOUT THE BUILDING ARE FAILING. THE FLOORS ARE PRIMARILY DARK VINYL COMPOSITE TILE. THESE DARK FLOORS COMBINED WITH BRICK WALLS CREATE VERY DARK INTERIOR IN MANY CAMPUS SPACES.	$12,962,100
Metropolitan Community College Priority # 4 CR - BLUE RIVER ADDITION/RENOVATION: $2,068,234 STUDENT SERVICES IS AN ESSENTIAL COMPONENT OF THE OVERALL INSTRUCTIONAL EFFORT ON THE BLUE RIVER CAMPUS AS WELL AS FOR THE DISTRICT, WITH EACH CAMPUS PROVIDING SPECIFIC ACTIVITIES UNIQUE TO THEIR ENVIRONMENTS. THE STUDENT SERVICES AREA PROVIDES COMPREHENSIVE SUPPORT SERVICES TO COMPLEMENT INSTRUCTION ON THE CAMPUSES, AND IS AN INTEGRAL PART OF THE CAMPUS PLANS. OVER THE YEARS, A NUMBER OF INNOVATIVE STUDENT SUPPORT PROGRAMS AND SERVICES HAVE BEEN IMPLEMENTED. THE DISTRICT WILL CONTINUE TO UPGRADE EXISTING PROGRAMS AND SERVICES AS WELL AS DEVELOP NEW SERVICES TO MEET THE EMERGING NEEDS OF STUDENTS. THE MAJOR THEMES CONTAINED IN FUTURE STUDENT SERVICES PLANS INCLUDE FULLY INTEGRATED SYSTEMS, INFORMATION ACCESS AND CONVENIENCE FOR STUDENTS AND A HEAVY EMPHASIS ON STUDENT SUCCESS, WHICH INCLUDES ENGAGING STUDENTS EITHER ONLINE OR ON CAMPUS. MAJOR GOALS IN THE STUDENT SERVICES AREA INCLUDE: EXPAND LEARNING RESOURCE CENTER TUTORING AND ON-LINE SERVICES TO STUDENTS BY IMPLEMENTING ELECTRONIC TUTORING THROUGH EMAIL, SHORT ACADEMIC SUPPORT MODULES AND EXPANDED SPACE TO ACCOMMODATE MORE COMPUTERS FOR STUDENTS EXPAND COMMONS SPACE FOR STUDENTS TO RESIDE COMFORTABLY ON CAMPUS.	$2,068,234
Metropolitan Community College Projects Total: $48,952,084	**$48,952,084**

Project	FY20 Request
Mineral Area College Priority # 1 CR - CENTER FOR CAREER AND TECH: $22,957,240 A NEW AND LARGER FACILITY WILL ENABLE THE STAFF OF THE UNITEC CENTER (THE REGIONAL AREA VOCATIONAL TECHNICAL SCHOOL) TO OFFER CURRENT AND ADDITIONAL PROGRAMS USING STATE-OF-THE-ART EQUIPMENT IN ROOMS DESIGNED FOR EFFECTIVE DELIVERY OF CAREER AND TECHNICAL EDUCATION PROGRAMS. THE PRESENT UNITEC BUILDING WAS CONSTRUCTED FORTY-FIVE YEARS AGO ON THE CAMPUS OF NORTH ST. FRANCOIS COUNTY SCHOOL DISTRICT, BUT THERE IS NO LAND AVAILABLE FOR EXPANSION OR CONSTRUCTION OF NEW FACILITY AT THE HIGH SCHOOL. CURRENT FACULTY AND STAFF HAVE IDENTIFIED AGE AND SPACE LIMITATIONS OF THE 50,743-SQUARE-FOOT FACILITY IN THEIR EFFORTS TO PROVIDE QUALITY CAREER AND TECHNICAL EDUCATIONAL PROGRAMS TO THE REGION.	$22,957,240
Mineral Area College Priority # 2 CR - CHILLER AND BOILER: $1,998,840 THE MAIN CAMPUS WAS BUILT IN 1971. THE ORIGINAL HVAC SYSTEM USED WAS A CHILLER/BOILER SYSTEM THAT UTILIZES UNDERGROUND PIPING TO GET FROM ONE BUILDING TO ANOTHER. APPROXIMATELY 60% OF THAT PIPING IS ORIGINAL TO THE 1971 BUILDINGS. THE COLLEGE HAS EXPERIENCED LEAKING OF THOSE UNDERGROUND PIPES IN THE PAST 10 YEARS AND HAS REPLACED 40% OF THE ORIGINAL AT AN EXTREMELY HIGH COST. THIS PROPOSAL WOULD ELECT TO ELIMINATE THE UNDERGROUND SYSTEM BY UTILIZING MORE EFFICIENT AIR COOLED CHILLERS AND BOILERS DESIGNATED FOR THE BUILDINGS THAT UTILIZE THEM.	$1,998,840
Mineral Area College Priority # 3 CR - RENOVATION OF ARTS & SCIENCES BUILDING: $2,516,280 THE ORIGINAL ARTS AND SCIENCES BUILDING WAS CONSTRUCTED IN THE 1970S. THE FLOORING, CEILINGS, AND WALLS ARE PART OF THE ORIGINAL CONSTRUCTION ALTHOUGH SOME TECHNOLOGICAL INFRASTRUCTURE HAS BEEN ADDED. THIS AREA CONSISTS OF 9 CLASSROOMS UPSTAIRS, 2 SCIENCE LABS UPSTAIRS, 6 CLASSROOMS DOWNSTAIRS, AND VARIOUS OFFICES. REMODELING OF THIS SPACE LARGELY USED FOR MOST ARTS AND SCIENCES CLASSES WOULD CREATE A MORE EFFICIENT LEARNING SPACE, ALLOW FOR ABATEMENT OF ASBESTOS FLOORING, AND UPDATE THE LOOK OF THE CLASSROOMS WHICH HAVE BEEN LARGELY UNTOUCHED FOR NEARLY 50 YEARS.	$2,516,280

Project	FY20 Request
Mineral Area College Priority # 4 CR - ALLIED HEALTH: $7,000,000 THE EXPANSION WOULD SUPPLEMENT THE RECENT PASSAGE OF THE “NO-TAX” INCREASE BOND ISSUE ON APRIL 5, 2011, BY THE ADDITIONAL CONSTRUCTION OF CLASSROOM AND OFFICE SPACE FOR ALLIED HEALTH AND GENERAL EDUCATION PROGRAMS.THE COLLEGE WOULD INCREASE CAPACITY IN THE FOLLOWING PROGRAMS: ADN, PN, AND EMT/PARAMEDIC. THE ADDITIONAL GRADUATES WOULD FILL NEEDED POSITIONS IN THE COLLEGE’S SERVICE REGION. PLANNING STAGE: THIS PROJECT IS INCLUDED IN THE COLLEGE’S CURRENT CAMPUS MASTER PLAN. THE PLANS CALL FOR A TWO-FLOOR EXPANSION (20,000 SQ. FT.) OF THE ALLIED HEALTH WING, TO THE WEST OF THE CURRENT SITE, THAT WOULD INCLUDE: • 9 CLASSROOMS • 2 LARGE LABS FOR ALLIED HEALTH PROGRAMS • 6 OFFICES IN ADDITION, THE COLLEGE CAN PROVIDE NEEDED OFFICE SPACE FOR SEVERAL SPECIALIZED PROGRAMS ON CAMPUS.	$7,000,000
Mineral Area College Priority # 5 CR - FEMA SAFE ROOM/MULTIPURPOSE: $4,276,500 THE NEW FACILITY WOULD PROVIDE ADDITIONAL SPACE FOR GENERAL EDUCATION COURSES (PHYSICAL EDUCATION), COMMUNITY EVENTS, INTRAMURAL ACTIVITIES, CONTINUING EDUCATION, LAW ENFORCEMENT TRAINING, AND INTERCOLLEGIATE ATHLETICS. THE FACILITY WILL ALSO PROVIDE A SAFE LOCATION FOR STUDENTS, FACULTY, AND THE COMMUNITY IN CASE OF A TORNADO	$4,276,500
Mineral Area College Projects Total: $38,748,860	**$38,748,860**
Moberly Area Community College Priority # 1 MR - MAIN BUILDING RENOVATION: $3,790,000 THIS FACILITY, COMMONLY KNOWN AS THE “MAIN BUILDING”, WAS CONSTRUCTED IN 1930 AND HOUSES CLASSROOMS, JORGENSON FINE ARTS WING, AUDITORIUM, LIBRARY AND ADMINISTRATIVE OFFICES, TOTALING NEARLY 130,000 SQUARE FEET. EACH YEAR A SMALL AMOUNT OF RENOVATIONS IS COMPLETED TO CONTINUE THE ONGOING UPKEEP OF THE FACILITY. HOWEVER, SIGNIFICANT IMPROVEMENTS NEED TO BE MADE TO MAINTAIN THE INTEGRITY OF THE BUILDING AND PROVIDE MODERN AMENITIES. WINDOWS THROUGHOUT THE FACILITY NEED TO BE REPLACED, EXTERIOR BRICK NEEDS TO BE TUCK-POINTED AND SEALED AND BUILDING CONCRETE REPAIR. INTERIOR HALLWAYS ON THE SECOND AND THIRD FLOOR ARE ORIGINAL TO THE BUILDING AND NEED TO BE RENOVATED AS THEY DO NOT HAVE ANY AIR CONDITIONING AND ONLY ORIGINAL RADIATOR HEAT. HEATING AND COOLING SYSTEMS IN THE LIBRARY, AUDITORIUM AND JORGENSON WING ARE ALL ANTIQUATED AND HAVE CONSTANT FAILURES. MOST OF THE BUILDING DOES NOT HAVE A SPRINKLER SYSTEM AND, ALTHOUGH IN PROPER WORKING CONDITION, THE FIRE ALARM SYSTEM IS ANTIQUATED AND NEEDS TO BE REPLACED.	$3,790,000

Project	FY20 Request
Moberly Area Community College Priority # 2 MR - CAREER CENTER RENOVATION: $1,175,000 THIS FACILITY WAS ORIGINALLY CONSTRUCTED IN 1973 AND HAS HAD TWO ADDITIONS IN 1987 AND 1989. OVER THE YEARS, MUCH OF THE SPACE HAS BEEN USED FOR THE HEALTH SCIENCES DIVISION. THE EXTERIOR OF THE FACILITY IS IN NEED OF MANY IMPROVEMENTS, AS ISSUES WITH WATER INFILTRATION HAVE PERSISTED AND ENTRANCE DOORS NEED TO BE REPLACED TO BE MORE HANDICAP ACCESSIBLE. LAB SPACE FOR THE NURSING PROGRAMS NEED TO BE IMPROVED TO PROVIDE A BETTER LEARNING ENVIRONMENT. ADDITIONAL INSULATION TO THE FACILITY NEEDS TO BE INSTALLED FOR ENERGY EFFICIENCY AND COMFORTABLE SPACES. HALLWAYS, OFFICES AND RESTROOMS NEED TO BE IMPROVED TO MEET CURRENT DEMANDS.	$1,175,000
Moberly Area Community College Priority # 3 MR - PAVEMENT/SIDEWALK IMPROVEMENTS: $1,300,000 TWO OF THE MAIN PARKING LOTS ON THE MOBERLY CAMPUS REQUIRE GRADING AND RESURFACING DUE TO MOVEMENT AND DRAINAGE ISSUES. THIS PROJECT WOULD ALSO INCLUDE THE INSTALLATION OF NEW CONCRETE SIDEWALKS AND STAIRS ACROSS CAMPUS THAT HAVE BECOME DETERIORATED.	$1,300,000
Moberly Area Community College Projects Total: $6,265,000	**$6,265,000**
North Central Missouri College Priority # 1 MR - MAIN CAMPUS RENOVATIONS/DEMO: $1,323,449 SIDEWALK IMPROVEMENTS WOULD PROVIDE A BETTER SYSTEM OF TRANSITIONING STUDENTS WITH DISABILITIES THROUGHOUT THE CAMPUS AND SECURE AREAS CURRENTLY IN DANGER OF CONCRETE FALLING ONTO SIDEWALKS. WIDER AND IMPROVED DEGREE OF GRADE WILL PROVIDE STUDENTS WITH DISABILITIES A SAFER ENVIRONMENT. TRENTON EXPERIENCES HARSH WEATHER FOR AN EXTENDED PERIOD OF TIME AND ICE AND SNOW CAN CREATED A DANGEROUS SURFACE. • NEW RETAINING WALLS WOULD HAVE DRAINAGE PIPE ALONG WITH CLEAN ROCK BACKFILL TO PREVENT FUTURE OUTWARD MOVEMENT. • REMOVAL OF BUILDINGS WOULD FREE UP SOME SPACE TO EITHER CONSTRUCT A NEW CAMPUS COMMERCIAL BUILDING, PARKING LOTS OR POSSIBLE GREEN SPACE AREA FOR STUDENT ACTIVITIES. THIS WOULD IMPROVE CAMPUS SAFETY AND REDUCE PARKING ON PUBLIC STREETS. • THE AGE OF THE GEYER HALL ELEVATOR MAKES FINDING REPLACEMENT PARTS DIFFICULT. IF THE ELEVATOR IS OUT OF USE, IT CAUSES DELAYS AND MORE INCONVENIENCE FOR STUDENTS USING THE 3-STORY BUILDING. THE HVAC SYSTEM IN CROSS HALL DOES NOT HAVE ZONED THERMOSTATIC CONTROL WITHIN THE BUILDING WHICH LEADS TO SIGNIFICANT ENERGY INEFFICIENCY AND OVER/UNDER COOLING AND HEATING OF CLASSROOMS AND OFFICE SPACES. A NEW HVAC SYSTEM WOULD ALLOW FOR INDIVIDUAL ROOM CONTROL AND BE MANAGED BY A COMPUTERIZED SOFTWARE SYSTEM, ALLOWING THE FACILITIES DIRECTOR TO MONITOR PERFORMANCE AND USAGE.	$1,323,449

Project	FY20 Request
North Central Missouri College Priority # 2 CR - STUDENT SERVICES BUILDING: $13,724,400 STUDENT SUPPORTIVE SERVICES ON CAMPUS ARE LOCATED IN SEPARATE BUILDINGS. THESE BUILDINGS ARE OUTDATED, IN NEED OF SIGNIFICANT REPAIR/RENOVATION, AND PRESENT CHALLENGES IN TERMS OF DELIVERING ADEQUATE SERVICES TO STUDENTS DUE TO SEPARATE LOCATIONS. A NEW STUDENT SERVICES BUILDING WOULD CONSOLIDATE SEVERAL STUDENT SUPPORTIVE SERVICES IN A CENTRAL LOCATION AND ELIMINATE MULTIPLE, OUTDATED BUILDINGS. THIS WOULD SIGNIFICANTLY IMPROVE ENERGY EFFICIENCIES BY ELIMINATING MULTIPLE SITES WITH OLD ELECTRICAL, HVAC, AND PLUMBING SYSTEMS. THESE OLDER BUILDINGS ALSO LACK FIRE ALARM/SPRINKLER SYSTEMS AND MASS NOTIFICATION SYSTEMS, WHICH PRESENT POSSIBLE SECURITY/SAFETY ISSUES. THE STUDENT SERVICES BUILDING WOULD ALSO PROVIDE A STUDENT COMMONS AREA, WHICH IS CURRENTLY NOT PRESENT ON CAMPUS. THE BUILDING WOULD ALSO HOUSE A PRACTICAL/FINE ARTS ART WITH THE ART CLASSES AND THE ART GALLERY BEING MOVED TO THIS LOCATION. THERE WOULD ALSO BE A PERFORMING ARTS AREA ADDED TO THE BUILDING WHICH WOULD ALLOW FOR THE CREATION OF NEW EDUCATIONAL PROGRAMS. THIS NEW FACILITY WILL ALLOW THE COLLEGE TO INCREASE ENROLLMENT, INCREASE LEVELS OF COMPLETION, PROVIDE FOR BETTER CONTAINMENT OF LOAN DEBT, IMPROVED PLACEMENT OF STUDENTS INTO HIGH DEMAND JOBS, AND INCREASED SUCCESS IN THE TRANSFER OF STUDENTS TO UNIVERSITIES.	$7,000,000
North Central Missouri College Priority # 3 CR - BARTON CAMPUS ADDITIONS: $3,500,000 GRUNDY COUNTY DOES NOT HAVE AN INDOOR AREA TO SHOW ANIMALS AND SERVE AS A MULTIPURPOSE AREA FOR DEMONSTRATIONS WHICH REQUIRE LIVESTOCK TO MOVE WITHIN THE FACILITY. NORTH CENTRAL MISSOURI COLLEGE'S SERVICE REGION IS APPROXIMATELY 15,000 SQUARE MILES RANGING FROM BROOKFIELD TO CAMERON. WE CANNOT SPONSOR LIVESTOCK COMPETITIONS FOR OUR REGION AND NETWORK BEST PRACTICES FOR OUR AGRICULTURAL STUDENTS RANGING FROM GRADE SCHOOL TO COLLEGE. THE INTERIOR DEMONSTRATION AREA WILL HOUSE VARIOUS DISPLAYS THAT WILL BE TRANSITIONED THROUGHOUT THE YEAR DETAILING THE FUNCTIONS OF AGRICULTURE. THESE WILL INCLUDE: THE NATURAL GRASSES OF MISSOURI, WATER CONSERVATION, PROPER NUTRITION OF FARM ANIMALS, AND THE LIST IS ONLY LIMITED BY OUR IMAGINATION. TIER SEATING WILL MAXIMIZE LECTURE AND SPONSORED SPEAKERS FOR THE ENTIRE REGION AND SEAT APPROXIMATELY 50 PEOPLE. THE CONSTRUCTION OF THE PRIOR PROJECTS EMPLOYED OVER 50 SKILLED CONTRACTORS. WE INTEND TO CONTINUE OUR EFFORTS TO PROMOTE SOLAR PANELS TO HEAT THE FACILITY AND TO ADD ANOTHER WIND TURBINE ON-SITE TO PROVIDE ALTERNATIVE ENERGY. STUDENTS WITH DISABILITIES WILL CONTINUE TO BE PROVIDED FOR ON THIS CAMPUS AS WE TRANSITION THEM IN A FASHION THAT PROVIDES PARKING ADJACENT TO THE BUILDING.	$3,500,000
North Central Missouri College Projects Total: $18,547,849	**$11,823,449**

Project	FY20 Request
Ozarks Technical Community College Priority # 1 CR - CENTER-ADVANCED MANUFACTURING/TECHNOLOGY: $22,000,000 BEST IN MIDWEST/TALENT FOR TOMORROW INITIATIVES IDENTIFIED THAT MISSOURI IS LAGGING BEHIND ITS REGIONAL COLLEAGUES IN KEY METRICS INCLUDING WORKFORCE DEVELOPMENT AND POSTSECONDARY EDUCATIONAL ATTAINMENT, WHEREAS REGIONAL COMPARISONS DEMONSTRATE MISSOURI IS NOT A LEADER IN ANY PARTICULAR INDUSTRY. IMPLEMENTING A REGIONAL CENTER OF ADVANCED MANUFACTURING & TECHNOLOGY WILL ALLOW MISSOURI TO PROVIDE BEST IN MIDWEST WORKFORCE DEVELOPMENT WITHIN SELECTED INDUSTRIES, WHILE SUPPORTING EXISTING EMPLOYERS & ATTRACTING NEW ONES. THIS CENTER COULD EFFECTIVELY DIFFERENTIATE MISSOURI AS A REGIONAL LEADER (EVEN NATIONAL) WHILE ADVANCING KEY BEST IN MIDWEST/TALENT FOR TOMORROW GOALS. ACCORDING TO 'MERIC', MANUFACTURING IS CURRENTLY THE THIRD LARGEST SECTOR IN THE OZARK REGION & SEEING 5% YEAR-OVER-YEAR INCREASES, WITH CONTINUED GROWTH PROJECTED THROUGH 2024. THE OZARK REGION HAS COMPARATIVELY LOW WAGE LEVELS LEADING TO HIGH POVERTY RATES, EVEN THOUGH UNEMPLOYMENT RATES ARE LOW. A CENTER FOR ADVANCED MANUFACTURING & TECHNOLOGY WILL SERVE TO FOCUS ON MEETING THE NEEDS OF EXISTING EMPLOYERS BY PROVIDING RESIDENTS WITH ACCESS TO QUALITY EDUCATION OPPORTUNITIES THAT LEAD TO HIGHER WAGE EMPLOYMENT. IT WILL ALSO CONNECT ADVANCED MANUFACTURING STUDENTS TO COMPREHENSIVE EDUCATION OFFERINGS THAT PROVIDE ESSENTIAL EMPLOYABILITY SKILLS.	$10,000,000
Ozarks Technical Community College Priority # 2 CR - REPUBLIC-SITE DEVELOPMENT: $2,000,000 *****CBHE Previously Approved 50/50 Request - Matching Funds: $1,000,000***** THE ESTABLISHMENT OF A REPUBLIC EDUCATION CENTER IS SUPPORTED BY STRONG POPULATION GROWTH IN RECENT YEARS FOR THE AREA OF SOUTHWESTERN GREENE COUNTY NEAR EASTERN DADE AND LAWRENCE COUNTIES, AS WELL AS WESTERN CHRISTIAN COUNTY AND THE CITY OF REPUBLIC. THE IMMEDIATE SERVICE AREA AROUND THE PROPOSED CENTER SITE HAS GROWN IN POPULATION BY 16% FROM THE 2000 TO 2010 CENSUS. A FUTURE CENTER WILL PROVIDE MORE ACCESSIBLE EDUCATION TO THE OVER 1,000 OTC STUDENTS IN THIS AREA WHO CURRENTLY COMMUTE TO AN EXISTING OTC LOCATION. THE PROPOSED NEW CENTER WILL ALSO PROVIDE AN INCREASED LEVEL OF ACCESS TO POST-SECONDARY EDUCATION FOR A REGION THAT IS CURRENTLY UNDER-SERVED. THE PERCENTAGE OF ADULTS WITH AT LEAST A BACHELOR'S DEGREE IN DADE (15%) AND LAWRENCE (16%) COUNTIES ARE SIGNIFICANTLY BELOW THE STATEWIDE RATE OF 29%. BASED UPON THE REGION'S POPULATION CHARACTERISTICS, SECONDARY ENROLLMENT AND ANALYSIS OF ENROLLMENT TRENDS AT EXISTING OTC LOCATIONS, IT IS PROJECTED THIS CENTER WILL SERVE 600 STUDENTS, INITIALLY, WITH THE ABILITY FOR GROWTH TO 1,300 NEW STUDENTS. THIS PROJECT WILL BE SUBMITTED AS AN APPLICATION FOR MATCHING FUNDS FROM THE HIGHER EDUCATION CAPITAL FUND. OTC'S MATCH IS THE $1,000,000 FAIR MARKET VALUE OF LAND.	$1,000,000
Ozarks Technical Community College Projects Total: $24,000,000	**11,000,000**

Project	FY20 Request
St. Charles Community College Priority # 1 CR - WORKFORCE DEVELOPMENT CENTER: $5,000,000 SCC DOES NOT HAVE DEDICATED, PURPOSE-BUILT FACILITIES FOR WORKFORCE TRAINING. THE COLLEGE RELIES ON LEASE ARRANGEMENTS WITH PRIVATE BUSINESSES FOR USE OF INDUSTRIAL SPACE IN THEIR BUILDINGS. THESE ARRANGEMENTS ARE INADEQUATE TO PROVIDE THE QUALITY, ACCESS AND VARIETY OF TRAINING REQUIRED BY AREA EMPLOYERS. WORKFORCE TRAINING IS A PRIORITY FOR THE STATE OF MISSOURI. IT REPRESENTS A TREMENDOUS GROWTH OPPORTUNITY IN ST. CHARLES COUNTY, LINCOLN COUNTY, WARREN COUNTY AND OTHER COUNTIES IN THE SCC SERVICE AREA. THE FOCUS AT SCC FOR MANY YEARS HAS BEEN ON TRADITIONAL GENERAL EDUCATION AND TRANSFER STUDIES, WHICH HAVE SERVED THE COMMUNITY WELL. THE FUTURE SUCCESS OF THE REGION AND THE STATE REQUIRES A BALANCED APPROACH BETWEEN GENERAL EDUCATION AND CAREER/TECHNICAL PROGRAMS. SCC LACKS THE FACILITIES TO QUICKLY RESPOND TO INDUSTRY NEEDS FOR WORKFORCE TRAINING. THE NEW WORKFORCE DEVELOPMENT CENTER WILL PROVIDE A STATE-OF-THE-ART TRAINING EXPERIENCE THAT WILL GREATLY BENEFIT AND ENRICH THE COMMUNITY, THE REGION AND THE STATE. SCC WILL PURSUE PRIVATE DONATIONS FOR A PORTION OF THIS PROJECT.	$500,000
St. Charles Community College Priority # 2 CR - STEM BUILDING: $35,765,500 THIS PROJECT WILL DIRECTLY INCREASE THE NUMBER OF STEM GRADUATES FROM SCC. THE CURRENT SCIENCE LECTURE AND LAB SPACES HAVE NOT INCREASED SIGNIFICANTLY SINCE 1992, WHILE STUDENT ENROLLMENT HAS MORE THAN TRIPLED. ENROLLMENT, ESPECIALLY IN BIOLOGY, CHEMISTRY AND PHYSICS, IS OFTEN CONSTRAINED BY BUILDING CAPACITY. THIS CAN RESULT IN STUDENT ACADEMIC PROGRESS DELAYS, CHANGES IN STUDENT ACADEMIC GOALS OR UNSERVED STUDENTS. SCIENCE COURSES THAT SERVE AS PRE-REQUISITES FOR DEGREES AND ADVANCED TRAINING IN HEALTHCARE AND HIGH-TECH FIELDS REACH CAPACITY AND CLOSE WITHIN DAYS OF REGISTRATION OPENING. THE DEMAND FROM BUSINESS AND INDUSTRY FOR TRAINING AND RE-TRAINING IN STEM FIELDS HAS CONTINUED TO INCREASE. STEM-RELATED JOB OPPORTUNITIES ARE PLENTIFUL IN THE SCC SERVICE AREA. UNFORTUNATELY, THE COLLEGE'S LIMITED FACILITY CAPACITY MAKES IT DIFFICULT TO EDUCATE SUFFICIENT NUMBERS OF STUDENTS WITH THE REQUISITE SKILLS TO FILL THESE JOBS. ADDITIONAL SCIENCE, ENGINEERING, AND MATHEMATICS LABS AND CLASSROOMS WOULD GREATLY IMPROVE THE COLLEGE'S SERVICE TO THE COMMUNITY. THE BUILDING WOULD BE LOCATED ON THE COLLEGE'S MAIN CAMPUS.	$500,000
St. Charles Community College Projects Total: $40,765,500	**$1,000,000**

Project	FY20 Request
St. Louis Community College Priority # 1 CR - HEALTH SCIENCES CENTER: $4,365,500 STLCC'S INVESTMENT INTO THE CENTER FOR NURSING AND HEALTH SCIENCES AT THE FOREST PARK CAMPUS SERVES THE DISTRICT BY MODERNIZING SPACE FOR HEALTH CAREER TRAINING AND DEVELOPING CONNECTIONS BETWEEN AREA HEALTHCARE EMPLOYERS AND LIFE SCIENCES ENTREPRENEURS. BY REPLACING OUTDATED AND UNADAPTABLE SPACE FOR THE COLLEGE'S CURRENT PROGRAM OFFERINGS, STLCC WILL MOVE INTO THE FUTURE WITH MODERN, STATE-OF-THE-ART SYSTEMS TO TRAIN STUDENTS FOR HEALTH CAREERS. WORKFORCE DATA AS WELL AS CONVERSATIONS WITH AREA HEALTHCARE EMPLOYERS INDICATES THERE IS A SIGNIFICANT SHORTAGE OF TRAINED WORKERS IN HEALTH CAREERS, MOST NOTABLY NURSING, IN THE ST. LOUIS AREA. FURTHER INVESTMENT TO COMPLETE THE FOURTH FLOOR OF THE BUILDING WILL ALLOW STLCC TO TRAIN MORE STUDENTS INTO NURSING AND OTHER HEALTHCARE CAREERS. IN ADDITION, THE SPACE COULD BE USED TO STRENGTHEN PARTNERSHIPS WITH NATIONALLY-RECOGNIZED TECHNOLOGY AND LIFE SCIENCE INNOVATORS SUCH AS BRDG PARK, T-REX AND CORTEX, CREATING LASTING RELATIONSHIPS BETWEEN STLCC STUDENTS AND POTENTIAL EMPLOYERS.	$4,365,500
St. Louis Community College Priority # 2 MR - ABATEMENT/RENOVATE COMMUNICATIONS SOUTH: $1,130,000 THE PRESENCE OF ASBESTOS CONTAINING CEILING COATING, FLOOR TILE, MASTIC AND OTHER MATERIALS INTERFERES WITH THE MAINTENANCE OF THE BUILDING. IN THE PAST TWO YEARS, PORTIONS OF THIS BUILDING AND A CONNECTED STRUCTURE HAS BEEN CLOSED DUE TO ROOF AND MECHANICAL SYSTEM LEAKS IMPACTING THE CEILING COATING.	$1,130,000
St. Louis Community College Priority # 3 MR - ABATE/ RENOVATE COMMUNICATIONS NORTH BUILDING: $1,640,000 THE MAJORITY OF THE BUILDINGS ON THE FLORISSANT VALLEY CAMPUS, INCLUDING THE COMMUNICATIONS BUILDING, WERE BUILT IN THE MID 1960'S WHEN ASBESTOS WAS A COMMON BUILDING MATERIAL. THE COMMUNICATIONS BUILDING INCLUDES ASBESTOS CONTAINING CEILING COATING, FLOOR TILE, MASTIC, AND OTHER MATERIALS. IT IS DIFFICULT TO PROPERLY MAINTAIN THE BUILDING WITHOUT IMPACTING THE ASBESTOS CONTAINING MATERIALS (ACM). IN ADDITION, WITHIN THE PAST TWO YEARS, BUILDINGS ON THE MERAMEC CAMPUS HAVE BEEN CLOSED FOR EMERGENCY CLEANUP OF DELAMINATED ACM. (SEE CAPITAL PRIORITY #2)	$1,640,000
St. Louis Community College Priority # 4 MR - FIRE ALARM REPLACEMENT: $269,400 THIS PROJECT WILL UPDATE THE EXITING FIRE ALARM SYSTEM AND ADD ALL REQUIRED ADA AND CODE MODIFICATIONS, INCLUDING VISUAL STROBES.	$222,600

Project	FY20 Request
St. Louis Community College Priority # 5 MR - ELEVATOR REPAIR: $695,090 ACCESS TO SOME SPECIALIZED INSTRUCTIONAL SPACES LOCATED ON THE UPPER FLOORS OF A BUILDING, INCLUDING LABS, STUDIOS, AND LIBRARY SERVICES WOULD BE RESTRICTED BY AN ELEVATOR FAILURE OR SHUTDOWN. MAINTENANCE AND REPAIR OF THE ELEVATORS WILL CONTINUE TO MAKE ALL COLLEGE PROGRAMS ACCESSIBLE.	$695,090
St. Louis Community College Priority # 6 MR - AIR HANDLER REPLACEMENT: $1,466,868 THE AIR HANDLING UNITS AND HEATING AND COOLING COILS ARE ORIGINAL EQUIPMENT AND ARE BECOMING LESS ENERGY EFFICIENT AND REQUIRE INCREASED MAINTENANCE COSTS. THE UNITS ARE RESPONSIBLE FOR PROVIDING COMFORTABLE WORKING AND LEARNING ENVIRONMENTS WITHIN THE BUILDINGS THAT THEY SERVE.	$1,209,702
St. Louis Community College Projects Total: $9,566,858	**$9,262,892**
State Fair Community College Priority # 1 CR - TECHNOLOGY CENTER: $17,364,075 THERE IS CURRENTLY A WORKFORCE SHORTAGE IN MISSOURI AND WE WANT TO EDUCATE STUDENTS TO MEET FUTURE NEEDS IN THE WORKFORCE BY BUILDING A NEW FACILITY TO KEEP UP WITH STUDENT DEMAND AND INDUSTRY'S DEMAND FOR AN INCREASED TECHNICAL WORKFORCE. THE FACILITY WOULD ALLOW THE COLLEGE TO EXPAND TECHNICAL EDUCATION PROGRAMS TO KEEP UP WITH STUDENT DEMAND AND INDUSTRY'S DEMAND FOR AN INCREASED TECHNICAL WORKFORCE, WHICH MEETS THE NEEDS OF THE REGION'S ECONOMY. THERE IS A NEED FOR MORE TECHNICALLY-TRAINED WORKERS IN PETTIS AND BENTON COUNTIES AND BASED ON A CAMPUS MASTER PLAN STARTED THREE YEARS AGO IT WAS DETERMINED THAT A NEW TECHNICAL EDUCATION FACILITY IS NECESSARY. THE COLLEGE'S CURRENT FACILITY, FIELDING TECHNICAL CENTER AT SFCC WAS BUILT IN 1978 AND LACKS ADEQUATE SPACE AND STATE-OF-THE-ART EQUIPMENT TO EXPAND CURRENT PROGRAMS AND START NEW ONES. THREE OF THE CENTER'S EIGHT PROGRAMS — AUTOMOTIVE SERVICE TECHNOLOGY, PRECISION MACHINING, AND WELDING — WOULD MOVE TO THE PROPOSED 76,000-SQUARE-FOOT FACILITY. NEW PROGRAMS TO BE ADDED TO THE PROPOSED NEW TECHNOLOGY CENTER INCLUDE DIESEL TECHNOLOGY, AGRICULTURE MECHANICS AND HVAC/ADVANCED ENVIRONMENTAL SYSTEMS. THE POTENTIAL ENROLLMENT INCREASE IS ABOUT 275 STUDENTS BY EXPANDING CURRENT PROGRAMS AND ADDING NEW ONES.	$17,364,075

Project	FY20 Request
State Fair Community College Priority # 2 MR - ASPHALT REPAIRS: $2,664,120 STATE FAIR COMMUNITY COLLEGE HAS APPROXIMATELY 530,000 SQUARE FEET OF ASPHALT PARKING AREA AND AN ADDITIONAL 5 MILES (100,000 SQUARE FEET) OF ROADWAYS AND WALKING TRACK. ALTHOUGH WE HAVE MADE AN EFFORT TO PATCH, CRACK SEAL AND SEAL COATING ON A ROUTINE BASIS WE ARE SEEING SIGNIFICANTLY MORE DEFECTS AND FAILURES ON OUR PARKING LOTS AND ROADWAYS. BECAUSE WE ARE EXPERIENCING ALLIGATOR CRACKING, BLOCK CRACKING, EDGE CRACKS, POT HOLES AND DEPRESSIONS, MANY ASSOCIATED WITH STRUCTURAL FAILURE IT WILL NOW REQUIRE REMOVING A PORTION OF THE PAVEMENT LAYER AND REPLACING IT WITH ON OVERLAY TO CORRECT.	$2,664,120
State Fair Community College Priority # 3 MR - CHILLER REPLACEMENT: $567,706 THE COOLING SYSTEM IN YEATER HALL CONSISTS OF TWO CHILLERS, THE OLDEST CHILLER, A MCQUAY UNIT, WAS BUILT IN 2005. ONE OF THE TWO COMPRESSORS ON THE CHILLER LEAKS OIL AND CAUSES THE SYSTEM TO SHUT DOWN. REPLACEMENT PARTS ARE NO LONGER AVAILABLE. THE COMPRESSOR HAS BEEN REBUILT ON TWO PREVIOUS OCCASIONS, AND HAS STARTED TO LEAK OIL AGAIN AND CANNOT BE REPAIRED. THIS PARTICULAR SYSTEM COOLS APPROXIMATELY 25% OF THE SQUARE FOOTAGE OF THE CAMPUS, MOST OF WHICH IS ACADEMIC CLASSROOM SPACE. THE SECOND CHILLER DOES NOT HAVE THE CAPACITY TO COOL THE SPACE TO AN ACCEPTABLE LEVEL DURING HOT WEATHER. THIS PROJECT WOULD PROVIDE FOR THE REMOVAL OF THE EXISTING CHILLER AND REPLACE IT WITH A TRANE 250-TON WATER-COOLED CHILLER.	$567,706
State Fair Community College Projects Total: $20,595,901	**$20,595,901**
Three Rivers College Priority # 1 MR - ADMINISTRATION BUILDING: $2,500,000 THE WESTOVER BUILDING WAS BUILT IN 1978. THE INTERIOR OF THE BUILDING HAS, AND CONTINUES TO GO THROUGH, RENOVATIONS BECOMING THE HUB OF ADMINISTRATION, FACULTY OFFICES, AND STUDENT SERVICES. THE EXTERIOR OF THE BUILDING IS IN NEED OF AN UPDATE TO BETTER FIT INTO THE CHARACTER OF THE NEW AND RENOVATED BUILDINGS IT FACES TO THE NORTH. MANY OF THE FIXTURES AND DESIGN ELEMENTS ARE ORIGINAL TO THE BUILDING. THIS BEING THE FIRST STRUCTURE ON CAMPUS IT CONTAINS THE OLDEST MATERIALS. MANY WINDOWS LEAK, CAUSING WATER DAMAGE AND ARE ENERGY DEFICIENT. EXTERIOR SIDING CONTAINS ASBESTOS PANELS. THE ROOF IS BEGINNING TO FAIL AND NEEDS REMEDIATION TO PRESERVE THE INTEGRITY OF THE BUILDING. THE WESTERN ENTRANCE TO THE STUDENT WELCOME CENTER HAS NO PROTECTION FROM WEATHER. A SIGNIFICANT AMOUNT OF RESTORATION WAS COMPLETED TO THE INTERIOR OF THIS BUILDING WITH FUNDING FROM STATE BOND PROCEEDS WHICH FUNDING HB19 PROJECTS IN FY16-18. THAT FUNDING WAS NOT ENOUGH TO COMPLETE THE EXTERIOR RENOVATIONS.	$2,500,000

Project	FY20 Request
Three Rivers College Priority # 2 MR - BESS ACTIVITY CENTER: $3,000,000 ONCE THE ATHLETIC DEPARTMENT VACATES THE EXISTING BESS ACTIVITY CENTER UPON COMPLETION OF THE LIBLA FAMILY SPORTS COMPLEX, THE GYMNASIUM PART OF THE BUILDING WILL BE AVAILABLE FOR ADAPTIVE REUSE. SPACE FOR LARGE MEETINGS, BANQUETS, SEMINARS, OR CONFERENCES WOULD ALLOW STUDENT ORGANIZATIONS SPACE TO ENGAGE STUDENTS IN CAMPUS ACTIVITIES. THE TRANSFORMATION OF THE SPACE INTO A STUDENT RECREATION CENTER WOULD ENTAIL CREATING FLEXIBLE SIZED BANQUET ROOMS IN THE EXISTING GYMNASIUM AND CREATING A FULL FOOD SERVICE OPERATION. A MULTIPURPOSE SPACE COULD STILL BE USED FOR ATHLETIC RECREATION AND OTHER ACTIVITIES. THESE USES WILL MESH WELL WITH THE RECENT RENOVATION OF THE STUDENT CENTER AREAS IN THE BACK OF THE BUILDING WHICH INCLUDE THE FITNESS CENTER AND COLLEGE STORE.	$3,000,000
Three Rivers College Priority # 3 MR - CAMPUS WIDE DEFERRED MAINTENANCE: $3,250,000 A NUMBER OF DEFERRED MAINTENANCE PROJECTS THROUGHOUT CAMPUS HAVE BEEN DEFERRED DUE TO LACKING FUNDS. A NUMBER OF BUILDINGS HAVE FAILING ROOFS WHICH ARE AT THE END OF LIFE. DESPITE PATCHING, SEVERAL ROOFS CONTINUE TO LEAK, CAUSING INTERIOR WATER DAMAGE TO CLASSROOMS AND OFFICES. PARKING LOTS THROUGHOUT CAMPUS HAVE FAILING ASPHALT WHICH CONTINUE TO CRUMBLE DESPITE SEALING. IN FRONT OF THE NEW LIBLA FAMILY SPORTS COMPLEX IS A CREEK WHICH RUNS SOUTH THE ENTIRE LENGTH OF THE CAMPUS. THE CREEK PRESENTS A NUMBER OF DRAINAGE ISSUES AND IS COSTLY TO MAINTAIN FROM OVERGROWTH. REPLACING A SECTION OF THE CREEK WITH CULVERTS WOULD ALLOW BETTER FLOOD PROTECTION AND WATER MANAGEMENT FOR THE CAMPUS, WITH MUCH LESS REQUIRED MAINTENANCE.	$3,250,000
Three Rivers College Projects Total: $8,750,000	**$8,750,000**
State Technical College Of Missouri Priority # 1 CR - SPORTING COMPLEX: $2,912,500 SPORTING COMPLEX - ONE OF THE FASTEST GROWING HIGH SCHOOL SPORTS IN THE MIDWEST IS SHOOTING SPORTS. STATE TECH HAS IDENTIFIED SHOOTING SPORTS AS A RECRUITMENT TOOL THAT WILL ATTRACT NEW STUDENTS TO LINN, MO AND ULTIMATELY INTO THE MISSOURI WORKFORCE. CURRENTLY, STATE TECH HOUSES BOTH AN AIR RIFLE AND ARCHERY RANGE IN THE ACTIVITY CENTER. THE PROPOSED COMPLEX WOULD INCLUDE A 250 YARD RIFLE RANGE, 10 50 YARD PISTOL RANGES, FOUR SKEET/TRAP COURSES FOR SHOTGUNS AND A 3-D ARCHERY RANGE FOR BOWS AND ARROWS. COST OF THIS PROJECT IS ESTIMATED TO BE $2,912,500.	$2,912,500

Project	FY20 Request
State Technical College Of Missouri Priority # 2 MR - RENOVATE HEAVY EQUIPMENT OPERATIONS FACILITY: $2,213,956 THE DILAPIDATED PORTABLE CLASSROOMS/JOB TRAILERS LOCATED BETWEEN THE HEAVY EQUIPMENT OPERATIONS AND MULTI-PURPOSE BUILDINGS WILL BE REPLACED WITH A PERMANENT STRUCTURE IN THE SAME LOCATION. TWO 75 STUDENT AND THREE 30 STUDENT CLASSROOMS WILL BE ADDED. BATHROOM AND CIRCULATION SPACE WILL BE SHARED WITH THE ADJOINING MULTI-PURPOSE BUILDING. HEAVY EQUIPMENT, SUCH AS DOZERS, GRADERS, AND EXCAVATORS NOW SIT OUTSIDE YEAR ROUND CONTRIBUTING TO PREMATURE WEAR. A FACILITY TO HOUSE THIS EQUIPMENT EITHER ADJOINING THE CURRENT HEAVY EQUIPMENT OPERATIONS BUILDING OR ON THE BACKSIDE OF CAMPUS WOULD BE CONSTRUCTED. THE APPROXIMATE COST OF THESE 54,000 SQUARE FOOT ADDITIONS WILL BE $2,213,956	$2,213,956
State Technical College Of Missouri Priority # 3 CR - MANUFACTURING AND ENGINEERING TECHNOLOGY CENTER: $21,179,376 THE ENGINEERING TECHNOLOGY CENTER WILL HOUSE ENGINEERING TECHNOLOGY RELATED PROGRAMS SUCH AS ADVANCED MANUFACTURING, ROBOTICS AND AUTOMATION, AND INDUSTRIAL ELECTRICITY. THE ORIGINAL FACILITY MASTER PLAN CALLED FOR A MULTIPURPOSE CLASSROOM AND LABORATORY BUILDING TO FILL OUT THE CAMPUS "QUAD". THIS 97,000 SQUARE FOOT BUILDING WILL ACCOMMODATE FUTURE PROGRAM GROWTH IN ENGINEERING RELATED TECHNOLOGIES. THE ADDITION OF THIS BUILDING WOULD FACILITATE GROWING THE CAMPUS FROM NEARLY 1500 STUDENTS TO OVER 2,000. AS MANY AS 10 ADDITIONAL ACADEMIC PROGRAMS WOULD BE LOCATED IN THE NEW ENGINEERING TECHNOLOGY CENTER. THE APPROXIMATE COST OF THE ENGINEERING TECHNOLOGY CENTER IS $21,179,376	$21,179,376
State Technical College of Missouri Projects Total: $26,305,832	**$26,305,832**
Harris-Stowe State University Priority # 1 CR - NEW STEM BUILDING: $23,297,763 CURRENT SCIENCE CLASSROOMS ARE OUT OF DATE AND OVERCROWDED DUE TO EXPANDING PROGRAM NEED AND RESEARCH GRANTS. A NEW BUILDING UPDATES THE SCIENCE PROGRAMS WITHOUT COMPROMISE OF QUALITY AND PROGRAM THAT A RENOVATION OF EXISTING LABS WOULD BY PRACTICALITY RESULT IN. CURRENT LAB SPACE COULD THEN BE RENOVATED INTO MUCH NEEDED STANDARD CLASSROOMS.	$1,500,000
Harris-Stowe State University Priority # 2 CR - CENTER FOR INNOVATION: $3,207,201 HARRIS STOWE HAS A SUCCESSFUL AND GROWING BUSINESS PROGRAM. THE CIE WILL OFFER THE OPPORTUNITY TO EXPAND ACADEMIC PROGRAMMING TO INCLUDE REAL WORLD EXPERIENCE AS STUDENTS INTERACT WITH COMMUNITY ENTREPRENEURS. THIS IS AN ADDED DIMENSION TO OUR CURRENT ACADEMIC TRAINING AND CONNECTS HARRIS STOWE EVEN MORE CLOSELY TO ITS COMMUNITY MISSION.	$1,000,000

Project	FY20 Request
Harris-Stowe State University Priority # 3 MR - RENOVATE DR. HENRY JR. ADMINISTRATION BUILDING: $7,414,635 THE MAIN CAMPUS BUILDING IS DETERIORATING FROM AGE AND EXPANDED USE. A COMPLETE BUILDING RENOVATION IS REQUIRED TO GET HVAC SYSTEMS FUNCTIONING, AND TO MAKE ALL SPACES USABLE.	$1,500,000
Harris-Stowe State University Priority # 4 CR - CLASSROOM BUILDING: $17,981,400 CONTINUED PROGRAM GROWTH REQUIRES THAT WE LOOK TO ALTERNATIVES TO INCREASE CLASSROOM FACILITIES.	$2,000,000
Harris-Stowe State University Priority # 6 CR - MASTER PLAN GREENSCAPE: $2,993,460 WE ARE CURRENTLY SEVERELY DEFICIENT IN SPORTS FACILITIES AND EVEN THOUGH WE OFFER WOMEN'S SOFTBALL AND MEN'S BASEBALL, DO NOT HAVE A WOMEN'S SOFTBALL FIELD.	$700,000
Harris-Stowe State University Projects Total: $54,894,459	**$6,700,000**
Lincoln University Priority # 1 MR - CAMPUS WIDE RENOVATIONS: $50,950,784 AS STATED IN THE CAMPUS MASTER PLAN, THE UNIVERSITY HAS SEVERAL BUILDINGS THAT ARE IN NEED OF MAJOR REPAIRS/RENOVATIONS AS THEY HAVE HAD NO MAJOR UPGRADES SINCE THEIR ORIGINAL CONSTRUCTION. SCHWEICH HALL, FOR EXAMPLE, HAS A HIGH PRIORITY AS IT DOES NOT MEET CURRENT REQUIREMENTS FOR TEACHING, PUBLIC SAFETY, OR ADA ACCESSIBILITY. THIS BUILDING IS ON THE NATIONAL REGISTER AND IS HISTORICALLY SIGNIFICANT. THE RENOVATION WILL NEED TO BE SENSITIVE AND MEET HISTORICAL GUIDELINES. COMPLETE OVERHAULS OF THE MECHANICAL, ELECTRICAL, AND PLUMBING SYSTEMS ARE NEEDED WITH NEW ENERGY EFFICIENT TECHNOLOGIES. EXTERIOR SYSTEM REPAIRS AND REPLACEMENTS ARE CRITICALLY NEEDED, I.E. WINDOW REPLACEMENTS AND MASONRY/TUCK-POINTING. DUE TO LOW LEVELS OF FUNDING FOR SEVERAL YEARS, INTERIOR FINISHES HAVE NOT BEEN ADDRESSED CAUSING SAFETY AND MAINTENANCE ISSUES WITH FLOORING AND CEILINGS. LIFE SAFETY SYSTEMS, SUCH AS FIRE SPRINKLERS ARE CRITICALLY NEEDED. FOUNDERS HALL, ELLIFF HALL, MARTIN LUTHER KING HALL. AND DAMEL HALL ARE MAJOR ACADEMIC FACILITIES. IT IS VITAL TO UPGRADE THESE FACILITIES INTO STATE-OF-THE-ART CLASSROOM/LABORATORY BUILDINGS IN ORDER TO ENHANCE THE LEARNING AND WORKING ENVIRONMENTS, AS WELL AS PROTECT MAJOR BUILDING ASSETS.	$50,950,784

Project	FY20 Request
Lincoln University Priority # 2 CR - NEW SCIENCE BUILDING: $59,559,384 A NEW SCIENCE BUILDING WILL IMPACT DIRECTLY THE PROGRAM AREAS OF BIOLOGY, CHEMISTRY AND PHYSICS BY MOVING THE CURRENT CLASSROOMS, TEACHING LABORATORIES AND RESEARCH FACILITIES OUT OF FOUNDERS HALL. THIS WILL ALLOW THE UNIVERSITY TO EXPAND THE NUMBER OF FACULTY AVAILABLE TO TEACH COURSES IN THESE AREAS AND THE NUMBER OF RESEARCH OPPORTUNITIES FOR UNDERGRADUATE STUDENTS. INDIRECTLY, THIS BUILDING WILL INFLUENCE GENERAL EDUCATION OFFERINGS IN SCIENCE, AS WELL AS CLASSES CONTRIBUTING TO DEGREES IN AGRICULTURE AND NURSING. EVERY DEGREE SEEKING STUDENT AT LINCOLN UNIVERSITY IS REQUIRED TO TAKE SEVEN HOURS OF GENERAL EDUCATION SCIENCE INCLUDING ONE LABORATORY. A NEW BUILDING WOULD PROVIDE THE CAMPUS WITH THREE NEW LECTURE HALLS AND A NUMBER OF SMALL CLASSROOMS FREEING UP THE SPACE CURRENTLY UTILIZED IN FOUNDERS HALL. CLASSROOM SPACE IN FOUNDERS HALL IS CURRENTLY USED BY LIFE & PHYSICAL SCIENCE, AGRICULTURE, SOCIAL & BEHAVIORAL SCIENCE AND HISTORY & POLITICAL SCIENCE DEPARTMENTS. NEW CLASSROOMS IN THE SCIENCE BUILDING WOULD ALLOW THESE AREAS TO EXPAND THEIR OFFERINGS BY HAVING FEWER CONFLICTS FOR ROOM USAGE. OUR CURRENT SCIENCE BUILDING, FOUNDERS HALL, IS APPROXIMATELY 51 YEARS OLD. IT IS STRUCTURALLY DEGRADING AS WELL AS BEING IN POOR MECHANICAL AND COSMETIC CONDITION.	$59,559,384
Lincoln University Priority # 3 CR - NEW ACADEMIC BUILDING: $25,455,375 THE CONSTRUCTION OF A NEW ACADEMIC CLASSROOM BUILDING IS SUPPORTED BY THE CAMPUS MASTER PLAN, AS GENERAL CLASSROOM SPACE HAS BEEN CONVERTED OVER THE YEARS TO SUPPORT COMPUTER LABS AND OFFICES. THE NEW CLASSROOM BUILDING WOULD PROVIDE ADDITIONAL CLASSROOM SPACE FOR GENERAL EDUCATION COURSES. MARTIN LUTHER KING HALL (MLK) IS CURRENTLY BEING USED AT FULL CAPACITY DURING PEAK PERIODS OF CLASSROOM USAGE. GENERAL EDUCATION CLASSES INCLUDE MULTIPLE SECTIONS OF FRESHMAN CLASSES IN ENGLISH, HISTORY, SPEECH, PHILOSOPHY, POLITICAL SCIENCE, SPANISH, FRENCH, ART, AND MATH (AVERAGE OF 1500 FTE PER SEMESTER). THE UNIVERSITY IS CURRENTLY VERY LIMITED IN OFFERING LARGE SIZE CLASSES DUE TO A LIMITED NUMBER OF CLASSROOMS SEATING OVER 25-30 STUDENTS. IN ADDITION TO PROVIDING CLASSROOM SPACE, THE NEW BUILDING WILL PROVIDE MUCH NEEDED ADDITIONAL FACULTY SPACE. THERE IS NO OFFICE SPACE AVAILABLE AT THIS TIME IN MLK FOR NEW FACULTY; PROGRAM GROWTH CONTINUES TO REQUIRE ADDITIONS TO THE FACULTY. THE FIRST LOCATION DESIGNATED FOR THE NEW BUILDING IS AT THE CORNER OF DUNKLIN AND CHESTNUT STREETS AS THIS AREA IS IDENTIFIED AS PART OF THE CORE ACADEMIC AREA.	$25,455,375

Project	FY20 Request
Lincoln University Priority # 4 CR - RICHARDSON ADDITION: $5,746,238 AS CITED BY THE NATIONAL ASSOCIATION OF SCHOOLS OF MUSIC ACCREDITATION REPORT OF 2012, LINCOLN UNIVERSITY IS IN DESPERATE NEED OF AN APPROPRIATE BAND ROOM. THE BAND CURRENTLY HAS TO PRACTICE IN SMALL CLASSROOMS MODIFIED AS BAND ROOMS OR SHARE WITH THE CHORAL CLASSROOM. THE ART DEPARTMENT IS LACKING ADEQUATE CLASSROOMS THAT HAVE LARGE FLOOR TO CEILING HEIGHTS NEEDED FOR CREATIVE STUDENT PROJECTS. THE UNIVERSITY RADIO STATION IS HOUSED IN A TWO-STORY WOOD FRAME HOUSE (SLATED FOR DEMOLITION) THAT PROVIDES A LEARNING ENVIRONMENT TOO SMALL TO MEET THE ASSOCIATION FOR EDUCATION IN JOURNALISM AND MASS COMMUNICATION ACCREDITATION STANDARDS. IT DOES NOT PROVIDE AN ATTRACTIVE LEARNING ENVIRONMENT AND DOES NOT PROVIDE PROPER STORAGE AND USE OF EXPENSIVE EQUIPMENT. A NEW ADDITION IS CRITICAL. IT WILL INCLUDE A NEW BAND REHEARSAL ROOM, NEW STUDIO SPACE FOR ART CLASSES, INSTRUMENT STORAGE AND UNIFORM STORAGE. THE BAND WOULD BE ABLE TO VACATE MITCHELL HALL WHICH IS SLATED FOR RENOVATION AND USE AS MUSEUM SPACE. THIS ADDITION WILL ENHANCE THE BAND, ART, AND COMMUNICATIONS DEPARTMENTS WITH PROPER ENVIRONMENTS.	$5,746,238
Lincoln University Priority # 5 MR - RENOVATE PAWLEY THEATRE: $2,018,494 PAWLEY THEATRE IN MARTIN LUTHER KING HAS NOT HAD A MAJOR RENOVATION SINCE ITS ORIGINAL CONSTRUCTION IN 1968. RENOVATIONS WILL NOT ONLY INCLUDE REPLACEMENT OF WORN-OUT SEATING, FLOORING, LIGHTING SYSTEM, SOUND SYSTEM, RIGGING SYSTEM, CEILING AND WALL TREATMENTS, BUT ALSO INSTALLATION OF STATE-OF-THE-ART MULTI-MEDIA TECHNOLOGY, AND ADA ACCESSIBILITY IMPROVEMENTS. THIS THEATRE IS USED FREQUENTLY FOR LARGE CLASSES OFFERED AT THE UNIVERSITY.	$2,018,494
Lincoln University Priority # 6 MR - INSTALL ENERGY MANAGEMENT SYSTEM: $1,227,600 THE CAMPUS-WIDE ENERGY MANAGEMENT SYSTEM WILL ALLOW TIMELY, ACCURATE AND REMOTE REGULATION OF: LIGHTING IN BUILDINGS, HVAC SYSTEMS AND CONTROLS, EXTERIOR CAMPUS LIGHTING, WATER METERS, ELECTRIC METERS, LOAD SHEDDING, SECURITY CONTROL OF BUILDINGS AND DIRECT ALARM MONITORING. THE OVERALL REDUCTION OF ENERGY CONSUMPTION COULD RESULT IN OVER 25%. THE COST PAYBACK IS EXPECTED IN APPROXIMATELY NINE YEARS. LACK OF TIMELY AND ACCURATE INFORMATION WILL NOT ALLOW THE UNIVERSITY TO PROPERLY MONITOR UTILITIES, OPERATE BUILDINGS EFFICIENTLY AND THEREBY REDUCE ENERGY COSTS. BUILDINGS WILL NOT HAVE SECURITY NEEDED. TIMELY ADJUSTMENTS TO OPERATING SYSTEMS CANNOT BE MADE CAUSING OPERATING COSTS TO INCREASE.	$1,227,600

Project	FY20 Request
Lincoln University Priority # 7 MR - ROOF REPLACEMENTS: $1,033,893 REPLACEMENT OF VARIOUS BUILDING ROOFS DUE TO DETERIORATED CONDITIONS FROM AGE AND WEATHER ELEMENTS. CORRECT POOR DRAINAGE AND FLASHING TO PREVENT WATER INFILTRATION INTO WALLS AND CEILING AREAS. WATER WILL CONTINUE TO INFILTRATE WALLS AND CEILINGS CAUSING DAMAGE TO INTERIOR SURFACES IN THE BUILDINGS. REPAIRS AND PATCHES HAVE BEEN MADE OVER AND OVER AGAIN, BUT REPAIRS ARE NO LONGER HOLDING. COMPLETE REPLACEMENT IS CRITICAL TO PROTECTING INTEGRITY OF THESE BUILDINGS.	$1,033,893
Lincoln University Priority # 8 MR - TUCK-POINT & WATERPROOFING: $2,476,162 DUE TO VERY LIMITED STATE FUNDING FOR MAJOR MAINTENANCE REPAIRS/REPLACEMENTS FOR THE PAST SEVERAL YEARS, DEFERRED MAINTENANCE IS TAKING ITS TOLL ON THE PHYSICAL PLANT INFRASTRUCTURE OF THE LINCOLN UNIVERSITY CAMPUS. BUILDING ENVELOPES AND SYSTEM INFRASTRUCTURES OF HIGHLY USED ACADEMIC AND INSTRUCTIONAL CAMPUS BUILDINGS ARE DETERIORATING RAPIDLY. MASONRY TUCK-POINTING, EXTERIOR WATERPROOFING, GENERAL PAINTING, FOUNDATION DRAINAGE ISSUES ARE ONLY A FEW OF THE EXTERIOR ENVELOPE ISSUES BEING FACED WITH THE MAINTENANCE BUDGET YEARLY. AS A RESULT, FUNDS ARE NEEDED TO STABILIZE THE BUILDING ENVELOPES, THUS HOPEFULLY PREVENTING FURTHER INTERIOR DAMAGE.	$2,476,162
Lincoln University Projects Total: $148,467,930	**$148,467,930**
Missouri Southern State University Priority # 1 CR - TAYLOR PERFORMING ARTS: $20,887,158 TAYLOR PERFORMING ARTS CENTER HAS NEVER HAD A MAJOR REPAIR OR RENOVATION SINCE CONSTRUCTION IN 1975. THE NEED FOR THE CENTER BY OUR STUDENTS, FACULTY AND SURROUNDING COMMUNITY CONTINUES TO GROW, BUT SADLY, THE FACILITY CONTINUES TO DETERIORATE AND HAS BECOME A SAFETY HAZARD. AFTER A RECENT INSPECTION OF THE STAGE AND ITS RIGGING SYSTEM A RECOMMENDATION WAS MADE THAT THE FACILITY BE CLOSED UNTIL THE RIGGING CAN BE REPLACED. THE STAGE FLOOR AND PIT COVER ARE 43 YEARS OLD AND DUE TO EXCESSIVE MOVEMENTS AND CONSTRUCTION OF SETS, IT NEEDS TO BE REPLACED. NUMEROUS UPGRADES ARE NEEDED TO MAKE THE CENTER FULLY FUNCTIONAL AGAIN. THOSE UPGRADES INCLUDE A STAGE AND ORCHESTRA PIT ($2M), A FUNCTIONAL RIGGING SYSTEM AND CURTAINS ($256K) AND RENOVATED RESTROOMS TO MEET ADA GUIDELINES ($197K), FOR A TOTAL OF $2.5M, ALL OF WHICH COULD BE REMEDIED IN ONE YEAR. IN ADDITION, A MODERN LIGHT CONTROL BOARD AND AN UPDATED SOUND SYSTEM ARE NEEDED. THE CARPET ON THE MAIN FLOOR ALSO RECEIVES HIGH STUDENT TRAFFIC AND IS IN NEED OF REPLACEMENT.	$20,887,158

Project	FY20 Request
Missouri Southern State University Priority # 2 MR - UTILITY/NETWORK UPGRADES: $15,131,514 THERE ARE NUMEROUS CHILLERS, AIR HANDLERS, BOILERS AND FAN COIL UNITS THAT ARE MANY YEARS BEYOND THEIR USEFUL LIFE AND ARE IN NEED OF REPLACEMENT. A PLANNED REPLACEMENT OF THESE UNITS, BEFORE AN EMERGENCY OCCURS, IS MORE EFFICIENT RATHER THAN UTILIZING COSTLY TEMPORARY UNITS. REPLACING OUTDATED UNITS WITH MORE EFFICIENT UNITS SAVES OPERATIONAL DOLLARS. THE CAMPUS FIBER OPTIC NETWORK IS AGING. THE CURRENT HARDWARE AND SOFTWARE THAT MSSU USES TO SECURE THE NETWORK DATA AND ENTERPRISE IS OUTDATED AND IS NOT EFFECTIVE AGAINST NEW AND EVOLVING THREATS. THE UPGRADE WOULD PROVIDE PROTECTION ESSENTIAL TO RESPONSIBLE RISK MIGRATION.	$15,131,514
Missouri Southern State University Priority # 3 CR - CAMPUS SAFETY ENHANCEMENT: $4,846,337 THE CROSSWALK BETWEEN STUDENT PARKING LOT SOUTH OF THE FOOTBALL STADIUM AND THE MAIN CAMPUS REQUIRES OUR STUDENTS TO CROSS DUQUESNE ROAD WHICH IS A VERY BUSY ARTERIAL ROAD ON THE EAST SIDE OF JOPLIN. OVER THE YEARS, NUMEROUS INDIVIDUALS HAVE BEEN STRUCK BY VEHICLES AS THEY ATTEMPT TO CROSS THIS BUSY ROAD. THE SCHOOL INTENDS TO INSTALL A PEDESTRIAN BRIDGE ACROSS DUQUESNE ROAD TO ENSURE THE SAFETY OF STUDENTS AS WELL AS VISITORS ATTENDING EVENTS IN THE STADIUM. THE UNIVERSITY ALSO WANTS TO INSTALL CLOSED CIRCUIT TV CAMERAS IN ALL BUILDINGS AND THROUGHOUT THE CAMPUS GROUNDS TO PROVIDE THE UNIVERSITY POLICE DEPARTMENT WITH THE ABILITY TO MORE CLOSELY MONITOR ACTIVITY ACROSS CAMPUS. THE MAJORITY OF THE BUILDINGS ON CAMPUS WERE BUILT PRIOR TO THE REQUIREMENT FOR SPRINKLERS AND INTEGRATED FIRE ALARM SYSTEMS. ALTHOUGH MANY OF THE BUILDINGS HAVE FIRE ALARMS, THEY ARE ANTIQUATED AND REPAIR AND REPLACEMENT PARTS ARE NO LONGER AVAILABLE. THE SPRINKLERS, IN CONJUNCTION WITH AN INTEGRATED FIRE ALARM SYSTEM, WILL PROVIDE A MUCH SAFER ENVIRONMENT FOR OUR STUDENTS, FACULTY, STAFF AND VISITORS TO OUR CAMPUS.	$4,846,337
Missouri Southern State University Projects Total: $40,865,009	**$40,865,009**

Project	FY20 Request
Missouri State University Priority # 1 CR - GREENWOOD LABORATORY ADDITION: $6,400,000 **Matching Funds Raised: $3,200,000 **Please see FY20 50/50 request form attached**** MISSOURI STATE UNIVERSITY'S APPLICATION FOR MATCHING FUNDS FROM THE HIGHER EDUCATION CAPITAL FUND FOR FISCAL YEAR 2020 WILL FUND A MULTI-PURPOSE ADDITION TO GREENWOOD LABORATORY SCHOOL. THE CURRENT FACILITY WAS BUILT IN 1966. THE PURPOSE AND MISSION OF GREENWOOD LABORATORY SCHOOL, ESTABLISHED IN 1908, IS TO PROVIDE PRACTICUM OPPORTUNITIES AND A LABORATORY OF BEST PRACTICES IN TEACHING FOR STUDENTS AND FACULTY AT MISSOURI STATE UNIVERSITY. IN FULFILLING THIS MISSION, GREENWOOD PROVIDES A COMPREHENSIVE K-12 COLLEGE PREPARATORY EDUCATION WITH AN ENROLLMENT OF APPROXIMATELY 370 STUDENTS, AN INCREASE OF MORE THAN 12 PERCENT IN THE LAST 10 YEARS. AROUND 200 MISSOURI STATE UNIVERSITY STUDENTS ENROLLED IN TEACHER PREPARATION PROGRAMS COMPLETE PRACTICUM WORK AT GREENWOOD EACH YEAR. THE UNIVERSITY WOULD LIKE TO CONSTRUCT AN APPROXIMATE 21,000 SQUARE FOOT ADDITION ON THE SOUTHEAST CORNER OF GREENWOOD TO INCLUDE AN ACCESSIBLE SOUTH ENTRANCE, AN ADJACENT OFFICE, A LOBBY SUPPORTING THE SCHOOL, RESTROOMS AND A MULTI-PURPOSE CENTER CAPABLE OF SEATING 750 PEOPLE WITH A PERFORMANCE STAGE. THE PROJECT WILL IMPACT THE STUDENT POPULATION AND IMPROVE FACILITIES FOR A WIDE RANGE OF ACADEMIC EVENTS. AS THE LARGEST TEACHER PREPARATORY PROGRAM IN THE STATE OF MISSOURI, THIS PROJECT WILL ENHANCE THE LABORATORY EXPERIENCE OF MSU STUDENTS.	$3,200,000

Project	FY20 Request
Missouri State University Priority # 2 CR - OZARKS SCIENCE CENTER: $51,625,378 THE OZARKS SCIENCE CENTER WILL HOUSE BASIC AND APPLIED RESEARCH ALONG WITH UNDERGRADUATE AND GRADUATE EDUCATIONAL PROGRAMS THAT ADDRESS SCIENCE AND ENVIRONMENTAL NEEDS FOR SOUTHWEST MISSOURI. OVER THE PAST 25 YEARS, THE NUMBER OF GRADUATE STUDENTS HAS DOUBLED AND THE NUMBER OF GRADUATE PROGRAMS HAS TRIPLED. THE OZARKS SCIENCE CENTER WILL ALLOW US TO BETTER ACCOMMODATE GROWTH IN STEM PROGRAMS. THE STEM RESEARCH AND EDUCATIONAL PROGRAMS WILL BE GUIDED BY REGIONAL AND STATE NEEDS, AND THE WORK OF THE CENTER WILL ALLOW FOR EXPANDED COLLABORATION WITH ORGANIZATIONS AND GOVERNMENT. THE RESEARCH MADE POSSIBLE BY THIS FACILITY IS IN CONCERT WITH THE STATEWIDE PUBLIC AFFAIRS MISSION OF MISSOURI STATE UNIVERSITY AND THE COLLEGE OF NATURAL AND APPLIED SCIENCES. THE ORIGINAL LIBRARY AT MSU-WEST PLAINS WAS CREATED BY CONNECTING AND RENOVATING A BURNED-OUT, DEPRESSION-ERA BUILDING AND A SMALL BUILDING FROM THE 1960S. THIS WAS SEEN AS A TEMPORARY ANSWER. STUDENT ENROLLMENT AT MSU-WEST PLAINS HAS DOUBLED SINCE 1991, THE YEAR THE GARNETT LIBRARY WAS FIRST USED. STUDENT NUMBERS AT MSU-WEST PLAINS ARE PROJECTED TO INCREASE OVER THE NEXT FIVE YEARS, DRIVING THE NEED FOR A NEW, TECHNICALLY EQUIPPED LIBRARY THAT WILL BETTER SERVE STUDENTS.	$51,625,377
Missouri State University Priority # 3 MR - MCDONALD HALL RENOVATION: $25,404,035 MCDONALD HALL WAS BUILT IN 1940 AS THE UNIVERSITY'S MAIN SPORTS ARENA. IT NOW HOUSES THE KINESIOLOGY DEPARTMENT. OBSOLETE LOCKER ROOMS WILL BE REPLACED WITH CLASSROOM, LAB, OFFICE AND STORAGE SPACE. ARENA SEATING WILL BE REMOVED AND THAT SPACE AND THE ARENA FLOOR WILL BE RENOVATED TO CREATE MULTIPLE CLASSROOMS. THE ELECTRICAL AND MECHANICAL SYSTEM WILL ALSO BE COMPLETELY UPGRADED. ONLY 17 PERCENT OF THE BUILDING IS AIR CONDITIONED, MAKING IT UNUSABLE DURING SOME TIMES OF YEAR. MECHANICAL EQUIPMENT IS NEARLY 40 YEARS OLD AND IS INSUFFICIENT TO MEET THE BUILDING'S NEEDS. RENOVATION WILL ALSO ALLOW FOR CONSOLIDATION OF A NUMBER OF ACADEMIC PROGRAMS TO THE CORE OF CAMPUS, THEREBY POTENTIALLY REDUCING BUILDING NEEDS ELSEWHERE. IN ADDITION TO PROVIDING FOR A MORE EFFECTIVE USE OF SPACE, THE PROJECT WILL TAKE CARE OF A LARGE BACKLOG OF DEFERRED MAINTENANCE IN THE AGING BUILDING.	$25,404,036

Project	FY20 Request
Missouri State University Priority # 4 MR - CHEEK HALL RENOVATION: $32,139,590 CHEEK HALL WAS BUILT IN 1950 AND IS HOME TO THE DEPARTMENTS OF COMPUTER SCIENCE, MATHEMATICS AND COMPUTER SERVICES. A NUMBER OF FACTORS HAVE LED TO A SIGNIFICANT INCREASE IN THE NUMBER OF STUDENTS TAKING CLASSES IN THESE AREAS. SOME FACTORS INCLUDE: MORE THAN 20,000 STUDENTS TAKING GENERAL EDUCATION CLASSES A RAPIDLY INCREASING NUMBER OF MAJORS IN THESE FIELDS STATE AND FEDERAL INITIATIVES FOR MORE STEM GRADUATES THE BUILDING HAS BEEN RECONFIGURED MANY TIMES OVER THE YEARS TO MEET DIFFERENT NEEDS AND NOW REQUIRES MAJOR MODIFICATIONS. THIS RENOVATION WILL REDESIGN, MODERNIZE AND UPGRADE THE INADEQUATE FACILITY. THE HVAC SYSTEM IS MORE THAN 50 YEARS OLD AND PARTS OF THE ELECTRICAL SYSTEM ARE 60 YEARS OLD. THESE WILL BE UPDATED OR REPLACED. REPLACING THE BUILDING'S ENERGY INEFFICIENT EXTERIOR WILL HELP WITH FUTURE ENERGY SAVINGS. AS THE UNIVERSITY'S PRIMARY COMPUTING CENTER, CHEEK HALL CONTAINS THE SERVERS AND NETWORKING COMPONENTS THAT HOST THE UNIVERSITY'S CORE ADMINISTRATIVE AND ACADEMIC SOFTWARE. SERVICES PROVIDED BY THIS CENTER ARE MISSION-CRITICAL FOR DAILY OPERATIONS ON ALL MSU CAMPUSES. CURRENT PHYSICAL CONDITIONS AND ENVIRONMENTAL CONTROLS EXPOSE THE UNIVERSITY TO UNNECESSARY RISKS. THESE EXPOSURES COULD CAUSE SYSTEM DOWNTIME, INFORMATION SECURITY RAMIFICATIONS AND DISRUPTION OF UNIVERSITY ACTIVITIES.	$32,139,589
Missouri State University Projects Total: $115,569,002	**$115,569,002**

Project	FY20 Request
Missouri Western State University Priority # 1 CR - POTTER HALL ADDITION & RENOVATION: $15,499,800 POTTER HALL WAS CONSTRUCTED IN 1969 WITH AN ADDITION MADE TO THE BUILDING IN 1986. POTTER HALL HOUSES THE ART, MUSIC & THEATER DEPARTMENTS. NO ADDITIONS OR MODIFICATIONS TO THE STRUCTURE HAVE BEEN DONE TO ACCOMMODATE THE GROWTH & DEVELOPMENT OF MWSU PROGRAMS IN THE ARTS. ENROLLMENTS ARE INCREASED IN ALL 3 MAJOR COURSES & GENERAL STUDIES COURSES IN POTTER HALL. BECAUSE OF SPECIAL NEEDS FOR THOSE COURSES, THERE ARE NO ALTERNATIVE FACILITIES ON CAMPUS THAT CAN BE USED. IN 2015 A BUILDING COMPONENT ANALYSIS WAS COMPLETED WHICH DETERMINED POTTER HALL TO BE IN POOR CONDITION ON THE EXTERIOR & INTERIOR COMPONENTS, REQUIRING MAJOR REPAIR OR COMPLETE REPLACEMENT. THESE STATISTICS WERE SHARED IN OUR MASTER PLAN DOCUMENT OF 2015. ALSO DETERMINED WAS A SIGNIFICANT LACK OF PERFORMANCE SPACE IN POTTER HALL COMPARED TO OUR PEER INSTITUTIONS THEREFORE CONCLUDING THAT PROGRAM FIT IN POTTER IS CHALLENGING TO THE ACHIEVEMENT OF ACADEMIC SUCCESS. MWSU RECEIVED $150K IN MATCHING FUNDS FROM THE STATE, TO COMPLETE A $300K ARCHITECTURAL & PROGRAM ANALYSIS OF THE POTTER HALL FACILITY & TO COMPLETE A SET OF ARCHITECTURAL PLANS TO PROVIDE FOR A RENOVATION AND ADDITION TO POTTER HALL. THIS ANALYSIS & DESIGN HAS PRODUCED A SET OF PLANS TO RENOVATE & ADD SPACE TO POTTER HALL ALONG WITH THE CONSTRUCTION OF A 3D ARTS ANNEX.	$15,499,800
Missouri Western State University Priority # 2 MR - MECHANICAL & CONTROL UPGRADES: $2,200,005 MWSU IS BEGINNING THE PROCESS OF MODERNIZING THE MECHANICAL SYSTEMS ACROSS CAMPUS. WHILE GREAT PROGRESS HAS BEEN MADE IN UPGRADING THE AGING CHILLERS, COOLERS, BOILERS, ROOF TOPS, AIR HANDLERS, & VENTILATION SYSTEMS, WE ARE STILL FACED WITH THE MAJORITY OF OUR SYSTEM AT OR BEYOND THE EXPECTED LIFE EXPECTANCY. PRESENTLY MWSU HAS 6 CHILLERS, 28 ROOF TOP UNITS, & 37 AIR HANDLERS. 50% OF THIS EQUIPMENT IS IN EXCESS OF 15 YRS WITH 30% IN EXCESS OF 20 YRS. THE AGE OF THESE SYSTEMS PRESENTS ISSUES IN FINDING REPLACEMENT PARTS WHEN THE EQUIPMENT CAN BE FIXED. HOWEVER IN MOST CASES WHEN FAILURE OCCURS, THE EQUIPMENT IS BEYOND REPAIR WITH REPLACEMENT AS THE ONLY ALTERNATIVE. AS THE SYSTEMS AGE & BECOME LESS RELIABLE WE FACE THE INCREASING RISK OF UNREPAIRABLE DAMAGE TO THE UNIVERSITY'S CLASSROOM TECHNOLOGY, ART COLLECTIONS, & OTHER PROPERTY IN THE EVENT OF EQUIPMENT FAILURE. THESE UNITS ARE OUTDATED, LACKING PROPER CONTROLS & IN SOME CASES RISK THE POTENTIAL OF STUDENT & FACILITY SAFETY (BAD HEAT EXCHANGERS ALLOWING THE POSSIBILITY OF CARBON DIOXIDE IN CLASSROOM/OFFICE SPACES). THIS PROJECT IS NECESSARY TO IMPROVE ENERGY EFFICIENCY & ENSURE THE FACILITIES ARE SAFE & CONDITIONED ADEQUATELY, ALSO REDUCING THE AMOUNT OF ENERGY CONSUMED. THE UPDATES REQUESTED WILL GREATLY LOWER THE RISK OF CATASTROPHIC FAILURE.	$2,200,005

Project	FY20 Request
Missouri Western State University Priority # 3 MR - ROOF REPLACEMENT: $1,750,320 CAMPUS-WIDE ROOF REPLACEMENT/OVERLAY: ESTIMATED COST - $1.75 MILLION SEVERAL OF OUR ACADEMIC BUILDINGS HAVE DETERIORATING ROOFS. THE MAJORITY OF THE BUILDINGS HAVE FLAT ROOFS WHICH ARE BEGINNING TO WEATHER, BUCKLE & CRACK ALLOWING MOISTURE TO PENETRATE INTO THE INSULATION & CAUSE DAMAGE TO CEILING TILE, WALLS, FLOORS & FURNITURE. MWSU PERFORMS REGULAR MAINTENANCE ON OUR ROOFS, RESURFACING WHEN NECESSARY & HAS HAD TO COMPLETELY REMOVE EXISTING INSULATION & ROOF MATERIALS TO INSTALL NEW. MWSU HAS OVER 374,000 SQUARE FEET OF ROOF SPACE ON 9 BUILDINGS. 40% (149,600 SQ. FT.) OF THIS ROOF SPACE IS 15 YEARS OLD WITH 25% (86,750 SQ. FT.) OF OUR ROOF SPACE OLDER THAN 20 YRS. WE PRESENTLY HAVE SECTIONS THAT WERE INSTALLED IN 1987 (31 YRS OLD). ROOFS THAT EXCEED 15 YEARS OF AGE BECOME VERY HIGH MAINTENANCE DUE TO DETERIORATION. WE HAVE AREAS WHERE WE ARE APPLYING PATCHES ON TOP OF PATCHES. THERE ARE ROOF AREAS WHERE THE SEAMS ARE PULLING APART DEMANDING REGULAR ATTENTION. THE AREAS AROUND ROOF PENETRATIONS CONTINUE TO ALLOW MOISTURE TO ENTER THE FACILITIES CAUSING SIGNIFICANT STRUCTURAL DETERIORATION. IT IS ESSENTIAL REPAIRS ARE MADE TO THE MWSU ROOF SYSTEMS WITH LEAKS & PREVENTATIVE MAINTENANCE TO THE ROOF AREAS THAT ARE 15 – 20 YEARS OR OLDER TO PREVENT FURTHER DAMAGE & REPAIR COSTS TO THE UNIVERSITY.	$1,750,320
Missouri Western State University Projects Total: $19,450,125	**$19,450,125**
Northwest Missouri State University Priority # 1 CR - HEALTH SCIENCES: $7,557,523 NORTHWEST WILL BE IMPLEMENTING AN ACADEMIC VISION OF “PROFESSION-BASED LEARNING” IN THE MONTHS AHEAD. PROFESSION-BASED LEARNING IS A SET OF INTEGRATED LEARNING EXPERIENCES THROUGH FACULTY/EMPLOYER PARTNERSHIPS WHERE KNOWLEDGE, SKILLS, AND DISPOSITIONS ARE DEVELOPED THROUGH LIBERAL AND DISCIPLINARY STUDIES PREPARING STUDENTS FOR A PROFESSIONAL LIFE THAT IS ENGAGED IN VITAL CITIZENSHIP. PROFESSION-BASED LEARNING BUILDS THE DISPOSITION AND ABILITY TO (A) PURSUE REWARDING OCCUPATION IN A PROFESSIONAL FIELD, (B) CONTINUE TRANSFORMATIVE LIFE-LONG LEARNING, (C) MAKE ETHICAL DECISIONS AND EARNS TRUST, AND (D) CONTRIBUTE TO PUBLIC INTERESTS. THIS ACADEMIC VISION PLUS EMPLOYER AND STATE NEEDS FOR WELL-PREPARED HEALTHCARE PROVIDERS SERVES AS THE JUSTIFICATION FOR THIS REQUEST. THE OCCUPATIONAL PROJECTION DATA FROM THE MISSOURI ECONOMIC RESEARCH AND INFORMATION CENTER INDICATE THERE WILL BE AN “ABOVE AVERAGE” INCREASE IN PREVENTATIVE HEALTH AND WELLNESS POSITIONS THROUGH 2020. SPECIFICALLY, THE DATA INDICATE INCREASES IN THE FOLLOWING SPECIALTY AREAS, ALL OF WHICH WILL BE PART OF THE PROGRAMMING FOR THE NEW SCHOOL: DIETETICS AND NUTRITIONISTS, 10%; HEALTH CARE PRACTITIONERS, 10%; RECREATIONAL THERAPISTS, 12%; HEALTH COACHES AND EDUCATORS, 25%; AND COMMUNICATION AND SOCIAL SERVICE SPECIALISTS, 12%.	$7,557,522

Project	FY20 Request
Northwest Missouri State University Priority # 2 CR - AGRICULTURAL SCIENCES: $32,762,180 NORTHWEST MISSOURI STATE UNIVERSITY'S SCHOOL OF AGRICULTURAL SCIENCES CONTINUES TO BE A LEADER IN EDUCATING AND TRAINING AGRICULTURE STUDENTS IN THE NORTHWEST MISSOURI COMMUNITY AND THE FOUR-STATE REGION. THE SCHOOL, HOWEVER, IS IN DESPERATE NEED OF NEW SPACE TO EXPAND ITS EDUCATIONAL AND OUTREACH MISSION TO MEET THE NEEDS OF EMPLOYERS. THE USDA'S NATIONAL INSTITUTE OF FOOD AND AGRICULTURE RECENTLY PUBLISHED A RESEARCH STUDY SHOWING THE NEED FOR COLLEGE GRADUATES WITH AGRICULTURAL SCIENCES DEGREES. SPECIFICALLY, THE STUDY REPORTS THAT 22,500 JOBS ARE GOING UNFILLED WITH QUALIFIED PEOPLE HOLDING UNDERGRADUATE DEGREES IN AGRICULTURE. THE PROPOSED IMPROVEMENTS WILL ALLOW THE SCHOOL OF AGRICULTURAL SCIENCES TO PURSUE A BOLD NEW VISION AND MISSION FOCUSING ON AGRICULTURE AND FOOD. SPECIFICALLY, THE SCHOOL WILL WORK TO PREPARE A HIGHLY SKILLED WORKFORCE, INCREASE AGRICULTURAL AND FOOD LITERACY AND ADVOCACY, AND WORK TO BRIDGE THE RURAL AND URBAN DIVIDE BY DEVELOPING A MORE DIRECT SUPPLY CHAIN FOR AREA FARMERS TO KANSAS CITY'S DEVELOPING FOOD HUB. THESE IMPROVEMENTS WILL ALLOW THE SCHOOL OF AGRICULTURAL SCIENCES TO ACCOMMODATE ITS 30% INCREASE IN STUDENT ENROLLMENT OVER A 4-YEAR PERIOD. ADDITIONALLY, THE ALC FITS THE UNIVERSITY'S ACADEMIC VISION OF PROVIDING ALL STUDENTS WITH "PROFESSION-BASED LEARNING." NOTE: PHOTOS INCLUDED IN CIBR.	$32,762,180
Northwest Missouri State University Priority # 3 CR - SCHOOL OF EDUCATION & LAB SCHOOL: $33,337,950 THE HORACE MANN LABORATORY SCHOOL HAS SERVED FOR OVER A CENTURY AS AN AMENITY FOR BOTH THE COMMUNITY AND ITS STUDENTS AS WELL AS NORTHWEST'S SCHOOL OF EDUCATION BY PROVIDING REAL-TIME LABORATORY ENVIRONMENT FOR ASPIRING STUDENTS. WHILE THE HORACE MANN LABORATORY SCHOOL HAS CONTINUED TO SERVE AS A SUCCESSFUL LABORATORY SCHOOL, ITS LOCATION WITHIN EVERETT BROWN HALL CREATES LOGISTICAL PROBLEMS. AS A DAILY LABORATORY SCHOOL FOR KINDERGARTEN THROUGH SIXTH GRADE STUDENTS, DAILY PEDESTRIAN AND VEHICLE TRAFFIC CONFLICTS CREATE A SAFETY HAZARD WITH NO AVAILABLE SPACE FOR MODIFICATIONS DUE TO THE PROXIMITY TO THE CAMPUS CORE.	$33,337,950

Project	FY20 Request
Northwest Missouri State University Priority # 4 MR - CAMPUS INFRASTRUCTURE: $87,428,991 CAMPUS POWER DISTRIBUTION IS PAST ITS LIFE EXPECTANCY. DUE TO THE AGE OF THE CENTRAL UTILITY LOOP, UPGRADES ARE NECESSARY TO PREVENT SERVICE INTERRUPTION TO CAMPUS. INSTALLATION OF EMERGENCY POWER AT THE CENTRAL PLANT AND UNIVERSITY POLICE WILL ENSURE CONTINUOUS SERVICE OF SAFETY EQUIPMENT AND CENTRAL LOOP BOILERS AND CHILLERS. BECAUSE PARTS ARE NO LONGER AVAILABLE FOR THE PELLET BOILER, WE WILL BE REPLACING IT WITH A HYBRID WOOD/NATURAL GAS UNIT. THE CHILLER PLANT STILL EMPLOYS A LOW-EFFICIENCY STEAM ABSORBER AND COOLING TOWER AS A BACK UP TO THE CHILLER LOOP, REPLACEMENT OF WHICH WILL ALLOW FOR MORE ENERGY EFFICIENT OPERATION AND GREATER CAPACITY. GREATER EFFICIENCY WILL ALSO BE REALIZED AS CONDENSING UNITS/COOLING COILS IN ADMIN BUILDING, BROWN HALL, VALK, OWENS LIBRARY, PERFORMING ARTS, FINE ARTS, AND WELLS HALL ARE REPLACED. BUILDING AUTOMATION WILL PROVIDE GREATER ENERGY EFFICIENCY, AND BETTER CONTROL OF BUILDING SYSTEMS DURING FIRE EMERGENCIES. INSTALLATION OF SPRINKLER SYSTEMS IN 7 ACADEMIC AND 4 SUPPORT BUILDINGS AND THE ADDITION OF FIRE ALARM PANELS ARE NECESSARY TO MEET THE GROWING NEEDS OF THE UNIVERSITY. IN ADDITION TO INFRASTRUCTURE IMPROVEMENTS, CODE CHANGES REQUIRE IMPROVED ADA ACCOMMODATIONS THROUGHOUT CAMPUS, AS WELL AS BUILDING ENVELOPE REPAIRS TO MEET NEW INDOOR AIR QUALITY STANDARDS.	$87,428,991
Northwest Missouri State University Priority # 5 CR - AGRICULTURAL SCIENCES: $3,000,000 **Matching Funds Raised: $1,500,000 **Please see FY20 50/50 request form attached**** NORTHWEST MISSOURI STATE UNIVERSITY'S SCHOOL OF AGRICULTURAL SCIENCES CONTINUES TO BE A LEADER IN EDUCATING AND TRAINING AGRICULTURE STUDENTS IN THE NORTHWEST MISSOURI COMMUNITY AND THE FOUR-STATE REGION. THE SCHOOL, HOWEVER, IS IN DESPERATE NEED OF NEW SPACE TO EXPAND ITS EDUCATIONAL AND OUTREACH MISSION TO MEET THE NEEDS OF EMPLOYERS. THE PROPOSED IMPROVEMENTS WILL ALLOW THE SCHOOL OF AGRICULTURAL SCIENCES TO PURSUE A BOLD NEW VISION AND MISSION FOCUSING ON AGRICULTURE AND FOOD. SPECIFICALLY, THE SCHOOL WILL WORK TO PREPARE A HIGHLY SKILLED WORKFORCE, INCREASE AGRICULTURAL AND FOOD LITERACY AND ADVOCACY, AND WORK TO BRIDGE THE RURAL AND URBAN DIVIDE BY DEVELOPING A MORE DIRECT SUPPLY CHAIN FOR AREA FARMERS TO KANSAS CITY'S DEVELOPING FOOD HUB. THESE IMPROVEMENTS WILL ALSO ALLOW THE SCHOOL TO ACCOMMODATE ITS 30% INCREASE IN STUDENT ENROLLMENT OVER A 4-YEAR PERIOD. ADDITIONALLY, THE ALC FITS THE UNIVERSITY'S EMERGING ACADEMIC VISION OF PROVIDING ALL STUDENTS WITH "PROFESSION-BASED LEARNING," WHICH IS A SET OF INTEGRATED LEARNING EXPERIENCES THROUGH FACULTY/EMPLOYER PARTNERSHIPS WHERE KNOWLEDGE, SKILLS, AND DISPOSITIONS ARE DEVELOPED THROUGH LIBERAL AND DISCIPLINARY STUDIES PREPARING STUDENTS FOR A PROFESSIONAL LIFE. WE CURRENTLY HAVE $1.5M FROM AN ANONYMOUS DONOR. WE ARE REQUESTING A MATCH TO TOTAL $3.0M.	$1,500,000

Project	FY20 Request
Northwest Missouri State University Priority # 6 MR - RON HOUSTON CENTER PERF ART: $100,000 *****CBHE Previously Approved 50/50 Request - Matching Funds Raised: $50,000***** THE RON HOUSTON CENTER FOR THE PERFORMING ARTS, COMPLETED IN 1983, SERVES NOT ONLY AS AN INSTRUCTIONAL FACILITY FOR NORTHWEST STUDENTS BUT ALSO A VENUE FOR REGIONAL NATIONAL EVENTS. THE CENTER SUPPORTS THE UNIVERSITY'S EMERGING ACADEMIC VISION OF PROVIDING ALL STUDENTS WITH "PROFESSION-BASED LEARNING," TO PREPARE STUDENTS FOR A PROFESSIONAL LIFE. THE MARY LINN AUDITORIUM SEATS 1,000 AND IS LARGE ENOUGH TO ACCOMMODATE A SYMPHONY ORCHESTRA OR A MAJOR BALLET COMPANY. AFTER THIRTY-FIVE YEARS OF USE, THE AUDITORIUM IS IN NEED OF REPAIRS AND UPDATES THAT WILL IMPROVE THE FUNCTION OF THE FACILITY, SAVE ON MAINTENANCE COSTS, AND GAIN SIGNIFICANT ENERGY EFFICIENCY. CONVERSION OF THE HOUSE AND GENERAL PURPOSE STAGE LIGHTING TO LED FIXTURES WILL CONTRIBUTE TO SUBSTANTIAL ENERGY SAVINGS AS WELL AS SIGNIFICANTLY REDUCE THE FREQUENCY OF LAMP REPLACEMENT. SIGNIFICANT CHANGES IN TECHNOLOGY OVER THE PAST THIRTY-FIVE YEARS AND A PATCHWORK OF ADAPTATIONS HAVE LEFT THE LIGHTING WIRING CONTROL SYSTEMS IN NEED OF REPLACEMENT. THE IMPROVEMENTS TO THIS INFRASTRUCTURE WILL ASSURE PERFORMANCE AND SAFETY OF THE SYSTEM. ACCORDING TO ARAMARK ENGINEERING SOLUTIONS, THE PROJECT WILL COST $200K-$225K. WE CURRENTLY HAVE $50,000 FROM RON HOUSTON, AS PART OF HIS CONTINUED SUPPORT. WE ARE REQUESTING A MATCH TO TOTAL $100,000 TOWARD THE COMPLETION OF THIS PROJECT	$50,000
Northwest Missouri State University Priority # 7 CR - LEARNING & TEACHING CENTER: $1,307,350 *****CBHE Previously Approved 50/50 Request - Matching Funds Raised: $653,675***** THOUGH THERE ARE NUMEROUS WAYS IN WHICH TO MEASURE THE QUALITY OF INSTRUCTION, IT IS ABSOLUTELY FUNDAMENTAL TO ANY UNIVERSITY'S LONG-TERM SUCCESS AND GROWTH. AS A RESULT, THE OBJECTIVES OF THE LEARNING AND TEACHING CENTER ARE DIRECTLY ALIGNED TO A NUMBER OF THE OBJECTIVES AND GOALS OUTLINED IN NORTHWEST'S STRATEGIC PLAN. FOR THE PAST TWO YEARS, THE CENTER'S PROGRAMMING HAS PROVIDED PROFESSORS AND INSTRUCTORS OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT THAT DIRECTLY IMPACT THEIR ABILITY TO SUCCESSFULLY DELIVER CONTENT TO THEIR STUDENTS. AS WELL, ITS PROGRAMMING PROVIDES SOCIAL OPPORTUNITIES FOR FACULTY TO LEARN FROM ONE ANOTHER THROUGH VARIOUS SOCIAL FUNCTIONS. GOOD TEACHERS ARE ALREADY EXPERTS IN THEIR CONTENT AREA, AND THEY ARE ALSO CONSTANTLY STRIVING TO IMPROVE THEIR TEACHING PRACTICE. CONFERENCE ATTENDANCE AND PUBLICATIONS HELP KEEP FACULTY CURRENT IN THEIR FIELD, BUT THERE IS SOMETIMES A GAP IN KEEPING CURRENT IN MATTERS OF PEDAGOGY. THE LEARNING AND TEACHING CENTER SERVES TO FILL THAT GAP ON THE NORTHWEST CAMPUS. WE CURRENTLY HAVE $653,675 FROM ANONYMOUS DONORS. WE ARE REQUESTING A MATCH TO TOTAL $1,307,350.	$653,675
Northwest Missouri State University Projects Total: $165,493,994	**$163,290,318**

Project	FY20 Request
Southeast Missouri State University Priority # 1 MR - ART BUILDING RENOVATION: $13,895,918 ******CBHE Previously Approved 50/50 Request - Matching Funds: $2,100,000****** THIS CLASSROOM BUILDING, BUILT IN 1902, HAS NOT HAD A SIGNIFICANT RENOVATION IN OVER FORTY YEARS. NATURAL DETERIORATION OF THIS BUILDINGS STRUCTURE AND SUPPORT SYSTEMS HAS PROGRESSED TO THE POINT WHERE REFURBISHMENT OR REPLACEMENT HAS BECOME A NECESSITY. THE MECHANICAL, ELECTRICAL AND PLUMBING SYSTEMS ARE OUTDATED, OR INADEQUATE FOR TODAY'S NEEDS. MECHANICAL EQUIPMENT FAILURE ALONE HAS CAUSED DAMAGE MULTIPLE TIMES TO CLASSROOMS AND OFFICE SPACE DUE TO LEAKING CONDENSATE. SIGNIFICANT STRUCTURAL DETERIORATION HAS OCCURRED OVER THE LAST COUPLE OF YEARS FORCING THE UNIVERSITY TO CLOSE 2 CLASSROOMS AND MUST BE CORRECTED. THIS PROJECT IS NECESSARY TO ENSURE THAT BUILDING OCCUPANTS EXPERIENCE A SAFE AND SECURE ENVIRONMENT. THE CURRENT CLASSROOM CONFIGURATION IS INADEQUATE FOR LARGER CLASS SIZES CURRENTLY HOUSED IN THIS FACILITY. THE CLASSROOM RENOVATIONS ARE ESSENTIAL TO ENSURE THAT THE SPACE ACCOMMODATES MODERN TECHNOLOGY AND PROVIDES A POSITIVE PHYSICAL ENVIRONMENT FOR HIGH QUALITY TEACHING AND LEARNING. THIS BUILDING IS IDENTIFIED AS HISTORICALLY SIGNIFICANT AND A COMPREHENSIVE RENOVATION MUST BE COMPLETED IN ORDER TO MAINTAIN ITS INTEGRITY AND THE PHYSICAL IDENTITY OF THE UNIVERSITY WHILE MODERNIZING THE BUILDING, PROVIDING A SAFE AND SECURE ENVIRONMENT, AND UPGRADING THE CLASSROOMS WITH STATE-OF-THE-ART TECHNOLOGY SYSTEMS.	$11,795,918
Southeast Missouri State University Priority # 2 CR - CAMPUS UTILITIES UPGRADE: $27,080,335 DETERIORATING CONDITIONS IN THE CAMPUS WIDE UTILITIES DISTRIBUTION SYSTEM ARE CAUSE FOR GREAT CONCERN. FAILURE IN ANY OF THE AGING CHILLERS, COOLING TOWERS, BOILERS, STEAM PIPING AND/OR TUNNEL STRUCTURES WILL PRESENT SIGNIFICANT CONSEQUENCES FOR THE UNIVERSITY'S OPERATIONS. NATURAL DETERIORATION OF BUILDING SUPPORT SYSTEMS AND UTILITY TUNNELS HAS PROGRESSED TO THE POINT WHERE REFURBISHMENT OR REPLACEMENT HAS BECOME A NECESSITY. IN THE TUNNEL SYSTEM, PAST CAMPUS EXPANSION HAS CAUSED SOME SECTIONS TO BECOME OVER CROWDED WITH UTILITY PIPES AND CONDUITS. THE NEED FOR PROPER VENTILATION AS WELL AS EMERGENCY LIGHTING AND AN EMERGENCY NOTIFICATION SYSTEM WITHIN THE TUNNELS IS NEEDED FOR THE PROTECTION OF PERSONNEL. FAILURE IN A UTILITY TUNNEL NOT ONLY AFFECTS LOSS OF STEAM FOR BUILDING HEAT BUT ALSO THE UNIVERSITY'S FIBER NETWORK (REPLACEMENT OF THE FIBER ALONE WOULD BE BEYOND OUR CURRENT FINANCIAL STATUS.) MANY OF OUR MECHANICAL, ELECTRICAL AND PLUMBING SYSTEMS ARE OUTDATED AND ENERGY DEFICIENT. THE AGE OF THE EQUIPMENT PRESENTS PROBLEMS IN FINDING REPLACEMENT PARTS AND CAN NO LONGER BE FIXED. THIS PROJECT IS NECESSARY TO IMPROVE ENERGY EFFICIENCY AND ENSURE THE BUILDINGS ARE SAFE AND CONDITIONED ADEQUATELY: GREATLY REDUCE THE AMOUNT OF ENERGY LOST OR CONSUMED; HELP PREVENT FUTURE CATASTROPHIC DAMAGE AND INCREASED REPAIR COSTS.	$27,080,335

Project	FY20 Request
Southeast Missouri State University Priority # 3 CR - BRANDT HALL RENOVATION: $15,002,015 THIS ACADEMIC BUILDING, BUILT IN 1961, HAS NOT HAD A SIGNIFICANT RENOVATION IN OVER FIFTY YEARS. THIS BUILDING CURRENTLY HOUSES THE MO NATIONAL GUARD SHOW ME GOLD PROGRAM, THE CRIMINAL JUSTICE, SOCIAL WORK AND SOCIOLOGY DEPARTMENT AND CLASSROOMS. NATURAL DETERIORATION OF THIS BUILDINGS STRUCTURE AND SUPPORT SYSTEMS HAS PROGRESSED TO THE POINT WHERE REFURBISHMENT OR REPLACEMENT HAS BECOME A NECESSITY. THE MECHANICAL, ELECTRICAL AND PLUMBING SYSTEMS ARE OUTDATED, OR INADEQUATE FOR TODAY'S NEEDS. DUE TO OLD MECHANICAL EQUIPMENT AND THE LARGE AMOUNT OF SOUTH FACING, SINGLE-PANE, ALUMINUM FRAMED WINDOWS, THE BUILDING IS NOT ENERGY EFFICIENT. THIS BUILDING HOUSES TWO OF THE UNIVERSITY'S ONLY LARGE LECTURE CLASSROOMS (85-100 PERSONS). PROPER RECONFIGURATION OF THE INTERIOR FLOOR PLAN COULD ALLOW FOR HOUSING AN ADDITIONAL ACADEMIC DEPARTMENTAL OFFICE SUITE AND CLASSROOMS. CLASSROOM RENOVATIONS ARE ESSENTIAL TO ENSURE THAT THE SPACE ACCOMMODATES MODERN TECHNOLOGY AND PROVIDES A POSITIVE PHYSICAL ENVIRONMENT FOR HIGH QUALITY TEACHING AND LEARNING.	$15,002,015
Southeast Missouri State University Projects Total: $55,978,268	**$53,878,268**
Truman State University Priority # 1 MR - PERSHING PROJECT PHASE 2: $15,516,998 Matching Funds Raised: $1,977,000 THE PERSHING BUILDING PROJECT IS RANKED AS A TOP PRIORITY TO SERVE THE HEALTH SCIENCES DEPARTMENTS AT TRUMAN. THE ORIGINAL APPROPRIATION AS PART OF THE LEWIS AND CLARK DISCOVERY INITIATIVE WAS $21,335,919. HOWEVER, DUE TO A SHORTFALL IN FUNDING, ONLY $11,335,919 WAS RELEASED FOR THE PROJECT. AS A RESULT, THE PROJECT WAS BROKEN INTO TWO PHASES AND REBID. THIS REQUEST IS BASED ON THE ORIGINAL DESIGN ESTIMATES, THE COST OF REDESIGN AND REBIDDING FOR PHASE 2, AND THE BALANCE OF THE ORIGINAL APPROPRIATION. THIS REQUEST WOULD PROVIDE FUNDING FOR THE PORTIONS OF THE PERSHING RENOVATION PROJECT WHICH WERE DELETED WHEN STATE FUNDS WERE WITHHELD. IT INCLUDES AN ALLOWANCE FOR DESIGN AND INFLATION IN CONSTRUCTION COSTS. PRIORITIES INCLUDE LIFE SAFETY MEASURES (SPRINKLERS, FIRE ALARM), ADA REQUIREMENTS, ELECTRICAL, TECHNOLOGY, AND HVAC. THIS PROJECT WOULD SERVE STUDENTS IN SEVERAL OF OUR HIGH DEMAND FIELDS IN THE HEALTH SCIENCES AND DOES NOT ADD ADDITIONAL SQUARE FOOTAGE. THE FOCUS IS RENOVATION TO MEET CURRENT INSTRUCTIONAL NEEDS, INCLUDING UPGRADING TECHNOLOGY. THIS FACILITY ILLUSTRATES A TYPICAL NEED IN OLDER STRUCTURES AT TRUMAN. THOUGH THE HALLWAYS AND CLASSROOMS ARE DATED, THEY ARE WELL MAINTAINED, BUT THE INFRASTRUCTURE SUCH AS PLUMBING, HVAC, ELECTRICAL, AND TECHNOLOGY SUPPORTING THE BUILDING IS DETERIORATED. PHOTOS ARE IN CIBR.	$15,516,998

Project	FY20 Request
Truman State University Priority # 2 CR - GREENWOOD AUTISM CENTER: $5,388,999 FUNDS WERE APPROPRIATED IN FY 2017 FOR RENOVATION OF GREENWOOD SCHOOL AS AN INTERPROFESSIONAL AUTISM CENTER TO SERVE THE REGION. DUE TO STATE REVENUE ISSUES ONLY $565,831 OF THE $5.5 MILLION APPROPRIATION WAS RECEIVED. THE DESIGN PHASE OF THE PROJECT IS NEARLY COMPLETE AND THE PROJECT IS READY TO MOVE FORWARD WHEN THE BALANCE IS REAPPROPRIATED. THIS REQUEST IS FOR THE PROJECT BALANCE WITH AN ALLOWANCE FOR DESIGN COMPLETION AND INFLATION. THE FACILITY WILL BE THE ONLY AUTISM CLINIC NORTH OF INTERSTATE 70 AND WILL SERVE NORTHERN MISSOURI FAMILIES BY PROVIDING ESSENTIAL SERVICES FOR THEIR CHILDREN WITHOUT ENDURING A 3-4 HOUR ROUND TRIP DRIVE AND/OR AN EXTENDED TIME ON A WAIT LIST. WITHIN THE FACILITY THERE WILL BE MULTIPLE TREATMENT ROOMS, AREAS FOR GRADUATE STUDENTS WORKING WITH THE CLINICIANS, AND OTHER SUPPORT SPACE. TRUMAN PLANS TO PARTNER WITH THE REGIONAL FEDERALLY QUALIFIED HEALTH CENTER TO INTEGRATE SERVICES WITH AN EXISTING PROVIDER WITH BILLING AND ELECTRONIC MEDICAL RECORDS SYSTEMS. A PARTNERSHIP WITH A.T. STILL UNIV., A LOCAL PRIVATE HEALTH PROFESSIONS INSTITUTION, WILL DEVELOP A PRE-OCCUPATIONAL THERAPY PROGRAM TO WORK WITH TRUMAN'S EXISTING PROGRAMS IN COMMUNICATION DISORDERS, NURSING, HEALTH AND EXERCISE SCIENCES, EDUCATION, PSYCHOLOGY, AND MUSIC AND THE NEW MASTER'S IN MENTAL HEALTH COUNSELING DEGREE. PHOTOS ARE IN CIBR	$5,388,999
Truman State University Priority # 3 CR - KIRK BUILDING RENOVATION: $14,173,001 Matching Funds Raised: $1,055,000 BUILT IN 1922, THIS FACILITY IS ONE OF THE OLDEST CAMPUS STRUCTURES. IT IS LOCATED ON THE SOUTHEAST CORNER OF THE CAMPUS QUADRANGLE AND HAS SERVED MULTIPLE PURPOSES. ORIGINALLY DESIGNED TO HOUSE THE CAMPUS MULTIPURPOSE GYMNASIUM/AUDITORIUM, THIS 96 YEAR OLD BUILDING IS NOW UTILIZED FOR STUDENT SUPPORT SERVICES INCLUDING ACADEMIC ADVISING AND THE WRITING CENTER. IT ALSO HOUSES TRUMAN'S PUBLICATIONS DEPARTMENT. THE MOST RECENT SIGNIFICANT RENOVATIONS WERE OVER 30 YEARS AGO AND IT REQUIRES LIFE SAFETY UPGRADES, ADA ACCOMMODATIONS, ELECTRICAL REWIRING AND A NEW HVAC SYSTEM. DUE TO ITS HISTORIC NATURE AND CENTRAL LOCATION NEAR STUDENT HOUSING, IT IS AN IDEAL LOCATION FOR STUDENT SERVICES FUNCTIONS. THE CAMPUS MASTER PLAN CALLS FOR RENOVATION OF THIS STRUCTURE FOLLOWED BY DEMOLITION OF A NEARBY 1940'S ERA ONE STORY BUILDING WHICH CURRENTLY HOUSES SEVERAL STUDENT SERVICES OPERATIONS. PHOTOS INCLUDED IN CIBR.	$14,173,001

Project	FY20 Request
Truman State University Priority # 4 CR - ELECTRICAL BACKUP SYSTEM: $4,649,000 TRUMAN CURRENTLY HOUSES 2,500 OF ITS 6,000 STUDENTS ON CAMPUS. CURRENT BACKUP POWER SOURCES ARE VERY MINIMAL AND ONLY PROVIDE BASIC LIGHTING FOR EMERGENCY EXITS, ELEVATORS, AND FIRE PUMPS. HEATING, COOLING, REFRIGERATION, COMPUTER SYSTEMS, FOOD PREPARATION EQUIPMENT, AND OTHER CRITICAL SYSTEMS WOULD BE UNABLE TO SUPPORT THE OVER 6,000 STUDENTS AND NEARLY 900 FACULTY AND SUPPORT STAFF. EMERGENCY ELECTRICAL POWER WOULD ALSO NOT BE AVAILABLE TO SUPPORT THE THREE EMERGENCY SHELTERS LOCATED ON CAMPUS THAT SUPPORT THE UNIVERSITY, CITY OF KIRKSVILLE, AND ADAIR COUNTY. THIS PROJECT INVOLVES THE CONSTRUCTION OF A BUILDING TO HOUSE EQUIPMENT AND THE PURCHASE OF THREE DIESEL GENERATORS AND NECESSARY SWITCH GEAR TO SUPPORT THE MAJORITY OF CAMPUS BUILDINGS ESPECIALLY MAINTAINING HEATING OR COOLING FOR MAIN BUILDINGS TO INCLUDE LIVING AREAS, FOOD SERVICE AREAS, AND DESIGNATED EMERGENCY SHELTER AREAS.	$4,649,000
Truman State University Projects Total: $39,727,998	**$39,727,998**
University of Central Missouri Priority # 1 MR - HUMPHREYS BUILDING ROOF REPLACEMENT AND FAÇADE RESTORATION: $4,331,340 THE HUMPHREYS BUILDING IS HOME TO THE SCHOOL OF PUBLIC SERVICES, WHICH INCLUDES THE CRIMINAL JUSTICE, MILITARY SCIENCE AND LEADERSHIP/ROTC, AND CRISIS AND DISASTER MANAGEMENT PROGRAMS. THE BUILDING ALSO HOUSES THE TRIO OFFICE, DEDICATED TO SUPPORTING UNDERREPRESENTED AND FIRST-GENERATION STUDENTS EARNING DEGREES, AND THE TRIO VETERANS UPWARD BOUND PROGRAM, DESIGNED TO ASSIST VETERANS WITH PLACEMENT IN HIGHER EDUCATION PROGRAMS TO FURTHER THEIR POST-SERVICE CAREERS. THE CURRENT FACILITY WAS CREATED IN 1970 BY JOINING TWO BUILDINGS CONSTRUCTED IN 1915-1916. THE BUILDING'S 20 YEAR OLD SINGLE PLY ROOF IS REACHING USEFUL LIFE EXPECTANCY AND IS IN IMMEDIATE NEED OF REPLACEMENT. REPLACING THE ROOF WILL AVOID ADDITIONAL COST RESULTING FROM WATER INTRUSION DUE TO ROOF LEAKAGE. THE FACADE IS IN FAIR TO POOR CONDITION CURRENTLY. THE BUILDING FACADE HAVE AGED CONSIDERABLY AND HAVE DETERIORATED DUE TO ABSORPTION OF MOISTURE INTO THE STONE FACADE ELEMENTS, LEADING TO STONE SPALLING, SCALING DAMAGE, DAMAGE TO MOTOR JOINTS, AND CORROSION RELATED DETERIORATION. THE DETERIORATION IS ALLOWING SEEPAGE OF MOISTURE INTO THE WALLS, WHICH IS SUBSEQUENTLY LEADING TO DAMAGE OF THE INTERIOR FINISHES OF THE BUILDING AND ITS CONTENTS VALUED AT $4.1 MILLION.	$4,331,340

Project	FY20 Request
University of Central Missouri Priority # 2 MR - ADMIN BUILDING ROOF REPLACEMENT AND FAÇADE RESTORATION: $4,233,500 BUILT IN 1915, THE ADMINISTRATION BUILDING HOUSES THE UNIVERSITY'S MAIN ADMINISTRATIVE OFFICES, INCLUDING THE OFFICE OF THE PRESIDENT, PROVOST, STUDENT EXPERIENCE AND ENGAGEMENT, FINANCE AND ADMINISTRATION, HUMAN RESOURCES, AND UNIVERSITY RELATIONS, AS WELL AS THE OFFICE OF THE DEAN OF THE COLLEGE OF HEALTH, SCIENCE AND TECHNOLOGY. THE BUILDING'S 20 YEAR OLD SINGLE PLY ROOF IS REACHING USEFUL LIFE EXPECTANCY AND IS IN IMMEDIATE NEED OF REPLACEMENT. ROOF REPLACEMENT WILL HELP PREVENT WATER INTRUSION AND POTENTIAL DAMAGE TO APPROXIMATELY $5.4M IN CONTENTS. THE FACADE IS IN FAIR TO POOR CONDITION CURRENTLY. THE BUILDING FACADES HAVE AGED CONSIDERABLY AND HAVE DETERIORATED DUE TO ABSORPTION OF MOISTURE INTO THE STONE FACADE ELEMENTS, LEADING TO STONE SPALLING, SCALING DAMAGE, CRACKING AND SPLITTING, AND DAMAGE TO MOTOR JOINTS. EXISTING WATERPROOFING ELEMENTS ARE NEARING THE END OF THEIR USEFUL LIFE AND SUPPLEMENTAL WATERPROOFING MEASURES NEED TO BE PROVIDED TO PREVENT FUTURE DAMAGE AND PROTECT EXISTING CONSTRUCTION. THE DETERIORATION AND FAILURE OF WATERPROOFING IS ALLOWING SEEPAGE OF MOISTURE INTO THE WALLS. A COMPREHENSIVE REPAIR PROGRAM CONSISTING OF STONE REPLACEMENT, STONE PATCHWORK, REPORTING OF MORTAR JOINTS, AND APPLICATION OF WATER REPELLENT SEALERS ARE ALL REQUIRED TO PROPERLY MAINTAIN BUILDING ENVELOPE INTEGRITY	$4,233,500
University of Central Missouri Priority # 3 MR - ROBERT L MARSHALL BUILDING RENOVATIONS: $385,000 THE ROBERT L. MARSHALL BUILDING WAS CONSTRUCTED IN 1969, SERVING STATE WIDE PROGRAMS SUCH AS THE INSTITUTE FOR PUBLIC SAFETY, COMMERCIAL MOTOR VEHICLE CDL, CRASH RECONSTRUCTION INVESTIGATION, CRISIS DISASTER MANAGEMENT PROGRAM, DRIVER EDUCATION, IGNITION INTERLOCK DEVICE PROGRAM, LAW ENFORCEMENT AND SCHOOL BUS SAFETY. THE 49-YEAR-OLD ROOF IS ORIGINAL TO THE BUILDING EXCEEDING ITS USEFUL LIFE AND IS CURRENT IN A STATE OF CONTINUOUS LEAKING. REPETITIVE LEAKING HAS CAUSED INTERIOR DAMAGE AND POSES ADDITIONAL THREAT OF INTERIOR DETERIORATION AND ENVIRONMENTAL CONCERNS. THIS PROJECT IS NECESSARY TO ENSURE THE INTEGRITY OF THE BUILDING, A SAFE ENVIRONMENT FOR THE OCCUPANTS, AND PRESERVATION OF BUILDING CONTENTS.	$385,000

Project	FY20 Request
University of Central Missouri Priority # 5 CR - GRINSTEAD BUILDING RENOVATIONS: $31,824,768 THE STATEWIDE MISSION FOCUS OF THE UNIVERSITY IS APPLICATION OF TECHNOLOGY IN THE TEACHING/LEARNING PROCESS AND INSTRUCTION IN ITS USE IN THE BUSINESS AND PROFESSIONAL WORLD. A SIGNIFICANT ELEMENT IN THE MISSION IS THE COLLEGE OF HEALTH, SCIENCE AND TECHNOLOGY, WHERE THE NEED FOR UP-TO-DATE INSTRUCTIONAL FACILITIES IS IMPERATIVE. THE GRINSTEAD BUILDING CONTAINS MANY OF THE CLASSROOMS AND INSTRUCTIONAL LABORATORIES SUPPORTING PROGRAMS OFFERED THROUGH THE COLLEGE OF HEALTH, SAFETY AND TECHNOLOGY. THE FIRST FLOOR OF THE FACILITY IS IN NEED OF MAJOR RENOVATION TO BETTER UTILIZE THE SPACE AVAILABLE AND EFFECTIVELY ACCOMMODATE ASSEMBLY AND WORK CELLS, LABORATORIES FOR WELDING, HOT METALS, METROLOGY AND COMPUTER ASSISTED INSTRUCTION. NEW CLASSROOM SPACE WILL ALSO BE CREATED. A PROJECT IN 1981 WAS INTENDED TO REMOVE ALL ASBESTOS FROM PUBLIC USE AREAS OF THE BUILDING; HOWEVER, SOME REMAINS IN PLENUM SPACES AND HARD-TO-ACCESS AREAS AND WILL REQUIRE REMOVAL.	$5,567,131
University of Central Missouri Priority # 6 CR - CONSTRUCT FINE/PERF ART BUILDING: $15,236,803 HENDRICKS HALL IS LOCATED WITHIN THE 101 -YEAR-OLD ADMINISTRATION BUILDING. THE HALL WAS BUILT WITH AN APPROPRIATION OF $150,000 FROM THE MISSOURI STATE LEGISLATURE AND DEDICATED IN OCTOBER 1923. THROUGHOUT THE GENERATIONS, THE FACILITY HAS SERVED AS A VENUE FOR MUSICAL AND THEATRICAL PRODUCTIONS, ALONG WITH THE CONVOCATIONS AND GUEST SPEAKERS WHO HAVE VISITED THE CAMPUS. HENDRICKS HALL HAS ALSO SERVED THE CULTURAL AND EDUCATIONAL NEEDS OF THE SURROUNDING COMMUNITY SINCE ITS CONSTRUCTION. THIS PROJECT PROVIDES AN OPPORTUNITY FOR THE UNIVERSITY TO SUPPORT AND PROVIDE THE NECESSARY SPACE FOR OUTSTANDING PROGRAMS IN MUSIC AND THE VISUAL ARTS IN KEEPING WITH UCM'S MISSION TO SERVE AS A CULTURAL AND ARTISTIC CENTER FOR THE REGION. THE NEW SECTIONS WILL INCLUDE PERFORMANCE AND REHEARSAL HALLS FOR MUSIC, CLASSROOMS, LABS, AND OFFICES FOR THE MUSIC PROGRAM, AND STORAGE SPACE.	$500,000
University of Central Missouri Priority # 15 CR - RENOVATE ADMIN BUILDING: $20,048,916 THE ADMINISTRATION BUILDING HOUSES HENDRICKS HALL, CURRENTLY THE UNIVERSITY'S MAJOR CAMPUS AUDITORIUM FOR FINE AND PERFORMING ARTS PROGRAMS, WHICH IS USED EXTENSIVELY FOR CAMPUS CONSTITUENTS AND VISITORS. TWO NEW EXTERNAL EGRESS ROUTES NEED TO BE DEVELOPED FOR LIFE SAFETY AND TO MEET ADA COMPLIANCE, PARTICULARLY TO PROTECT PATRONS SEATED IN THE BALCONY SECTION AND EMPLOYEES WORKING ON THE THIRD FLOOR OF THIS FACILITY.	$4,048,916

Project	FY20 Request
University of Central Missouri Projects Total: $76,060,327	**$19,065,887**
University of Missouri - Columbia Priority # 1 CR - TPMC: $200,000,000 Matching Funds Raised: $125,000,000 TRANSLATIONAL MEDICINE BRINGS RESEARCHERS AND CLINICIANS TOGETHER IN A MULTI- DISCIPLINARY, COLLABORATIVE SETTING SUPPORTED BY ADVANCED TECHNOLOGY AND DATA ANALYSIS TOOLS. THE NATIONAL INSTITUTE OF HEALTH HAS IDENTIFIED TRANSLATIONAL MEDICINE RESEARCH AS A MAJOR FOCUS FOR GRANT FUNDING. THE TPMC WILL INTEGRATE MULTIDISCIPLINARY LABORATORY SPACE WITH ADVANCED ANALYTICAL INSTRUMENTATION, COMPUTATIONAL PROCESSING, AND PILOT SCALE MANUFACTURING UNDER ONE ROOF. •PROVIDES THE SYNERGISTIC PLATFORM NEEDED FOR INTEGRATION OF BIOMEDICAL, ELECTRICAL, BIOMOLECULAR, MECHANICAL AND INDUSTRIAL ENGINEERING WITH BOTH VETERINARY AND HUMAN MEDICINE. •WILL PROVIDE INNOVATIVE LABORATORY SPACE THAT WILL AID RECRUITMENT OF AND RETAIN FACULTY AND INCREASE MU'S STANDING IN THE ASSOCIATION OF AMERICAN UNIVERSITIES (AAU). •MU'S SUCCESS IN THIS REALM WOULD PLACE MISSOURI AT THE FOREFRONT OF PRECISION MEDICINE THANKS TO THE BEVY OF ENGINEERS AND CLINICIANS UNIQUELY EQUIPPED WITH SKILLS TO SUCCEED IN THIS NEW FRONTIER OF HEALTH CARE. •RESEARCH DISCOVERIES HAVE THE POTENTIAL TO LEAD TO NEW COMPANIES AND HIGH-PAYING JOB CREATION FOR THE STATE. •THE CONSEQUENCES OF INACTION ON THIS FACILITY INCLUDES A POTENTIAL DECLINE IN AAU STATUS AND THE INABILITY TO ACHIEVE THE STRATEGIC MISSION.	$75,000,000
University of Missouri - Columbia Projects Total: $200,000,000	**$75,000,000**
University of Missouri - Kansas City Priority # 1 CR - SPENCER CHEMISTRY & BIOLOGY: $37,657,000 Matching Funds Raised: $4,600,000 THE SPENCER CHEMISTRY AND BIOLOGICAL SCIENCES BUILDINGS WERE ORIGINALLY CONSTRUCTED IN 1968 AND HAD NOT BEEN RENOVATED OR UPDATED SINCE THE 1980'S PRIOR TO THE PHASE I RENOVATION WHICH IS NOW COMPLETE. THESE BUILDINGS SERVE CHEMISTRY AND BIOLOGY UNDERGRADUATE AND GRADUATE MAJORS, AS WELL AS THOSE WHO GO INTO PROFESSIONAL SCHOOLS OR GRADUATE STUDIES IN MEDICAL AND DENTAL. THEY ALSO SERVE AS PART OF THE TEACHING MISSION FOR OUR PHARMACY, MEDICINE, AND NURSING PROGRAMS. THE FACILITY IS OUTDATED AND PROVIDES INADEQUATE SPACE FOR TEACHING, AND DOES NOT MEET CURRENT SAFETY CODES AND STANDARDS. THIS PROJECT WILL ELIMINATE OVER $35 MILLION OF FACILITIES NEEDS.	$33,057,000

Project	FY20 Request
University of Missouri - Kansas City Priority # 2 CR - CONSERVATORY OF MUSIC AN: $100,000,000 Matching Funds Raised: $50,000,000 THE UNIVERSITY OF MISSOURI – KANSAS CITY HAS LONG BEEN A PRIMARY SOURCE OF ENERGY, CREATIVITY AND TALENT, NURTURING CULTURE IN KANSAS CITY, AND THROUGHOUT WESTERN MISSOURI, THROUGH ITS RENOWNED PROGRAMS IN MUSIC, DANCE, THEATER AND VISUAL ARTS. MOST OF THE PREMIERE PERFORMING ARTS ORGANIZATIONS IN THE REGION -- INCLUDING THE KANSAS CITY SYMPHONY, KANSAS CITY BALLET, LYRIC OPERA AND KANSAS CITY REPERTORY THEATRE -- TRACE THEIR ROOTS TO UMKC'S PERFORMING ARTS SCHOOLS. FOR MORE THAN 30 YEARS, UMKC HAS BEEN THE DESIGNATED PERFORMING ARTS CAMPUS FOR THE UNIVERSITY OF MISSOURI SYSTEM. ONE OF THE SIX PRIMARY GOALS FOR UMKC, SET OUT IN THE UNIVERSITY'S STRATEGIC PLAN APPROVED BY THE UM SYSTEM, IS TO "EXCEL IN THE VISUAL AND PERFORMING ARTS." PRESERVING AND ENHANCING UMKC'S STRENGTHS IN THE PERFORMING ARTS ARE NOT JUST REGIONAL PRIORITIES, BUT A STATEWIDE PRIORITY AS WELL. A DOWNTOWN CAMPUS CLOSE TO KANSAS CITY'S EMERGING CULTURAL DISTRICT WOULD BENEFIT NOT JUST STUDENTS, ARTS ORGANIZATIONS AND ARTS PATRONS, BUT THE REGIONAL AND STATEWIDE ECONOMY. THE DOWNTOWN CAMPUS FOR THE ARTS WAS NAMED AS ONE OF THE "BIG FIVE IDEAS" BY THE GREATER KANSAS CITY CHAMBER OF COMMERCE AND HAS RECEIVED STRONG SUPPORT FROM THE DOWNTOWN COUNCIL.	$50,000,000
University of Missouri - Kansas City Projects Total: $137,657,000	**$83,057,000**
Missouri University - Science & Technology Priority # 1 CR - SCHRENK HALL ADDITION AN: $54,005,000 Matching Funds Raised: $11,005,000 THE PHASE III PROJECT WILL BUILD ON THE SUCCESS OF PHASE I, BERTELSMEYER HALL, COMPLETED IN 2013 PHASE I HOUSES CHEMICAL AND BIOLOGICAL ENGINEERING, AND PHASE II, PARTIAL RENOVATION OF THE SCHRENK HALL WEST WING, CURRENTLY IN CONSTRUCTION. THE NEW BIOSCIENCES BUILDING IS THE FINAL PHASE OF AN INTERDISCIPLINARY COMPLEX DEDICATED TO PROVIDING WORLD-CLASS EDUCATION AND RESEARCH IN BIOLOGICAL SCIENCES, CHEMISTRY, AND CHEMICAL AND BIOCHEMICAL ENGINEERING. THIS RENOVATION AND EXPANSION PROJECT WILL PROVIDE A TECHNOLOGICAL, STUDENT- CENTERED ANCHOR FOR INNOVATION. BY EQUIPPING WITH EXPANDED RESEARCH SPACE, MODERN CLASSROOMS, OPEN-CONCEPT RESEARCH LABS AND IMPROVED ACCESSIBILITY, THE BIOSCIENCES BUILDING WILL LEVERAGE MISSOURI S&T'S STRENGTHS IN COMPUTATIONAL SCIENCE, ENVIRONMENTAL ENGINEERING, AND MATERIALS SCIENCE AND ENGINEERING TO ADVANCE MEDICAL, ENVIRONMENTAL AND BIOMEDICAL RESEARCH. THE BUILDING WILL ALSO BE HOME TO AN INTERDISCIPLINARY CENTER FOR RESEARCH IN BIOMATERIALS. STUDENTS AND FACULTY WILL CONDUCT RESEARCH IN BIO-ACTIVE, BIO-INSPIRED AND BIO-MIMETIC MATERIALS FOR A VARIETY OF APPLICATIONS. THE BIOSCIENCES BUILDING WILL BE AN INTEGRAL COMPONENT OF THE STUDENT EXPERIENCE AT MISSOURI S&T. ALMOST EVERY STUDENT WILL TAKE AT LEAST ONE CLASS HERE IN ONE OR MORE IMPORTANT FOUNDATIONAL COURSES IN BIOLOGICAL SCIENCES OR CHEMISTRY	$43,000,000
Missouri University - Science & Tech Projects Total: $54,005,000	**$43,000,000**

Project	FY20 Request
University of Missouri - St Louis Priority # 1 MR - SPACE CONSOLIDATION: $10,000,000 Matching Funds Raised: $2,000,000 ACCORDING TO A SPACE NEEDS AND UTILIZATION ANALYSIS STUDY PERFORMED IN 2016, UMSL HAS MORE PROGRAM SPACE PER STUDENT THAN PEER CAMPUSES. UMSL CAN LOWER ITS OPERATING COSTS AND DEFERRED MAINTENANCE BY REDUCING THE CAMPUS' OCCUPIED SQUARE FOOTAGE. BELLERIVE HALL, MUSIC BUILDING, AND EDUCATION ADMINISTRATION BUILDING ARE UNDERUTILIZED BUILDINGS THAT ARE IN POOR CONDITION. AS SUCH, THEY ARE GOOD CANDIDATES FOR DECOMMISSIONING OR DEMOLITION, THEREBY REDUCING CAMPUS OPERATING EXPENSES AND DEFERRED MAINTENANCE. THE PROPOSED REPAIRS WILL EXTEND THE LIFE OF THE CAPITAL IMPROVEMENTS, IMPROVE SAFETY AND ENHANCE CAMPUS APPEARANCE WHILE REDUCING FACILITIES NEEDS. THIS PROJECT PROVIDES SIGNIFICANT FINANCIAL BENEFIT TO THE CAMPUS BY ELIMINATING $19.0M IN FACILITIES NEEDS ($9M THROUGH REPAIRS AND RENOVATIONS AND $10M THROUGH DEMOLITION OF BH AND MB) AND BY REDUCING ANNUAL OPERATING COSTS BY $541,000. IN ADDITION TO THE ABOVE FINANCIAL BENEFITS, THE ENTIRE CAMPUS WILL BENEFIT FROM IMPROVED SPACE UTILIZATION, SAFETY, RELIABILITY AND EFFICIENCY. THE INCREASED DENSITY WILL ALSO ENHANCE THE STUDENT EXPERIENCE BY PROVIDING A MORE VIBRANT, ENERGIZED ENVIRONMENT.	$8,000,000
University of Missouri - St Louis Priority # 2 CR - SOCIAL SCIENCE BUILDING: $39,000,000 Matching Funds Raised: $7,800,000 THE SOCIAL SCIENCE BUSINESS BUILDING PROVIDES 144,000 GROSS SQUARE FEET (GSF) OF CLASSROOM, LAB, AND ADMINISTRATIVE/SUPPORT SPACE FOR FACULTY AND STAFF AND THOUSANDS OF STUDENTS WHO MAJOR IN VARIOUS DISCIPLINES SUCH AS BUSINESS ADMINISTRATION (CURRENTLY HOUSED IN THIS BUILDING), ECONOMICS, POLITICAL SCIENCE AND PUBLIC POLICY ADMINISTRATION. STUDENTS ENROLLED IN A TOTAL OF 39,266 CREDIT HOURS THAT WERE TAUGHT IN THIS BUILDING IN FY2017. CONSTRUCTED IN 1968, THIS BUILDING HAS A FCNI OF 0.54. DELAYING REPLACEMENT AND UPGRADES OF THESE SYSTEMS WILL CAUSE FURTHER DETERIORATION OF ASSETS RESULTING IN REPAIRS BECOMING INCREASINGLY FREQUENT AND COSTLY. CONTINUED USE OF OUTDATED, INADEQUATELY SIZED/CONFIGURED AND EQUIPPED CLASSROOMS AND LECTURE HALLS FOR CURRENT PEDAGOGIES WILL INCREASE RENOVATION COST. THE PROJECT WILL ADDRESS CODE AND STANDARDS ISSUES; IMPLEMENT ENERGY CONSERVATION MEASURES, ADDRESS ACCESSIBILITY ISSUES, REPLACE BUILDING SYSTEMS THAT HAVE EXCEEDED THEIR LIFE EXPECTANCY AND WILL ELIMINATE $32.2 MILLION OF FACILITIES NEEDS.	$31,200,000

Project	FY20 Request
University of Missouri - St Louis Priority # 3 CR - STADLER HALL RENOVATION: $29,500,000 Matching Funds Raised: $5,900,000 THE SPACE IN STADLER HALL IS UTILIZED TO TEACH IN SIX DIFFERENT DISCIPLINES. STUDENTS ENROLLED IN A TOTAL OF 4,087 CREDIT HOURS THAT WERE TAUGHT IN THIS BUILDING. THIS RENOVATION TO MEET CURRENT STANDARDS FOR TEACHING WILL HELP ATTRACT AND RETAIN STUDENTS, FACULTY, AND RESEARCHERS. STADLER HALL WAS CONSTRUCTED IN 1967. THE ORIGINAL DESIGN AND EXISTING CONDITIONS OF THE BUILDING DOES NOT MEET CURRENT CODES OR STANDARDS. BUILDING SYSTEMS IN STADLER ARE OLD, INEFFICIENT, AND IN MANY CASES HAVE SURPASSED THEIR EXPECTED USEFUL LIFE. DELAYING REPLACEMENT OF THESE SYSTEMS WILL ALLOW THEM TO CONTINUE TO AGE AND DETERIORATE AND COULD EVENTUALLY RESULT IN ABANDONING THE BUILDINGS AS REPAIRS WILL BECOME INCREASINGLY FREQUENT AND COSTLY. MODERN BUILDING SYSTEMS WILL BE SIGNIFICANTLY MORE EFFICIENT AND LESS COSTLY TO OPERATE THAN THE CURRENT SYSTEMS.	$23,600,000
University of Missouri - St Louis Projects Total: $78,500,000	**$62,800,000**

	Project Costs	FY20 Requests
UM System Projects Subtotal:	**$470,162,000**	**$263,857,000**
Community College Projects Subtotal:	**$249,380,678**	**$186,952,293**
State Technical College Projects Subtotal:	**$26,305,832**	**$26,305,832**
State Technical College and Four - Year Institution Projects Subtotal:	**$1,212,974,944**	**$897,177,369**
All Projects Grand Total:	**$1,462,355,622**	**$1,084,129,662**

Tab 23

Report on the Higher Education Student Funding Act

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

The Higher Education Student Funding Act (HESFA) sets the amounts by which public institutions may increase tuition without incurring a financial penalty. For all practical purposes, HESFA exempts community colleges from its requirements. HESFA provides that institutions with tuition above the state average may increase tuition by the same percentage as the increase in the consumer price index (CPI) for the preceding year. Institutions at which tuition is below the average may increase their tuition by an amount equal to the percentage change in the CPI times the average tuition. Institutions that increase tuition at a rate that exceeds the statutorily permitted amount must pay a fine of 5% of their state operating appropriation unless the fine is totally or partially waived.

The commissioner of higher education may waive that fine if the institution requests that it be waived and the commissioner finds that the increase is sufficiently warranted. If the commissioner determines the increase is not sufficiently warranted, he/she recommends to the full Coordinating Board for Higher Education that the institution be required to remit an amount of up to 5% of its current year state operating appropriation to the board. The Coordinating Board makes a binding and final decision, by means of a majority vote, regarding the matter.

Although HESFA has been in effect since 2007, the only year for which institutions have only sought waivers prior to 2018 was 2011-2012. In that year, Harris-Stowe State University, Lincoln University, Missouri Southern State University, Missouri Western State University, Northwest Missouri State University, Truman State University, and the University of Missouri sought waivers.

- The commissioner determined that the increases proposed by Harris-Stowe State University, Lincoln University, Northwest Missouri State University, Truman State University, and the University of Missouri were sufficiently warranted and that no penalty should be imposed. Then-Governor Nixon subsequently withheld funds from the University of Missouri at a higher rate than for other institutions.

- The commissioner determined that the increase initially proposed by Missouri Southern State University was not sufficiently warranted. The institution reduced the proposed increase. The commissioner concluded that the revised increase was not sufficiently warranted, but still recommended that the institution not be fined.

- Dialog between the commissioner and Missouri Western State University was ongoing when then-Governor Nixon withheld funds from MWSU and the University of Missouri at a higher rate than for other institutions. At the request of the commissioner, MWSU's board of governors reduced the proposed increase and the commissioner found the new increase to be sufficiently warranted. No penalty was imposed by the commissioner or the Coordinating Board.

2018 CURRENT STATUS

In early 2018, department staff notified institutions as to which were above and below average tuition for the 2018-2019 academic year and the rate of change in the CPI for the applicable period, which is 2.1%. The commissioner distributed a link to the HESFA waiver request process and a reminder that waiver requests must be submitted on March 1, May 1, or July 1.

The MDHE received one notice of tuition change that triggered the fine provisions of HESFA if the institution did not request and receive a waiver of that provision.

On April 25, 2018, Missouri Southern State University (MSSU) requested to increase its annual tuition by $900, or 14.83%. The maximum increase permitted for MSSU without triggering the fine provision of HESFA is $147.14. On May 10, 2018, the commissioner notified MSSU that this increase triggered the fine provision of HESFA and provided information about how to request a waiver. On May 22, 2018, MSSU submitted a waiver request. Per CBHE policy, the request was posted on the MDHE website for public comment for a period of two weeks which ended on June 19, 2018. The public comment resulted in 56 comments received. Fifty of those were in favor and six were against the waiver being approved.

On July, 3, 2018, per CBHE policy, the commissioner held a meeting with MSSU in order for the institution to present its rationale for the requested 15% increase and justification for the waiver of the penalty.

On July 17, 2018, MDHE formally notified MSSU that the request for a waiver was denied and suggested a compromise by encouraging MSSU to submit an amended tuition waiver within 10 days in order to avoid incurring a penalty.

On July 30, 2018, MSSU elected to amend their tuition request and move forward with a two-year phase-in of the 14.83% increase with 9.9% in the 2018-2019 academic year and the balance of the increase in the 2019-2020 academic year. MSSU may increase further if allowed under new version of law. As a result, the Commissioner is not recommending a penalty be assessed.

NEXT STEPS

The commissioner will evaluate any requests for waivers of the fine provision, determine whether any increases above the statutorily permitted amount are sufficiently warranted, recommend a fine, and asked the Coordinating Board to make a final decision about the amount of the fine.

RECOMMENDATION

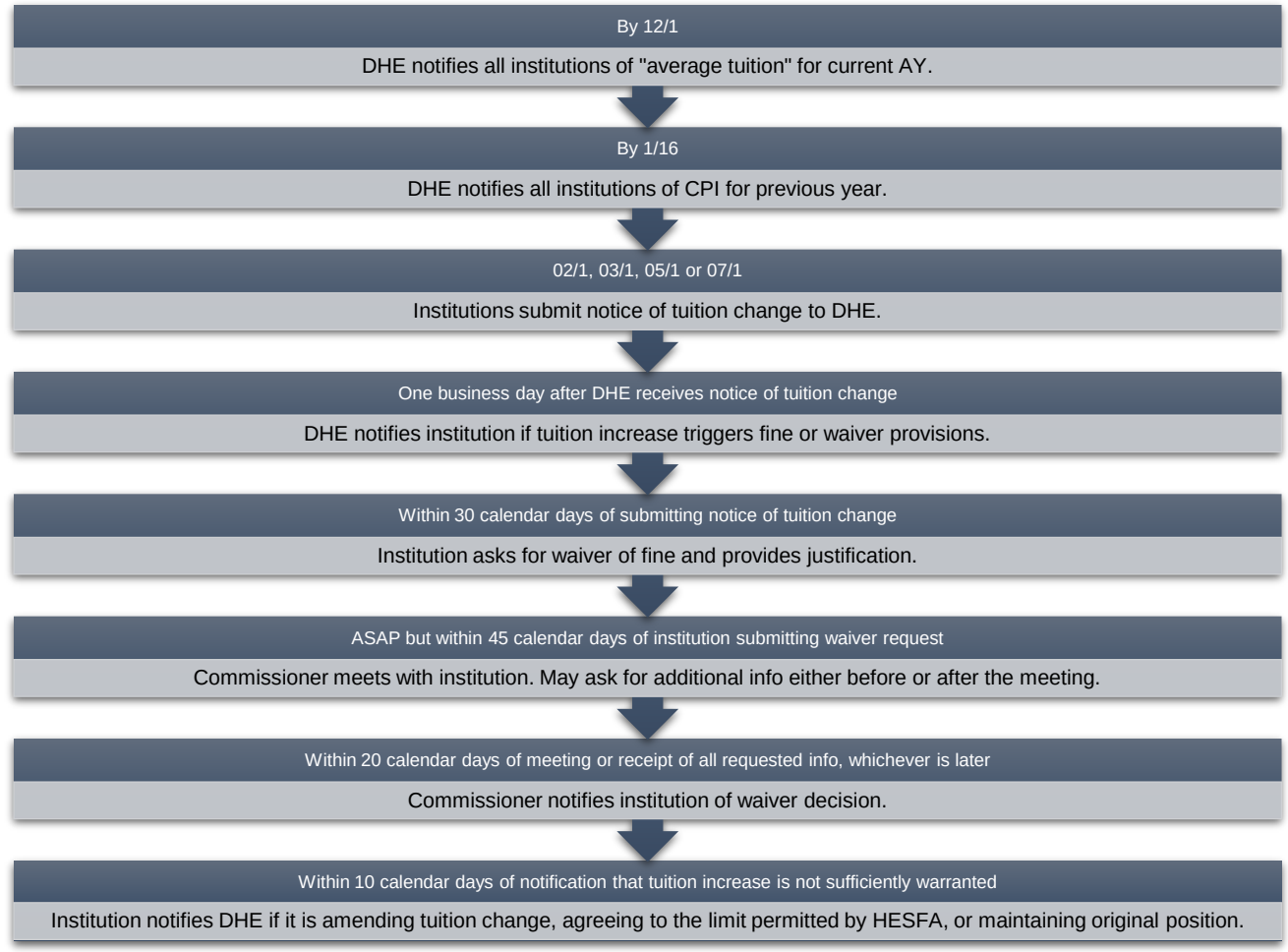
This is an information item only.

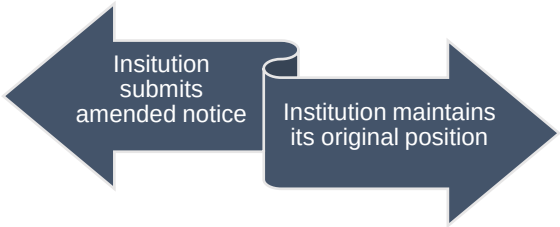
ATTACHMENT

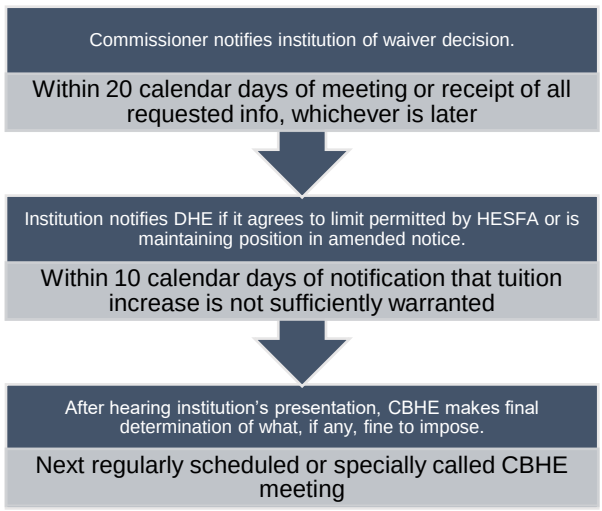
Current HESFA Tuition Waiver Timeline

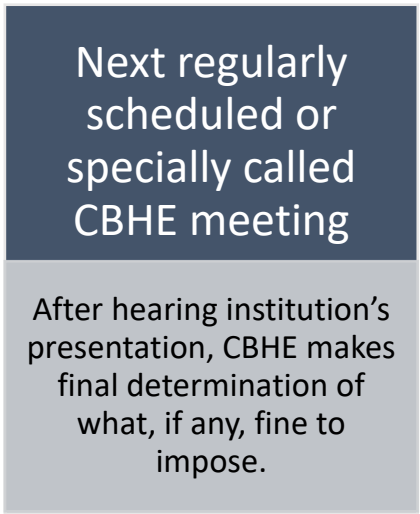
Tab 23 Attachment

Current HESFA Tuition Waiver Timeline









Tab 24

FY 2018 Higher Education Budget Final Expenditures

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

This items provides an update on the FY 2018 higher education budget reporting appropriated vs expended at fiscal year-end.

A total of $1.2 billion was appropriated in FY 2018 in HB 3. Of that, $24.9 million was part of the statutory reserve unavailable for expenditure/distribution. That left $1.2 billion in actual spending authority for the year. A total of $1.1 billion was expended (91.6%) during the fiscal year. A balance of $101.9 million was left unexpended at the end of the fiscal year. Of that amount, the following were significant areas contributing to that balance:

$30 million was related to spending authority for the federal student loan program.

$35 million was related to a release of the Governor's restrictions at the end of the fiscal year that institutions did not have the time to draw down/expend.

$3.7 million was for the Bright Flight Program and $12 million was for the Access Missouri Scholarship Programs and represent spending authority but not actual cash availability.

Overall the department will conduct a thorough review of excess spending authority this fall and will make recommendation for potential reductions in spending authority as appropriate at a later time.

Attachment A (2018 Higher Education Budget Year-End Summary) summarizes the department's FY 2018 year end expenditures.

NEXT STEPS

None

RECOMMENDATION

This is an information item only.

ATTACHMENT

2018 Higher Education Budget Year-End Summary

Coordinating Board for Higher Education
September 12, 2018

Tab 24 Attachment

FY 2018 Higher Education Budget Year-End Summary

	FY 2018 Core (TAFP)	Statutory Reserve[1]	FY 2018 Budgeted Authority	FY 2018 Expended	FY 2018 % Expended	FY 2018 Unexpended
Coordination Administration	$932,349	($15,376)	$916,973	$797,752	87.00%	$119,221
Grant/Scholarships Administration	$149,604	($4,488)	$145,116	$144,776	99.77%	$340
Proprietary School Administration	$308,171		$308,171	$219,872	71.35%	$88,299
Proprietary Bond Fund	$400,000		$400,000	$100,000	25.00%	$300,000
Midwest Higher Education Compact	$115,000		$115,000	$115,000	100.00%	$0
Eisenhower/Teacher Quality	$1,248,806		$1,248,806	$865,619	69.32%	$383,187
Statewide Student Web Portal	$500,000		$500,000	$347,513	69.50%	$152,487
Federal Grants/Donations	$1,000,000		$1,000,000	$0	0.00%	$1,000,000
Other Grants/Donations (Multi-State Collaboratives)	$98,358		$98,358	$8,967	9.12%	$89,391
Academic Scholarship (Bright Flight)[6]	$24,676,666		$24,676,666	$20,981,500	85.03%	$3,695,166
Access Missouri Financial Assistance[6]	$76,500,000		$76,500,000	$64,408,684	84.19%	$12,091,316
A+ Schools Program[6]	$39,500,000		$39,500,000	$36,494,296	92.39%	$3,005,704
Advanced Placement Grants[6]	$100,000		$100,000	$2,500	2.50%	$97,500
Public Service Survivor Grant[6]	$140,000	($4,200)	$135,800	$113,402	83.51%	$22,398
Marguerite Ross Barnett Scholarship Program	$500,000		$500,000	$422,360	84.47%	$77,640
Veterans Survivor Grant	$241,250	($7,238)	$234,012	$217,472	92.93%	$16,540
Kids' Chance Scholarship Program	$15,000		$15,000	$8,600	57.33%	$6,400
Minority Environmental Literacy Program	$32,964	($989)	$31,975	$31,035	97.06%	$940
Advantage Missouri	$15,000		$15,000	$1,940	12.93%	$13,060
Loan Administration[6]	$6,031,955		$6,031,955	$4,007,199	66.43%	$2,024,756
Federal Loan Compliance[6]	$8,500,000		$8,500,000	$6,194,877	72.88%	$2,305,123
Loan Collections[6]	$15,000,000		$15,000,000	$8,846,677	58.98%	$6,153,323
Purchase Loans[6]	$120,000,000		$120,000,000	$89,665,704	74.72%	$30,334,296
Loan Program Tax Refund Offset	$750,000		$750,000	$563,218	75.10%	$186,782
College Prep Program[4]	$100,000		$100,000	$0	0.00%	$100,000
Transfer to State Legal Expense Fund[25]	$1		$1	$1,810,124		($1,810,123)
UMKC/MSU Doctorate Pharmacy Program[4]	$1,000,000		$1,000,000	$0	0.00%	$1,000,000
MO S&T Project Lead the Way[4]	$400,000		$400,000		0.00%	$400,000
HSSU Graduate and STEM Programs[4]	$250,000		$250,000	$0	0.00%	$250,000
UM-Columbia Medical School Expansion[4]	$5,000,000		$5,000,000	$0	0.00%	$5,000,000
MSSU/UMKC-Cooperative Dental Program[4]	$3,000,000		$3,000,000	$0	0.00%	$3,000,000
MSU/Missouri S&T Engineering Expansion[4]	$1,000,000		$1,000,000	$0	0.00%	$1,000,000
Community Colleges Appropriation[45]	$147,391,746	($3,989,991)	$143,401,755	$139,260,289	97.11%	$4,141,466
Community College Tax Refund Offset[3]	$2,806,000		$2,806,000	$2,806,000	100.00%	$0
State Technical College of Missouri[4]	$5,707,566	($165,912)	$5,541,654	$5,364,459	96.80%	$177,195
University of Central Missouri (UCM)[45]	$55,984,610	($1,012,151)	$54,972,459	$52,872,616	96.18%	$2,099,843
Southeast Missouri State University (SEMO)[45]	$46,273,968	($1,146,384)	$45,127,584	$43,673,033	96.78%	$1,454,551
Missouri State University (MSU)[45]	$85,970,837	($2,402,032)	$83,568,805	$81,174,241	97.13%	$2,394,564
Lincoln University[4]	$18,032,513	($521,106)	$17,511,407	$16,861,115	96.29%	$650,292
Lincoln University Land Grant Match	$2,500,000	($75,000)	$2,425,000	$2,425,000	100.00%	$0
Truman State University[45]	$41,942,526	($844,810)	$41,097,716	$39,451,798	96.00%	$1,645,918
Northwest Missouri State University (NWMSU)[4]	$31,189,542	($905,583)	$30,283,959	$29,405,130	97.10%	$878,829
Missouri Southern State University (MSSU)[4]	$23,844,235	($690,937)	$23,153,298	$22,350,160	96.53%	$803,138
Missouri Western State University (MWSU)[4]	$22,012,252	($637,403)	$21,374,849	$20,809,352	97.35%	$565,497
Harris-Stowe State University (HSSU)[45]	$9,913,078	($83,837)	$9,829,241	$9,285,487	94.47%	$543,754
University of Missouri System (UM)[4]	$420,572,068	($12,241,106)	$408,330,962	$396,752,756	97.16%	$11,578,206
Univ of Missouri Press (MO Official Manual)[4]	$75,000	$0	$75,000	$0	0.00%	$75,000
UMKC Neighborhood Initiative[4]	$400,000	$0	$400,000	$0	0.00%	$400,000
UMSL Biotech	$450,000	($13,500)	$436,500	$436,500	100.00%	$0
Telehealth[4]	$1,937,640	($41,363)	$1,896,277	$1,775,027	93.61%	$121,250
Spinal Cord Injury	$2,000,000		$2,000,000	$2,000,000	100.00%	$0
Kidney Program	$1,750,000	($52,500)	$1,697,500	$1,697,500	100.00%	$0
State Historical Society	$2,460,855	($73,826)	$2,387,029	$2,387,029	100.00%	$0
Seminary Invest	$3,000,000	$0	$3,000,000	$0	0.00%	$3,000,000
Seminary Interest	$275,000	$0	$275,000	$38,232	13.90%	$236,768
TOTALS	**$1,233,994,560**	**($24,929,732)**	**$1,209,064,828**	**$1,107,194,811**	**91.57%**	**$101,870,017**

Notes:

[1] Equals to 3% Governor's Reserve

[2] Fund to pay Claims, premiums, and expenses on behalf of the colleges and universities.

[3] Owed $9,021 from May FY2018 to be paid in FY2019

[4] Governor released $35,088,654 in restricted funds on June 29, 2018

[5] Portion of Governor's Reserve transferred to State Legal Expense Fund

[6] Excess is Spending Authority in Loan Claims and Student Financial Assistance

Tab 25

Final Report on FY 2019 Higher Education Budget

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

This items provides an update on the FY 2019 higher education budget with actions taken by the governor, including vetoes and withholdings.

CURRENT STATUS

FY 2019 Operating Budget (HB 2003)

Funding for public colleges and universities will remain at the level appropriated for FY 2018, less the governor's vetoes ($1,500,000) and informal administrative withholdings ($1,800,000) as follows.

- Cooperative Dental Program $1,800,000: Missouri Southern State University ($1,200,000) and University of Missouri–Kansas City ($600,000) have elected to cancel this program. As a result, these funds are being informally restricted by the Office of Administration by amending the quarterly fund allotment schedule. This is not a withhold or a veto;

- Missouri Southern State University (MSSU) was appropriated $2 million in one-time financial assistance by the General Assembly. The Governor vetoed $1 million in that line item, leaving $1 million for MSSU.

- Harris-Stowe State University was appropriated $750,000 in one-time financial assistance by the General Assembly. The Governor vetoes $500,000 in that line item, leaving $250,000.

FY 2019 Capital Improvement Budget (HB 2019)

Five projects that were appropriated funds by the General Assembly were partially vetoed ($1,733,333 total) by the Governor as follows:

- Three Rivers College - Crisp Technology Center: $2,750,000 in new funding remains after $250,000 was vetoed

- Crowder College – Cassville Campus: $1,333,333 in new funding remains after $666,667 was vetoed

- Truman State University – Greenwood School for Autism Clinic: $466,667 in new funding remains after $233,333 was vetoed

- Northwest Missouri State University – Steam plant infrastructure and tunnel replacement: $666,667 in new funding remains after $333,333 was vetoed

- Harris-Stowe State University – Laboratory Space: $500,000 in new funding remains after $250,000 was vetoed.

NEXT STEPS

None

RECOMMENDATION

This is an information item only.

NO ATTACHMENTS

Tab 26

Academic Program Actions on Provisionally Approved Programs

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

Section 173.005, RSMo, authorizes the Coordinating Board for Higher Education to approve proposed new degree programs, as well as to collect data on and recommend the consolidation or elimination of programs in the best interests of the institution and/or state. The CBHE approves new academic programs provisionally for a period of five years, after which time Department of Higher Education staff reassess the programs and make recommendations to the CBHE for full approval, not approve, or review again in two years.

CURRENT STATUS

The CBHE gave provisional approval to the programs listed below in June 2013. MDHE have reviewed each program and recommend the board take the following actions:

Table 1: Recommended Action on Provisionally Approved Programs

Institution	Program Name and Delivery Site	Program CIP Code	Recommendation
Crowder College	Associate of Science, Occupational Therapy Assistant (Webb City)	510803	Full Approval
Jefferson College	Associate of Applied Science, Computer Information Systems and C2, Computer Information Systems-Criminal Justice Cyber Security (main campus)	430116	Two-year follow up
Lincoln University	Master of Science Natural Sciences (main campus)	301801	Two-year follow up
Missouri State University	Bachelor of Applied Science Hospitality Leadership, (main campus)	520901	Full Approval
Missouri State University	Master of Science Occupational Therapy (main campus)	512306	Full Approval
Northwest Missouri State University	Master of Science in Education Educational Leadership: K-12 (main campus, Central Elementary, St. Joseph, North Central Missouri College, and Kansas City Center)	130404	Full Approval
Ozarks Technical Community College	Associate of Interdepartmental Studies (main campus)	240102	Full Approval
Ozarks Technical Community College	Associate of Arts, Business (main campus)	520201	Full Approval
Southeast Missouri State University	Bachelor of Arts, Social Sciences	450101	Full Approval
State Technical College of Missouri	Medical Radiologic Technology (main campus)	510911	Full Approval
Three Rivers College	General Education Certificate, General Studies, (main campus)	240102	Full Approval
Three Rivers College	Associate of Science, Pre-Optometry, (main campus)	511108	Two-year follow up

University Missouri-Columbia	Bachelor of Science, Philosophy, (main campus)	380101	Full Approval
University Missouri-Columbia	Bachelor of Science, Psychology, (main campus)	420101	Full Approval
University of Missouri-St. Louis	Bachelor of Science in Nursing, Nursing, (main campus)	513801	Full Approval

RECOMMENDATION

MDHE staff recommend the Coordinating Board for Higher Education approve the recommended actions listed above in Table 1.

NO ATTACHMENTS

Tab 27
Meeting Minutes

Academic Affairs & Workforce Needs Committee

Coordinating Board for Higher Education
June 6, 2018

The Academic Affairs & Workforce Needs Committee of the Coordinating Board for Higher Education was called to order at 1:30 p.m. on Wednesday, June 6, 2018, in room 486 of Glass Hall at Missouri State University, in Springfield, Missouri. Committee members Shawn Saale, Carl Bolm, and Sam Murphey were present. No members were absent.

Dr. Rusty Monhollon, Assistant Commissioner for Academic Affairs, provided an overview of the work of the committee and its purpose.

Review Minutes of the March 7, 2018, Academic Affairs & Workforce Needs Committee Meeting

Carl Bolm moved to approve the minutes of the March 7, 2018, Academic Affairs and Workforce Needs Committee. Mr. Murphey seconded. The motion passed unanimously.

Plan for Comprehensive Review of Academic Program Proposals

Assistant Commissioner Monhollon led a discussion about the plan for comprehensive review of academic program proposals. Committee members discussed the anticipated number of proposals, other states' regulations, outreach to adult learners, and possible meetings. No action was taken.

Transfer Appeal Process

Zora Mulligan, Commissioner of Higher Education, explained the process will help indicate how well transfer works while gathering additional data.

Mission Review

Assistant Commissioner Monhollon led a discussion about mission review.

Review of Academic Affairs and Workforce Needs Items on June 7, 2018, CBHE Meeting Agenda

The committee discussed agenda items for the following day, including the transfer appeal process, Missouri University of Science & Technology's selectivity designation, and academic program actions on provisionally approved programs along with several information items.

The meeting was adjourned at 2:36 p.m.

Tab 28

MoSCORES Update

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

The Missouri Community College Association (MCCA) was awarded a grant in late 2014 through the U.S. Department of Labor's Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant program. While most of the $19.7 million MoSTEMWINs grant was earmarked to expand job training in STEM-related occupations (e.g. transportation, manufacturing, information technology, health services/health sciences, and science support), $5 million was earmarked for expanded data collection and reporting. The majority of the $5 million was also distributed to the colleges to fund additional data staff and other related expenses.

MCCA enlisted the Department of Economic Development's Missouri Economic Research and Information Center (MERIC) as a sub-grantee to provide day-to-day support with project planning, vendor management, and stakeholder communications. MERIC, along with staff from MCCA, the MDHE, the Division of Workforce Development (DWD), the State Information Technology Services Division (ITSD), vendors, and a Data Advisory Committee comprised of institutional workforce and data staff have worked closely on the Scorecard, and it is now available to the public.

CURRENT STATUS

The "Missouri Scorecard" is a publicly available website that combines a searchable program inventory with additional information on program costs, program student demographics, graduate outcomes (earnings and employment), and a program comparison function. The site will also allow users to search non-credit programs listed in the state's Eligible Training Provider System (ETPS), and assist the Division of Workforce Development with outcomes reporting mandated by the federal Workforce Innovation and Opportunity Act (WIOA). All student data are de-identified in the database behind the Scorecard, which also links student data to state wage records provided by the Missouri Department of Labor and Industrial Relations.

The Scorecard is now re-branded as MoSCORES (Missouri School Credentials for Occupations Resulting in Employment Success) and is available live at https://jobs.mo.gov/jobseeker/training-and-education. Users can follow the MoSCORES link to search for individual programs, or download one of several reports for employment and wage information on a selection of programs.

The TAACCCT grant ends on September 30, 2018, but feedback is still being solicited. Most recent feedback has focused on the accuracy of the institutions' program inventories, which is very important, but also addressed through processes outside MoSCORES.

NEXT STEPS

MoSCORES is live and available to the public, but we are also continuing to address minor usability issues and plan enhancements. MDHE is also discussing additional resources which might be applied to development of the portal beyond the expiration of the TAACCCT grant. Staff will also soon be adding another year's data to the database to provide more recent outcomes information.

In addition, wage record and continuing education data are currently available only within Missouri, but data are available to incorporate enrollment data from the National Student Clearinghouse, and the system is built to accommodate wage data from other states providing agreements can be reached. In addition, MDHE staff continue to look toward greater engagement with four-year and independent institutions, and will be exploring the possibility of MoSCORES providing at least a partial solution to compliance with § 173.1004.2, RSMo/House

Bill 1606 (2016). That provision mandates additional public information on program costs, employment, and wages. Finally, staff are very close to final release of a new data collection system for program level data, including cost and contact information which will populate MoSCORES and the MDHE's newly redeveloped College and Degree Search website.

RECOMMENDATION

This is an information item only.

NO ATTACHMENTS

Tab 29

Mission Review Update

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

The Coordinating Board for Higher Education is statutorily required (§ 173.030, RSMo) to conduct a review of the missions for all Missouri public institutions of higher education every five years. Mission review is critical to achieving several goals of the *Blueprint for Higher Education* related to attainment, affordability, and quality (Goals 1.1; 1.4; 3.3).

The CBHE delegates its responsibility for mission review to the Department of Higher Education. The review, per statute, is based on the needs of the state's citizens; the requirements of business, industry, the professions, and government; and is intended to ensure higher education is responsive to state needs, is focused, balanced, and cost-effective, and provides high quality programs.

CURRENT STATUS

As reported to the CBHE in March and June, MDHE staff have engaged with the Council of Chief Academic Officers regarding the best approach to mission review. These discussions resulted in a generic template the department will use for each institution's mission, and have sent to the chief academic officer at each public institution. The assistant commissioner for academic affairs discussed mission review at a meeting of the chief academic officers of all public institutions on August 31, 2018, in Columbia.

In early September, MDHE staff sent draft CBHE-approved missions to the chief academic officer of each public institution. Staff drafted the proposed CBHE-approved missions by drawing on recommendations provided by the National Center for Higher Education Management Systems (NCHEMS) during the Higher Education System Review, as well as the 2018 Facility Review. Staff also compiled a statistical profile for each institution, based on data reported through EMSAS and IPEDS. MDHE staff have also turned to the work of the "Talent for Tomorrow" and "Best in the Midwest" initiatives to identify state and regional needs.

MDHE staff will use an iterative process to develop each institution's CBHE-approved mission. MDHE staff will work through the chief academic officers to develop a CBHE-approved mission that fairly reflects each institution's role and scope within the state's system of higher education.

Developing clear missions is an essential element of the revised academic program approval process, which was a recommendation made by the Higher Education System Review Task Force in 2016. It is also important for effective planning and making efficient use of state resources.

MDHE staff intend to present the proposed CBHE-approved missions to the Coordinating Board for its review and approval at the December 2018 meeting.

RECOMMENDATION

This is an information item only.

ATTACHMENT

Mission Statement Template

Tab 29 Attachment
Mission Statement Template

CBHE-APPROVED MISSION DESCRIPTION TEMPLATE
[name of institution] is responsible for identifying and meeting the educational needs of the residents of its [CBHE-approved service region] by delivering high-quality academic programs directly or through collaboration with other institutions. [name of institution] is a [moderately-selective institution]. *[name of institution] has a statewide mission in [description of statewide mission]. IF APPLICABLE* [name of institution] serves its [CBHE-approved service region] region by offering [level and array of programs] degrees in [general description of fields], with particular strengths in [examples of degree programs]. [name of institution] collaborates with other institutions on [description of programs] outside its CBHE-approved mission. [name of institution] also fulfills its mission by offering services to [description: e.g. promote and sustain economic, small business, and workforce development, in addition to a broad range of academic and cultural activities and events] Every five years, [name of institution] will provide to the Coordinating Board, in a manner determined by the Coordinating Board, evidence of fulfilling its CBHE-approved mission and, if applicable, its statewide mission.

Tab 30

Academic Program Actions Approved through Routine and Staff Review

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

Section 173.005.2(1), RSMo, authorizes the Coordinating Board for Higher Education to approve new degree programs to be offered by the state institutions of higher education. The Coordinating Board in June 2017 delegated to the commissioner of higher education the authority to approve proposals for new academic programs that meet the criteria for Routine review. Routine review applies to the proposals that are clearly within an institution's CBHE-approved mission and service region, do not unnecessarily duplicate an existing program in the geographically applicable area, will be offered at the institution's main campus or at a CBHE-approved off-site location, will build on existing programs and faculty expertise, and can be launched with minimal expense and within an institution's current operating budget. Staff review applies to minor program changes to existing academic programs such as deletion, inactivation, change of title or CIP code, or change of address notification.

This agenda item reports all Routine and Staff reviews by the Missouri Department of Higher Education staff from May 1 through July 31, 2018, and are submitted to the Coordinating Board for Higher Education for information.

CURRENT STATUS

Table 1 summarizes proposed program actions submitted to the CBHE by public institutions, and Table summarizes proposed program actions submitted by independent institutions. Table 3 summarizes programs submitted by independent institutions to reconcile their programs with the MDHE program inventory. An itemized list of program actions is included in the attachment to this agenda item.

Academic Program Changes Approved Routine Review

Public Institutions

Summary

Table 1: Public Institutions	Certificates	Associate	Baccalaureate	Graduate	Total
Deleted	9	4	5	2	20
Inactivated	9	1	5	7	22
Other Program Changes*	16	9	15	8	48
New	25	5	5	3	38
Off-Site	10	7	0	0	17
Programs Withdrawn	0	0	0	0	0

*includes options inactivated/deleted, options added, titles changed, programs combined, and coursework revised

Comments

The University of Missouri System submitted a letter in support of Harris-Stowe State University's new Bachelor of Arts in Psychology.

The University of Missouri System suggested that Harris-Stowe State University reduce the number of credit hours in the major in their new Bachelor of Arts in History. Harris-Stowe State University submitted a revised curriculum that distinguished between major requirements, program concentrations, elective credits and institutional requirements.

The University of Missouri System commented on the proposed curriculum and duplication concerns for the University of Central Missouri's new Bachelor of Science in Bioinformatics. The University of Central Missouri provided a response showing how bioinformatics information is integrated into their curriculum along with models from other institutions using a similar format. They distinguished their program from the University of

Missouri-Kansas City's Bachelor of Science in Biology (with a bioinformatics emphasis), and stated they had contacted UMKC to discuss the feasibility of collaboration. UCM provided an overview of future marketing and recruitment plans for the degree program. There were no additional comments.

Independent Institutions

Summary

Table 2: Independent Institutions	Certificates	Associate	Baccalaureate	Graduate	Total
Deleted	0	6	29	3	38
Inactivated	0	0	0	0	0
Other Program Changes*	0	5	8	3	16
New	1	1	2	3	7
Off-Site	2	1	1	0	4
Programs Withdrawn	0	0	0	0	0

*includes options inactivated/deleted, options added, titles changed, programs combined, and coursework revised

Comments

None received.

Independent Institution MDHE Program Inventory Reconciliation

Missouri institutions were asked to review inconsistent and duplicate listings between the Missouri Department of Higher Education's program inventory and the Division of Workforce Development's Eligible Training Provider System prior to the launch of the new MoScores (Missouri Scorecard) web portal.

MDHE policy states that all independent institutions shall submit all new degree and certificate programs for coordinating board review and that the review of new programs submitted by independent institutions is conducted in a manner to provide that all criteria and definitions that are applicable to public institutions are also applicable to independent institutions except as explicitly provided by the rule.

Independent institutions that had missing or incorrect program records were asked to submit new program proposals through the routine review process to reconcile their program offerings with the MDHE program inventory.

Table 3	Certificates	Associate	Baccalaureate	Graduate	Total
New	0	8	35	7	50

Off-Site Location Actions Approved Through Routine Review

Institution	Site	Action Taken
North Central Missouri College	451 Corporate Drive Chillicothe, MO 64601	New instructional site
Lindenwood University	Blue Eye High School 658 Ste. Hwy EE Blue Eye, MO 65611	Location closure
Lindenwood University	Fort Zumwalt School District St. Peters, MO 63376	Location closure
Lindenwood University	Francis Howell School District 4555 Central School Road St. Charles, MO 63304	Location closure
Northwest Missouri State University	Truman High School 3301 S. Noland Rd. Independence, MO 64055	Location closure

Northwest Missouri State University	William Crisman High School 1223 N. Noland Road Independence, MO 64050	Location closure
Northwest Missouri State University	Southeast Missouri State University at Malden 2203 Narvel Felts Blvd. Malden, MO 63863	Location closure
State Technical College of Missouri	Health Science Center 1204 E. Main St. Linn, MO 65051	Location closure
Three Rivers College	Three Rivers College at Caruthersville 903 W. 13th St. Caruthersville, MO 63830	Location closure

Address Changes Approved Through Routine Review

From: Missouri State University-Joplin Site
3950 E. Newman Road
Joplin, MO 64801

To: Missouri State University-Joplin Site
4722 E. 32nd St.
Joplin, MO 64804

RECOMMENDED ACTION

This is an information item only.

ATTACHMENT

Academic Program Actions Approved through Routine and Staff Review

Coordinating Board for Higher Education
September 12, 2018

Tab 30 Attachment

Academic Program Actions Approved through Routine and Staff Review

ACADEMIC PROGRAM CHANGES SUBMITTED FOR STAFF REVIEW MAY-JULY 2018								
INSTITUTION	**DEGREE TYPE**	**PROGRAM TITLE**	**CIP CODE**	**PROPOSED CHANGE**	**DEGREE TYPE AFTER CHANGE**	**PROGRAM TITLE AFTER CHANGE**	**CIP CODE AFTER CHANGE**	**APPROVAL DATE**
Public Four-Year Institutions								
Harris-Stowe State University	BA	Communication Studies	090100	Addition of certificate program from approved existing parent degree	C1	Audio Production	090799	May-18
Harris-Stowe State University	BA	Communication Studies	090100	Addition of certificate program from approved existing parent degree	C1	Documentary Videography	090701	May-18
Harris-Stowe State University	BS	Criminal Justice	430104	Addition of certificate program from approved existing parent degree	C1	Crime Intelligence Analysis	430111	May-18
Harris-Stowe State University	BS	Sustainability and Urban Ecology	303301	CIP change	BS	Sustainability and Urban Ecology	300101	May-18
Harris-Stowe State University	C0	Urban Agriculture	303301	CIP change	C0	Urban Agriculture	300101	May-18
Lincoln University	MED	Counseling	131101	Add option to approved existing parent degree	MED	Counseling, with option in Addictions Counseling	131101	May-18
Lincoln University	BS	History	540101	Reactivate program	BS	History	540101	May-18
Lincoln University	BA	Spanish	160905	Delete program	BA	~~Spanish~~	160905	Jun-18
Missouri Southern State University	C2	Paramedic	510904	Addition of certificate program from approved existing parent degree	C0	Advanced Practice Paramedic	510904	Jun-18
Missouri Southern State University	BA	Theatre	500501	Addition of certificate program from approved existing parent degree	C0	Theatre Stage Technology	500599	Jun-18

Missouri Southern State University	BA	Theatre	500501	Addition of certificate program from approved existing parent degree	C0	Costume Technology	500510	Jun-18
Missouri Southern State University	BA	Theatre	500501	Addition of certificate program from approved existing parent degree	C0	Theatrical Design	500502	Jun-18
Missouri State University	MS	Agriculture	100000	Addition of certificate program from approved existing parent degree	GRCT	Ranch Management	10104	May-18
Missouri State University	MS	Applied Anthropology	450299	Delete program	MS	~~Applied Anthropology~~	450299	May-18
Missouri State University	BFA	Art, with options in Ceramics; Computer Animation; Digital Arts; Drawing; Metals/Jewelry; Painting; Photography; Printmaking; Sculpture	500701	Add option; Delete options	BFA	Art, with options in ~~Ceramics;~~ Computer Animation; Digital Arts; Drawing; ~~Metals/Jewelry~~; Painting; Photography; Printmaking; ~~Sculpture;~~ 3D Studies (add option)	500701	May-18
Missouri State University	BS	Finance, with options in Finance; Financial Planning; Real Estate	520801	Delete option	BS	Finance, with options in Finance; Financial Planning; ~~Real Estate~~	520801	May-18
Missouri State University	BSED	Special Education-Cross Categorical	131001	Addition of certificate program from approved existing parent degree	C0	International Perspectives in K-12 Special Education	131001	May-18
Missouri State University	MSED	Special Education	131001	Addition of certificate program from approved existing parent degree	GRCT	International Perspectives in K-12 Special Education	131001	May-18
Missouri State University	MS	Health Promotion and Wellness Management	310599	Addition of certificate program from approved existing parent degree	GRCT	Health Programming	512207	Jul-18
Missouri State University	BS	Public Relations	090901	CIP change	BS	Public Relations	090902	Jul-18
Missouri State University	BS	Socio-Political Communication	90901	CIP change	BS	Socio-Political Communication	90904	Jul-18

Missouri State University	DNP	Nursing Practice	513801	CIP change	DNP	Nursing Practice	513818	Jul-18
Missouri State University	MS	Geospatial Sciences in Geography and Geology, with options in Physical Geography, Human Geography and/or Planning; and Environmental Geology	400699	Option title changes; add option	MS	Geospatial Sciences in Geography and Geology, with options in Geography; Planning; Geology; and Geospatial Science	400699	Jul-18
Missouri State University	N/A	N/A	N/A	Addition of free-standing certificate program	C0	Jazz Studies	500910	Jul-18
Missouri State University	BS	Computer Science	110701	Addition of certificate program from approved existing parent degree	C0	Web Programming	110701	Jul-18
Missouri State University	MS	Computer Science	110701	Addition of certificate program from approved existing parent degree	GRCT	Data Science	110701	Jul-18
Missouri State University	DNAP	Nurse Anesthesia Practice	513804	Addition of certificate program from approved existing parent degree	GRCT	Registered Nurse First Assist	513812	Jul-18
Missouri State University	DNP	Nursing Practice	513818	Addition of certificate program from approved existing parent degree	GRCT	Post Master's Population Health	513811	Jul-18
Missouri State University	BA	Communication, with options in Communication Studies; Ethical Leadership; Health Communication; Intercultural Communication & Diversity; Interpersonal Communication;	90101	Delete options	BA	Communication, with options in Communication Studies; ~~Ethical Leadership; Health Communication~~; Intercultural Communication & Diversity; ~~Interpersonal Communication~~; ~~Organizational Communication~~; and ~~Rhetoric~~	90101	Jul-18

		Organizational Communication; and Rhetoric						
Missouri State University	BS	Communication, with options in Communication Studies; Ethical Leadership; Health Communication; Intercultural Communication & Diversity; Interpersonal Communication; Organizational Communication; and Rhetoric	90101	Delete options	BS	Communication, with options in Communication Studies; ~~Ethical Leadership; Health Communication~~; Intercultural Communication & Diversity; ~~Interpersonal Communication~~; ~~Organizational Communication~~; and ~~Rhetoric~~	90101	Jul-18
Northwest Missouri State University	BS	Office Information Systems	520401	Title change; CIP change	BS	Business Technology	520407	May-18
Northwest Missouri State University	MSED	Guidance and Counseling	131101	Title change	MSED	School Counseling	131101	May-18
Southeast Missouri State University	BA	English, with options in Literature; Writing	230101	Delete option	BA	English; with option in Literature	230101	Jun-18
Southeast Missouri State University	GRCT	Family Nurse Practitioner	513805	Delete program	GRCT	~~Family Nurse Practitioner~~	513805	Jun-18
Southeast Missouri State University	GRCT	Facilities Management	190604	Delete program	GRCT	~~Facilities Management~~	190604	Jun-18

Southeast Missouri State University	C2	Healthcare Facilities Operations	510702	Delete program	C2	~~Healthcare Facilities Operations~~	510702	Jun-18
Southeast Missouri State University	BA	French Language and Literature	160901	Delete program	BA	~~French Language and Literature~~	160901	Jun-18
Southeast Missouri State University	GRCT	Heritage Education/Interpretation	540105	Delete program	GRCT	~~Heritage Education/Interpretation~~	540105	Jun-18
Southeast Missouri State University	GRCT	Historic Preservation	301201	Delete program	GRCT	~~Historic Preservation~~	301201	Jun-18
Southeast Missouri State University	MNS	Science Teacher Education	131316	Delete program	MNS	~~Science Teacher Education~~	131316	Jun-18
Southeast Missouri State University	C2	Teaching Asst./Substitute Teacher	131205	Delete program	C2	~~Teaching Asst./Substitute Teacher~~	131205	Jun-18
Southeast Missouri State University	BSED	Technology and Engineering Education	131309	Delete program	BSED	~~Technology and Engineering Education~~	131309	Jun-18
Southeast Missouri State University	C1	Teaching English as a Second or Foreign Language	131401	Delete program	C1	~~Teaching English as a Second or Foreign Language~~	131401	Jun-18
Southeast Missouri State University	BS	Hospitality Management	520900	CIP change	BS	Hospitality Management	520901	Jul-18
Truman State University	GRCT	Data Science	110499	CIP change	GRCT	Data Science	110802	Jun-18
University of Central Missouri	MS	Ethical Strategic Leadership	520213	Title change	MS	Leadership	520213	May-18
University of Central Missouri	EDSP	Educational Leadership, with options in Elementary Principalship; Secondary Principalship; Special Education	130401	Option title change	EDSP	Educational Leadership, with options in Elementary Principal; Secondary Principal; Special Education Director; and Superintendent	130401	Jul-18

		Director; and Superintendency						
University of Missouri-Columbia	BS	Human Physiology & Translational Sciences, with options in Nutrition & Fitness; Nutrition & Food; Nutritional Sciences	190501	Program title change; Option title changes	BS	Nutrition and Exercise Physiology with options in Physical Activity, Nutrition & Human Performance; Nutrition & Foods; Human Physiology and Translational Sciences	190501	Jun-18
University of Missouri-Columbia	BS	Human Development and Family Studies	190701	Title change	BS	Human Development and Family Science	190701	Jun-18
University of Missouri-Columbia	N/A	N/A	N/A	Addition of stand-alone certificate program	C0	Global Supply Chain Management	520101	Jun-18
University of Missouri-Columbia	GRCT	Military Social Work	440799	Place program on inactive status	GRCT	Military Social Work (inactive)	440799	Jul-18
University of Missouri-Columbia	BHS	Pre-Occupational Therapy	512306	Place program on inactive status	BHS	Pre-Occupational Therapy (inactive)	512306	Jul-18
University of Missouri-Columbia	BHS	Clinical Laboratory Sciences	511099	Place program on inactive status	BHS	Clinical Laboratory Sciences (inactive)	511099	Jul-18
University of Missouri-Columbia	BHS	Diagnostic Medical Ultrasound	510910	Place program on inactive status	BHS	Diagnostic Medical Ultrasound (inactive)	510910	Jul-18
University of Missouri-Columbia	BHS	Radiological Sciences	510907	Place program on inactive status	BHS	Radiological Sciences (inactive)	510907	Jul-18
University of Missouri-Columbia	BHS	Respiratory Therapy	510908	Place program on inactive status	BHS	Respiratory Therapy (inactive)	510908	Jul-18

University of Missouri-Columbia	EDSP	Career & Technical Education	131301	Place program on inactive status	EDSP	Career & Technical Education (inactive)	131301	Jul-18
University of Missouri-Columbia	GRCT	Accounting Information Systems	520301	Place program on inactive status	GRCT	Accounting Information Systems (inactive)	520301	Jul-18
University of Missouri-Columbia	GRCT	Education Improvement	130401	Place program on inactive status	GRCT	Education Improvement (inactive)	130401	Jul-18
University of Missouri-Columbia	GRCT	Electronic Commercial and Intellectual Property Law	220299	Place program on inactive status	GRCT	Electronic Commercial and Intellectual Property Law (inactive)	220299	Jul-18
University of Missouri-Columbia	GRCT	Energy Efficiency	150503	Place program on inactive status	GRCT	Energy Efficiency (inactive)	150503	Jul-18
University of Missouri-Columbia	GRCT	Taxation	220299	Place program on inactive status	GRCT	Taxation (inactive)	220299	Jul-18
University of Missouri-Columbia	MA	Learning, Teaching, & Curriculum	130301	Place program on inactive status	MA	Learning, Teaching, & Curriculum (inactive)	130301	Jul-18
University of Missouri-Columbia	MA	Religious Studies	380201	Place program on inactive status	MA	Religious Studies (inactive)	380201	Jul-18
University of Missouri-Columbia	MED	Career & Technical Education	131301	Place program on inactive status	MED	Career & Technical Education (inactive)	131301	Jul-18
University of Missouri-Columbia	GRCT	Nuclear Safeguards Science & Technology	142301	Place program on inactive status	GRCT	Nuclear Safeguards Science & Technology (inactive)	142301	Jul-18
University of Missouri-Columbia	PhD	Career & Technical Education	131301	Place program on inactive status	PhD	Career & Technical Education (inactive)	131301	Jul-18
University of Missouri-Columbia	PhD	Clinical & Translational Science	260102	Place program on inactive status	PhD	Clinical & Translational Science (inactive)	260102	Jul-18

University of Missouri-Columbia	PhD	Nuclear Engineering	142301	Place program on inactive status	PhD	Nuclear Engineering (inactive)	142301	Jul-18
University of Missouri-St. Louis	MACC	Accounting	520301	Addition of certificate program from approved existing parent degree	GRCT	Accounting Data Security	520399	Jun-18
University of Missouri-St. Louis	GRCT	Tropical Biology and Conservation	261307	Title change	GRCT	Global Biodiversity Conservation and Leadership	261307	Jun-18
University of Missouri-St. Louis	BS	Mathematics	270101	Add option to approved existing parent degree	BS	Mathematics, with option in Data Science	270101	Jun-18
University of Missouri-St. Louis	BS	Computer Science	110701	Addition of certificate program from approved existing parent degree	C0	Computer Programming	110201	Jun-18
University of Missouri-St. Louis	MA	Mathematics	270101	Add option to approved existing parent degree	MA	Mathematics, with option in Data Science	270101	Jun-18
University of Missouri-St. Louis	MS	Information Systems	521301	Addition of certificate program from approved existing parent degree	GRCT	Enterprise Systems Development	521399	Jun-18
University of Missouri-St. Louis	MA	History, with option in Museum Studies	540101	Option title change	MA	History, with option in Museums, Heritage & Public History	540101	Jun-18
Public Two-Year Institutions								
INSTITUTION	**DEGREE TYPE**	**PROGRAM TITLE**	**CIP CODE**	**PROPOSED CHANGE**	**DEGREE TYPE AFTER CHANGE**	**PROGRAM TITLE AFTER CHANGE**	**CIP CODE AFTER CHANGE**	**APPROVAL DATE**
East Central College	AAT	Teaching	131399	Delete program (at Rolla)	AAT	~~Teaching~~ (deleted at Rolla)	131399	May-18
East Central College	AAS	Physical Therapy Assistant	510806	Delete program	AAS	~~Physical Therapy Assistant~~	510806	May-18
East Central College	A.D.N.	Nursing LPN Bridge	513801	CIP change (at Rolla)	A.D.N.	Nursing LPN Bridge	513801	May-18
East Central College	AAS	Automotive Technology	150803	CIP change (at Four Rivers)	AAS	Automotive Technology	470604	May-18

East Central College	C1	Automotive Technology	150803	CIP change (at Four Rivers)	C1	Automotive Technology	470604	May-18
East Central College	AAS	Early Childhood Education	190709	CIP change (at Rolla)	C1	Early Childhood Education	190708	May-18
Metropolitan Community College	AAS	Construction Management	150000	Addition of certificate program from approved existing parent degree	C0	Construction Management	150000	Jun-18
Metropolitan Community College	C1	Building Information Modeling	159999	CIP change	C1	Building Information Modeling	159999	Jun-18
Mineral Area College	AAS	Computer Networking Technology	110901	Add option to approved existing parent degree	AAS	Computer Networking Technology with option in Cyber Security	110901	May-18
Mineral Area College	C1	Culinary Arts	120503	Place program on inactive status	C1	Culinary Arts (inactive)	120503	May-18
Mineral Area College	AAS	Culinary Arts	120503	Place program on inactive status	AAS	Culinary Arts (inactive)	120503	May-18
Mineral Area College	AAS	Cabinet Making	480703	Title change	AAS	Design and Wood Manufacturing	480703	Jun-18
Mineral Area College	AS	Electrical Technology	460302	Add certificate program from approved existing parent degree (main campus and all off-site locations)	C1	Electrical Technology	460302	Jun-18
Mineral Area College	AAS	Manufacturing Supervision	520205	Delete program (main campus and all off-site locations)	AAS	~~Manufacturing Supervision~~	520205	Jun-18
Missouri State University-West Plains	AAS	Wine and Business Entrepreneurship	11001	Delete program at Mountain Grove location	AAS	~~Wine and Business Entrepreneurship (Mountain Grove)~~	11001	Jun-18
Moberly Area Community College	C1	Marketing/Management	520201	Title change	C1	Business Management	520201	May-18
Moberly Area Community College	AAS	Business Administration with options in Accounting, Management; Marketing	520201	Option title change; Delete option	AAS	Business Administration with options in Accounting, Business Management; ~~Marketing~~	520201	May-18

Moberly Area Community College	C0	Web Development	111004	Delete Program (at main campus and all off-site locations except Macon)	C0	~~Web Development~~	111004	Jul-18
Moberly Area Community College	C0	Networking	110901	Delete Program (at main campus and all off-site locations except Macon)	C0	~~Networking~~	110901	Jul-18
Moberly Area Community College	C0	Systems Administration	111001	Delete Program (at main campus and all off-site locations except Macon)	C0	~~Systems Administration~~	111001	Jul-18
North Central Missouri College	C1	Industrial Energy Systems Technology	150503	Title change; CIP change	C1	Industrial Technology	470303	May-18
North Central Missouri College	AAS	Industrial Energy Systems Technology	150503	Title change; CIP change	AAS	Industrial Technology	470303	May-18
North Central Missouri College	C1	Marketing Management	521401	Place program on inactive status	C1	Marketing Management (inactive)	521401	May-18
Ozarks Technical Community College	C1	Accounting	520302	Title change	C1	Accounting and Business Management	520302	Jun-18
Ozarks Technical Community College	AAS	Accounting	520302	Title change	AAS	Accounting and Business Management	520302	Jun-18
Ozarks Technical Community College	AAS	Apprenticeship Industrial Technology-Carpenter	489999	Title change	AAS	Apprenticeship Skilled Trades	489999	Jun-18
Ozarks Technical Community College	C1	Emergency Medical Technician-Paramedic Certificate	510904	Title change	C1	Emergency Medical Services-Paramedic Certificate	510904	Jun-18
Ozarks Technical Community College	AAS	Emergency Medical Technician-Paramedic	510904	Title change	AAS	Emergency Medical Services-Paramedic	510904	Jun-18

Ozarks Technical Community College	AAS	Manufacturing Technology	150613	Title change	AAS	Manufacturing Technology - Level II	150613	Jul-18
St. Charles Community College	C0	Creative Writing	240101	CIP change	C0	Creative Writing	231302	Jul-18
St. Charles Community College	AAS	Graphic Design	500402	Add certificate program from approved existing parent degree	C0	Foundations of Web Development and Design	500402	Jul-18
Three Rivers College	AAS	Environmental/Occupational Safety and Health Technology	150701	Title change	AAS	Environmental Health and Safety Technology	150701	May-18
Three Rivers College	C1	Environmental/Occupational Safety and Health Technology	150701	Title change	C1	Environmental Health and Safety Technology	150701	May-18
Three Rivers College	AAS	Accounting Technology	520302	Addition of certificate program from approved existing parent degree	C1	Accounting	520302	May-18
Three Rivers College	C0	Accounting	520302	Delete program	C0	~~Accounting~~	520302	May-18
Three Rivers College	AAS	Office Administration, with options in Executive/Legal; Medical Billing & Coding	520401	Delete options at main campus and all off-site locations	AAS	Office Administration, ~~with options in Executive/Legal; Medical Billing & Coding~~	520401	May-18
Three Rivers College	C0	Medical Billing and Coding	520401	Delete program (all locations)	C0	Medical Billing and Coding	520401	May-18

Independent Institutions Program Changes

INSTITUTION	DEGREE TYPE	PROGRAM TITLE	CIP CODE	PROPOSED CHANGE	DEGREE TYPE AFTER CHANGE	PROGRAM TITLE AFTER CHANGE	CIP CODE AFTER CHANGE	APPROVAL DATE
Drury University	AS	Communications, General	90101	CIP change	AS	Communications, General	90100	Jul-18

Drury University	AS	English	230101	Title change	AS	English and Writing	230101	Jul-18
Drury University	AS	Environmental Management	30201	Delete program	AS	~~Environmental Management~~	30201	Jul-18
Drury University	AS	Environmental Studies	30103	Delete program	AS	~~Environmental Studies~~	30103	Jul-18
Drury University	AS	Fine Arts	500702	Delete program	AS	~~Fine Arts~~	500702	Jul-18
Drury University	AS	First Responders	519999	Delete program	AS	~~First Responders~~	519999	Jul-18
Drury University	AS	Foundations of Education	130101	Title change	AS	Foundations in Education	130101	Jul-18
Drury University	AS	Health Wellness	310501	Title change	AS	Health and Wellness	310501	Jul-18
Drury University	AS	Liberal Arts & Sciences (Gen Studies)	240102	Title change	AS	General Studies	240102	Jul-18
Drury University	AS	Organizational Leadership	520207	Delete program	AS	~~Organizational Leadership~~	520207	Jul-18
Drury University	AS	Respiratory Therapy	510908	Delete program	AS	~~Respiratory Therapy~~	510908	Jul-18
Drury University	AB	Advertising	90903	Delete program	AB	~~Advertising~~	90903	Jul-18
Drury University	BA	American Political Studies	451002	Delete program	BA	American Political Studies	451002	Jul-18
Drury University	BA	Computer Science	110701	Delete program	BA	~~Computer Science~~	110701	Jul-18
Drury University	BA	Design Arts	500401	Delete program	BA	~~Design Arts~~	500401	Jul-18
Drury University	BA	Economics	450604	CIP change; Degree type change	BBA	~~Economics~~	450601	Jul-18
Drury University	BA	Environmental Health Science & Protection	512202	Delete program	BA	~~Environmental Health Science & Protection~~	512202	Jul-18
Drury University	BA	Environmental Science	30104	Delete program	BA	~~Environmental Science~~	30104	Jul-18
Drury University	BA	Environmental Studies	30103	Delete program	BA	~~Environmental Studies~~	30103	Jul-18
Drury University	BA	Exercise & Sport Sciences	310505	Delete program	BA	~~Exercise & Sport Sciences~~	310505	Jul-18
Drury University	BA	German	160501	Delete program	BA	~~German~~	160501	Jul-18
Drury University	BA	International Business	521101	Degree type change	BBA	International Business	521101	Jul-18
Drury University	BA	International Political Studies	450901	Delete program	BA	~~International Political Studies~~	450901	Jul-18
Drury University	BA	Politics and Government	451001	Delete program	BA	~~Politics and Government~~	451001	Jul-18

Drury University	BA	Public Relations	90902	Delete program	BA	~~Public Relations~~	90902	Jul-18
Drury University	BA	Speech Communication	90101	Delete program	BA	~~Speech Communication~~	90101	Jul-18
Drury University	BMT	Music Therapy	512305	Degree type change	BMT	Music Therapy	513205	Jul-18
Drury University	BS	Advertising	90903	Title change	BS	Advertising/Public Relations	90903	Jul-18
Drury University	BS	Communications, General	90101	Delete program	BS	~~Communications, General~~	90101	Jul-18
Drury University	BS	Design Arts	500401	Delete program	BS	~~Design Arts~~	500401	Jul-18
Drury University	BS	English	230101	Title change	BS	English and Writing	230101	Jul-18
Drury University	BS	Environmental Science	30104	Delete program	BS	~~Environmental Science~~	30104	Jul-18
Drury University	BS	Environmental Health Science & Protection	512202	Delete program	BS	~~Environmental Health Science & Protection~~	512202	Jul-18
Drury University	BS	Fine Arts	500702	Delete program	BS	~~Fine Arts~~	500702	Jul-18
Drury University	BS	Health Services	510000	Title change	BS	Health Services Management	510000	Jul-18
Drury University	BS	Integrated Media	90799	Delete program	BS	~~Integrated Media~~	90799	Jul-18
Drury University	BS	Organizational Leadership	520207	Delete program	BS	~~Organizational Leadership~~	520207	Jul-18
Drury University	BS	Public Relations	90902	Delete program	BS	~~Public Relations~~	90902	Jul-18
Drury University	BS	Writing	231301	Delete program	BS	~~Writing~~	231301	Jul-18
Drury University	BARCH	Architecture	40201	Title change; Degree type change	BS	Architectural Studies	40201	Jul-18
Drury University	MA	Communications, General	90101	CIP change	MA	Communications, General	90100	Jul-18
Drury University	MA	Nonprofit Leadership	520213	Addition of certificate program from approved existing parent degree	GRCT	Nonprofit Leadership Certificate	520213	Jul-18
Drury University	MA	Criminology	450401	Delete program	MA	~~Criminology~~	450401	Jul-18
Drury University	MS	Criminal Justice	430103	Delete program	MS	~~Criminal Justice~~	430103	Jul-18
Drury University	MS	Criminology	450401	Delete program	MS	~~Criminology~~	450401	Jul-18
Lindenwood University	MA	Education, with options in Autism Spectrum Disorders; Character Education; Content Specialty; Elementary Math	139999	Delete option	MA	Education with options in Autism Spectrum Disorders; Character Education; Content Specialty; ~~Elementary Math Educational Spec.~~; Special Education Certification	139999	Jun-18

		Educational Spec.; Special Education Certification						
Lindenwood University	BA	Economics	450601	Delete program	BA	~~Economics~~	450601	Jun-18
Lindenwood University	BA	Education, with options in Art (K-12), Biology (9-12), Business (9-12), Business Education Certification; Chemistry (9-12); Chemistry with Unified Science (9-12); Chinese Language Certification (K-12); Dance (K-12)English 9-12); French (K-12); Health (K-12); Industrial Technology (9-12); Instrumental Music (K-12); Mathematics (9-12); Physical Education (K-12); Social Science (9-12); Spanish (K-12); Speech & Theatre (9-12); Vocal Music (K-12)	139999	Delete option	BA	Education, with options in Art (K-12), Biology (9-12), Business (9-12), Business Education Certification; Chemistry (9-12); Chemistry with Unified Science (9-12); Chinese Language Certification (K-12); ~~Dance (K-12~~) English 9-12); French (K-12); Health (K-12); Industrial Technology (9-12); Instrumental Music (K-12); Mathematics (9-12); Physical Education (K-12); Social Science (9-12); Spanish (K-12); Speech & Theatre (9-12); Vocal Music (K-12)	139999	Jun-18
Lindenwood University	BA	Public Administration	440401	Delete program	BA	Public Administration	440401	Jun-18

Lindenwood University	BA	Religion	390401	Delete program	BA	~~Religion~~	390401	Jun-18
Lindenwood University	MA	Counseling	131101	CIP change	MA	Counseling	422803	Jul-18
Lindenwood University	BA/BFA	Studio Art	500702	Delete programs	BA/BFA	~~Studio Art~~	500702	Jul-18
Lindenwood University	BA/BFA	Fashion Design	500407	Delete programs	BA/BFA	~~Fashion Design~~	500407	Jul-18
Ranken Technical College	AT	Diesel Technology	470605	Addition of certificate program from approved existing parent degree	C1	Diesel Technology (at Perryville & Wentzville)	470605	Jul-18
William Jewell College	BS	Church Music	390501	Delete program	BS	~~Church Music~~	390501	May-18
William Jewell College	BS	Music Theory/Composition	500904	Delete program	BS	~~Music Theory/Composition~~	500904	May-18

ROUTINE PROGRAMS RECOMMENDED FOR PROVISIONAL APPROVAL MAY-JULY 2018					
Public Four-Year Institutions					
INSTITUTION	**DEGREE TYPE**	**PROGRAM TITLE**	**DELIVERY LOCATION**	**CIP**	**APPROVAL DATE**
Harris-Stowe State University	BA	History	main campus	540101	May-18
Harris-Stowe State University	BA	Psychology	main campus	420101	May-18
Missouri State University	MS	Nutrition and Dietetics	main campus	513101	Jul-18
Northwest Missouri State University	BS	Physics	main campus	400801	May-18
Southeast Missouri State University	BA	Writing, with options in Professional Writing, and Creative Writing	main campus	239999	Jun-18
Southeast Missouri State University	MS	Cybersecurity	main campus	111003	Jun-18
University of Central Missouri	BS	Bioinformatics, with options in Computing and Statistics, and Biological Science	main campus and Missouri Innovation Campus in Lee's Summit		
University of Missouri-Columbia	PhD	Music Education	main campus	500912	May-18
Public Two-Year Institutions					
INSTITUTION	**DEGREE TYPE**	**PROGRAM TITLE**	**DELIVERY LOCATION**	**CIP**	**APPROVAL DATE**
Mineral Area College	AAS	Medical Laboratory Technician (collab)	MACC, NCMC, SFCC, TRCC and main campus	511004	Jun-18
North Central Missouri College	C1	Business Management Essentials	Missouri Star Quilt Co., 1005 S. Hughes, Hamilton, MO 64644	520407	Jul-18
North Central Missouri College	AA	Associate in Arts	Country Club	240101	Jul-18

North Central Missouri College	AAS	Business, with option in Management	Country Club	520299	Jul-18
Ozarks Technical Community College	C1	Welding Technology	OTC-Waynesville	480508	Jun-18
Ozarks Technical Community College	AAS	Behavioral Health Support	OTC-Lebanon, OTC-Waynesville	512212	Jun-18
Ozarks Technical Community College	AA	Associate of Arts-Criminal Justice Option	OTC-Lebanon, OTC-Waynesville	240199	Jun-18
St. Charles Community College	AFA	Creative Writing	main campus	231302	Jul-18
Three Rivers College	AAS	Medical Billing and Coding	main campus, Sikeston, Kennett, Dexter	510713	May-18
Independent Institutions-Review and Comment					
INSTITUTION	**DEGREE TYPE**	**PROGRAM TITLE**	**DELIVERY LOCATION**	**CIP**	**REVIEW DATE**
Columbia College	AS	Pre-Nursing Science	main campus and Lake of the Ozarks	511105	May-18
Columbia College	AS	Criminal Justice	Townfield Plaza, 320 Ichord Ave., Ste. A, Waynesville, MO 65583	110101	Jul-18
Columbia College	BS	Human Services	Jefferson City	440000	Jul-18
Missouri Valley College	MS	Business Entrepreneurship	main campus	520701	Jun-18
Missouri Valley College	BS	Mild/Moderate Cross Categorical	main campus	131017	Jun-18
Missouri Valley College	MS	Exercise Science	main campus	310505	Jun-18
Missouri Valley College	MA	Educational Administration: Elementary and Middle School Administration/Principalship	main campus	130408	Jun-18
William Jewell College	BA	Musical Theatre	main campus	500509	May-18
Independent Institutions-MDHE Program Inventory Reconciliation					
Drury University	AS	Behavioral Science	main campus	301701	Jul-18

Drury University	AS	Emergency Management	main campus	430302	Jul-18
Drury University	AS	Environmental Policy and Regulations	main campus	030103	Jul-18
Drury University	AS	Organizational Studies	main campus	520213	Jul-18
Drury University	AS	Pre-Ministerial Studies	main campus	390604	Jul-18
Drury University	BA	Graphic and Digital Design	main campus	500409	Jul-18
Drury University	BA	Animation	main campus	100304	Jul-18
Drury University	BA	Clinical and Behavioral Neuroscience	main campus	261501	Jul-18
Drury University	BA	Individualized Major	main campus	300000	Jul-18
Drury University	BA	Mathematics Education	main campus	270101	Jul-18
Drury University	BA	Multimedia Production and Journalism	main campus	090401	Jul-18
Drury University	BA	Organizational and Leadership Communication	main campus	090901	Jul-18
Drury University	BA	Strategic Communication	main campus	090900	Jul-18
Drury University	BA	Political Science	main campus	451001	Jul-18
Drury University	BA	Pre-Ministry and Community Engagement	main campus	390604	Jul-18
Drury University	BS	Behavioral and Community Health	main campus	512208	Jul-18
Drury University	BS	Behavioral Neuroscience	main campus	261501	Jul-18
Drury University	BS	Biochemistry	main campus	260202	Jul-18
Drury University	BS	Chemistry	main campus	400501	Jul-18
Drury University	BS	Environmental Biology	main campus	261305	Jul-18
Drury University	BS	Environmental Management	main campus	030201	Jul-18
Drury University	BS	Exercise Physiology	main campus	260908	Jul-18
Drury University	BS	Game Development	main campus	500411	Jul-18
Drury University	BS	General Biology	main campus	260101	Jul-18
Drury University	BS	Graphic and Digital Design	main campus	500409	Jul-18
Drury University	BS	Computer Science-Software Engineering	main campus	140903	Jul-18
Drury University	BS	Emergency Management	main campus	430302	Jul-18
Drury University	BS	Organizational Communication and Development	main campus	520213	Jul-18
Drury University	BS	Spanish	main campus	160905	Jul-18

Drury University	BBA	Cyber-risk Management	main campus	111003	Jul-18
Drury University	MA	Nonprofit and Civic Leadership	main campus	520213	Jul-18
Drury University	MARCH	Architecture	main campus	040201	Jul-18
Drury University	MED	Curriculum & Instruction	main campus	130301	Jul-18
Drury University	MED	Instructional Leadership	main campus	130401	Jul-18
Drury University	MED	Integrated Learning	main campus	130901	Jul-18
Drury University	MED	Special Education	main campus	131001	Jul-18
Drury University	MED	Special Reading	main campus	131315	Jul-18
Missouri Valley College	BS	Music	main campus	500901	Jun-18
Missouri Valley College	BS	Non-Profit Management	main campus	520206	Jun-18
Missouri Valley College	BS	Interdisciplinary Studies	main campus	309999	Jun-18
Missouri Valley College	BS	Finance	main campus	520801	Jun-18
Missouri Valley College	BS	Nursing	main campus	513801	Jun-18
Missouri Valley College	BS	Middle School Education	main campus	131203	Jun-18
Missouri Valley College	BS	Marketing	main campus	521801	Jun-18
Missouri Valley College	BS	Intercultural Studies	main campus	302301	Jun-18
Missouri Valley College	BS	Agribusiness	main campus	010101	Jun-18
Missouri Valley College	BS	Management	main campus	520201	Jun-18
Missouri Valley College	AA	Values and Society	main campus	302601	Jun-18
Missouri Valley College	AA	Small Business Management	main campus	520707	Jun-18
Missouri Valley College	AA	Early Childhood Studies	main campus	131210	Jun-18

Tab 31

Proprietary School Certification Actions and Reviews

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

The Missouri Department of Higher Education's Proprietary School Certification Program (§§ 173.600-173.618, RSMo) provides oversight of certain types of Missouri-based and out-of-state private, postsecondary education providers. This board item provides an update on current issues regarding the Proprietary School Certification Program as well as a summary of recent program actions.

CURRENT STATUS

All program actions that have occurred since the June 7, 2018, Coordinating Board for Higher Education meeting are reported in the attachment to this item. The report includes information concerning anticipated actions on applications to establish new postsecondary education institutions, exemptions from the department's certification requirements, and school closures.

RECOMMENDATION

This is an information item only.

ATTACHMENT

Proprietary School Certification Program Actions and Reviews

Coordinating Board for Higher Education
September 12, 2018

Tab 31 Attachment

Proprietary School Certification Program Actions and Reviews

Certificates of Approval Issued (Authorization for Instructional Delivery)

TraiLiner Corp
Springfield, Missouri

This for-profit institution offers a non-degree program in commercial truck driver training. The mission of the school is to provide quality training in preparation for the state CDL exam. The school is not accredited.

Certificates of Approval Issued (Authorization Only to Recruit Students in Missouri)

None

Exemptions Granted

Institute of Christian Studies
Anderson, Missouri

This institution was granted exemption as "a non-profit school, owned, controlled, and operated by a bona fide religious or denominational organization that offers no programs or degrees and grants no degrees or certificates other than those specifically designated as religious degrees or programs." The school is not accredited.

Applications Pending Approval (Authorization for Instructional Delivery)

Phlebotomy Training Specialists USA
TBD

This for-profit institution seeks to offer a non-degree phlebotomy training program. The mission of the school is to provide up to date phlebotomy training in preparation for a national certification exam. The school is not accredited.

Applications Pending Approval (Authorization Only to Recruit Students)

None

Schools Closed

CALC Institute

CALC Institute located in St. Charles, Missouri, was accredited by the Council on Occupational Education (COE). The school was approved to offer certificate programs in information technology. The school's owners made the decision to cease new enrollment and submitted an approved teach out plan to allow currently enrolled students to complete their programs of instruction. The school permanently closed June 20, 2018. Department staff monitored the closure process and verified the appropriate storage of all student-related records, as required by Missouri statutes.

Florida Institute of Technology

The Florida Institute of Technology located on Whiteman Air Force Base in Johnson County, Missouri, was accredited by the Southern Association of Colleges and Schools Commission on Colleges. The school was approved to offer a baccalaureate degree completion in Logistics Management and specialized masters degrees to Air Force members as well as civilians. The school's owners made the decision to cease the program offerings at Whiteman; no students were enrolled in any of the approved programs. The school permanently closed the instructional location at Whiteman on February 27, 2018.

Gear Monkey CDL Training

Gear Monkey CDL Training in Kansas City, Missouri, was approved to offer certificate programs in commercial truck driver training. The school's owners made the decision to cease enrollment and taught out currently enrolled students to allow them to complete their programs of instruction. The school permanently closed May 4, 2018. Department staff monitored the closure process and verified the appropriate storage of all student-related records, as required by Missouri statutes.

University of Phoenix – Kansas City

The University of Phoenix campus located in Kansas City, Missouri, was accredited by the Higher Learning Commission of the North Central Association (HLC). The school was approved to offer certificate and degree programs in business, education, information technology, and allied health. The school's owners made the decision to cease new enrollment and submitted an approved teach out plan to allow currently enrolled students to complete their programs of instruction. The school permanently closed September 13, 2017. Department staff monitored the closure process and verified the appropriate storage of all student-related records, as required by Missouri statutes.

WyoTech – Ormand Beach (Recruit Only)

WyoTech – Ormond Beach located in Ormond Beach, Florida, was accredited by the Accrediting Commission of Career Schools and Colleges (ACCSC). The school was approved to offer certificates and associate degrees in marine and motorcycle technology. The school's owners made the decision to cease new enrollment and submitted an approved teach out plan to allow currently enrolled students to complete their programs of instruction. The school permanently closed June 28, 2018. Department staff monitored the closure process and verified the appropriate storage of all student-related records, as required by Missouri statutes.

Certifications Denied

None

Tab 32

Proprietary School Advisory Committee Appointments

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

The Proprietary School Advisory Committee (PSAC) is a statutorily established committee consisting of seven members serving three-year terms appointed by the Commissioner of Higher Education (§ 173.614, RSMo). This agenda item informs the Coordinating Board of recent appointments to the committee.

The statute defines the general eligibility requirements for committee members as individual proprietors, general partners of a partnership, or managerial employees of proprietary schools. In addition, the statute requires that at least three members of the committee represent degree-granting schools, at least one of which must grant a baccalaureate or higher level degree. The statute charges the committee with the following responsibilities:

- Advise the board in the administration of the proprietary school certification program;
- Make recommendations with respect to the rules and regulations establishing minimum standards of operation; and
- Advise the board with respect to grievances and complaints.

CURRENT STATUS

The Commissioner of Higher Education recently appointed three individuals to fill vacant terms on the PSAC. Those appointments were for Ms. Amanda Gardner of Pinnacle Career Institute, Ms. Jamie Jadlow of Concorde Career College, and Ms. Emily Witt of St. Louis School of Phlebotomy. Background information about these individuals is provided in Attachment A.

The appointments maintain compliance with the statutory requirements regarding representation on the committee by institutional type and ensure diverse representation consistent with Coordinating Board policy.

RECOMMENDATION

This an information item only.

ATTACHMENTS

A. Appointee Background Information

B. PSAC Membership Roster

Coordinating Board for Higher Education
September 12, 2018

Tab 32 Attachment A

Appointee Background Information

The Commissioner of Higher Education recently appointed three individuals to fill vacant terms on the PSAC. Those appointments were for Ms. Amanda Gardner of Pinnacle Career Institute, Ms. Jamie Jadlow of Concorde Career College, and Ms. Emily Witt of St. Louis School of Phlebotomy.

Amanda Gardner is the Director of Education for Pinnacle Career Institute of Kansas City, Missouri. The school offers classroom and online programs at the certificate and associate degree levels in dental assisting, medical assisting, massage therapy, billing and coding, cell tower technician, and wind turbine technician. The school is accredited by the Accrediting Commission of Career Schools and Colleges (ACCSC). Ms. Gardner has held various faculty and administrative positions with this school since 2005. She earned her B.S. in Psychology and Speech and Hearing Science from the University of Arizona and a M.Ed. in Adult Education from Jones International University.

Jamie Jadlow is the Campus President of the Concorde Career College campus in Kansas City. The institution operates campuses in seven other states. The school offers classroom and online programs at the certificate, associate degree and bachelor degree levels in nursing and allied health. The school is institutionally accredited by ACCSC and holds programmatic accreditation for its Dental Hygiene, Physical Therapy Assistant, Respiratory Therapy, and Pharmacy Tech programs. Ms. Jadlow has been involved with private postsecondary education for approximately 15 years and has held campus director positions at several institutions. She earned a B.S. in Psychology from the University of Arkansas and an M.A. in Postsecondary Education from Argosy University.

Emily Witt is the chief administrative officer of the St. Louis and Kansas City Schools of Phlebotomy. These schools are branches of the Ohio School of Phlebotomy, which also operates campuses in three other states. The school offers classroom programs at the certificate level in phlebotomy, medical assisting, laboratory assisting and EKG technician. The school is not accredited. Ms. Witt has been an administrator with this school system since 2012. She earned a B.S. in Human Development and Family Science from The Ohio State University and an M.Ed. in Adult Education from Pennsylvania State University.

Coordinating Board for Higher Education
September 12, 2018

Tab 32 Attachment B

PSAC Membership Roster

July 2018

Mr. Lute Atieh
Chief Operations Manager
American Business & Technology University
(Term expires 12/31/2019)

Ms. Juliet Crowder
Owner
Healthcare Education LLC
(Term expires 12/31/2019)

Ms. Amanda Gardner
Director of Education
Pinnacle Career Institute
(Term expires 12/31/2020)

Ms. Jamie Jadlow
Campus President
Concorde Career College
(Term Expires 12/31/2020)

Ms. Linda Lynch
School Director
WTI – Joplin
(Term expires 12/31/2018)

Ms. Emily Witt
Chief Administrative Officer
St. Louis School of Phlebotomy
(Term expires 12/31/2020)

VACANT
(Term expires 12/31/2018)

Tab 33
Meeting Minutes

Audit Committee

Coordinating Board for Higher Education
June 6, 2018

The Audit Committee of the Coordinating Board for Higher Education was called to order at 1:16 p.m. on Wednesday, June 6, 2018, in room 486 of Glass Hall at Missouri State University, in Springfield, Missouri. Committee members Joe Cornelison, Sam Murphey, Carl Bolm, and Doug Kennedy were present. No members were absent.

Review Minutes of the December 13, 2017, Audit Committee Meeting

Mr. Cornelison moved to approve the minutes of the December 13, 2017, Audit Committee Meeting. Mr. Bolm seconded. Motion carried unanimously.

Chair of the Audit Committee

Sam Murphey moved to confirm Joe Cornelison as chair of the Audit Committee. Mr. Bolm seconded. Motion carried unanimously.

MDHE staff provided updates on the U.S. Department of Education's Periodic Guarantee Agency Review from February 2018, Statewide Financial Statements from January 2018, and A-133 Single Audit from March 2018. There were no findings on any of the audit report.

Nicole Epstein, General Counsel, advised the committee of an upcoming U.S. Department of Education On-Site Information Security Review, which was scheduled for July 10-12, 2018.

No action was taken, and the meeting was adjourned at 1:21 p.m.

Tab 34
Meeting Minutes

Strategic Planning & External Relations Committee

Coordinating Board for Higher Education
March 7, 2018

The Strategic Planning & External Relations Committee of the Coordinating Board for Higher Education was called to order at 1:30 p.m. on Wednesday, March 7, 2018, in Room 460 of the Governor Office Building in Jefferson City, Missouri. Committee members Carl Bolm, Joe Cornelison, Doug Kennedy, Mike Thomson, and Shawn Saale were present; Sam Murphey was absent.

Commissioner of Higher Education Zora Mulligan provided an overview of the work of the committee and its purpose.

Mr. Kennedy moved for nominations for chair of the committee. Mr. Saale nominated Mr. Bolm. Mr. Thomson seconded. Motion carried unanimously.

Commissioner Mulligan reviewed the Blueprint Implementation Plan. She and staff explained the initiatives in the plan. No action was taken.

The meeting was adjourned at 2:50 p.m.

Tab 35

Statewide Engagement Plan

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

Commissioner Mulligan will conduct a statewide speaking tour to communicate the importance of higher education access, affordability, and completion; and importance of efficiency and effectiveness at colleges and universities. The tour will be scheduled September through May with the theme: "Building Missouri's Future by Degrees." The commissioner's tour will include visits to local schools, chambers of commerce, community leaders, and media.

Fall 2018 Schedule:

September

- St. Louis MASFAP High School Counselor Workshop in St. Louis – September 21
- Jefferson City Area Chamber of Commerce – September 25

October

- Springfield Chamber of Commerce Education Outlook – October 3
- West Plains MASFAP High School Counselor Workshop – October 12
- Missouri Association of Collegiate Registrars and Admissions Officers – October 28-30
- Apply Missouri event
- Talent for Tomorrow VIP Tour

November

- Missouri Association of Student Financial Aid Personnel – November 5-7
- FAFSA Frenzy event
- Talent for Tomorrow VIP Tour

RECOMMENDATION

This is an information item only.

NO ATTACHMENTS

Tab 36

Missouri College Access Network

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

The Missouri Higher Education Loan Authority (MOHELA) and the Missouri Scholarship Loan Foundation (MSLF) convened a planning committee in collaboration with the National College Access Network to explore establishing a statewide network focused on college access and success. The planning committee has had two productive meetings to discuss formatting a statewide network with plans to continue to meet through the end of the year. MOHELA's Board of Directors has approved, as part of its budget for the 2019 fiscal year, $1 million in funding for the initiative, with the condition that no significant expenditures shall be made until the Board reviews and approves a comprehensive plan for the network. It is anticipated that this plan will be presented to MOHELA's Board at its December meeting and the network will launch in early 2019.

Participating Organizations include:

- Active Advocacy Coalition
- Missouri Diversity Officers in Higher Education (MODOHE)
- TRIO – Southeast Missouri State University
- Mid-America Regional Council (MARC)
- KC Degrees
- Missouri Scholarship & Loan Foundation
- Missouri Association of Student Financial Aid Personnel (MASFAP)
- Missouri Association for College Admission Counseling (MOACAC)
- Missouri College Advising Corps
- BDT & Company, LLC.
- Prosper Springfield
- Community Partnership of the Ozarks
- Missouri Department of Elementary and Secondary Education
- Scholarship Foundation of St. Louis
- Missouri School Counselor Association
- KC Scholars
- Missouri Association of Collegiate Registrars and Admissions Officers (MACRAO)
- St. Louis Graduates

RECOMMENDATION

This is an information item only.

NO ATTACHMENTS

Tab 37

Blueprint Implementation Plan Update

Coordinating Board for Higher Education
September 12, 2018

BACKGROUND

The Coordinating Board for Higher Education approved the 2018 Blueprint Implementation Plan at its March 2018 meeting. Significant progress has been made on the initiatives described in the plan since that time.

CURRENT STATUS

The Blueprint Implementation Plan was published with all other state agencies' strategic initiatives on a new website, https://strategicchange.mo.gov/ and is organized around five themes: Coordination, Affordability, Access and Success, Communication, and Meaningful Work.

Coordination

Partner with Departments of Economic Development and Elementary & Secondary Education and other stakeholders to launch a statewide workforce assessment

Work on the State Workforce Development Assessment, branded Talent for Tomorrow, has continued with presentations to various stakeholders around Missouri and nationally.

National Tour and Presentations:

- Workforce Council – Executive Order Signing at the White House
- Southern Legislative Conference Annual Meeting
- Washington D.C. Think Tank Meetings:
  - Brookings Institute
  - US Chamber of Commerce
  - American Enterprise Institution
  - Council on Foreign Relations
  - Business Roundtable
  - Heritage Foundation
  - Markle Foundation

Statewide Meetings and Presentations:

- Joint CBHE and DESE Board Presentation
- State of St. Louis Workforce Presentation
- Talent for Tomorrow Task Force Meeting
- HRCC Presentation
- Cabinet Subcommittee on Workforce Development
- Best In Midwest Advisory Committee
- Hawthorn Foundation Board Meeting
- Governor's Conference on Economic Development

Develop a common data set about all institutions

The department is soliciting feedback from various stakeholders and will have an updated edition prior to the 2019 Legislative Session.

Develop a new model for institutions' funding requests for FY 2020, including special appropriations to meet workforce needs and capital funding requests

Jeffrey Barlow, Assistant Commissioner for Fiscal Affairs, has completed the higher education facility reviews. An update on this initiative can be found under Tab 19 – Facility Review.

Develop a long-term plan for rational allocation of resources among public colleges and universities

The first phase of this initiative will be mission review. An update on this initiative can be found under Tab 17 – Mission Review Status Update.

Affordability

Increase FAFSA filing

MDHE has partnered with MOHELA on this endeavor and are collaborating on establishing a Missouri College Access Network. An update on this initiative can be found under Tab 18 – College Access Network.

Review financial aid programs and make outcomes-based, goal-driven recommendations

An update on this initiative can be found under Tab 20 – Financial Aid Review Policy Framework Recommendations.

Rigorously evaluate requests for waivers from penalty provisions of the Higher Education Student Funding Act

An update on this initiative can be found under Tab 22 – Report on the Higher Education Student Funding Act.

Keep student loan borrowers eligible for federal financial aid

Over the last 31 months, the Missouri Student Loan Program has completed 745 reviews. On average, they have kept 97.8% of borrower eligible for federal financial aid.

Access and Success

Decrease the time it takes students to graduate by reducing the number of remedial courses they have to take and decreasing the number of credits that do not transfer

Data staff are reviewing submissions of baseline student course-level data which will allow more detailed analysis of remedial coursework and student transfer. Baseline data are currently being collected for the 2014-15, 2015-16, and 2016-17 academic years. Data for the 2017-18 academic year will be collected in early 2019.

Provide targeted support to institutions that do not meet their performance targets

In the FY 2019 budget, the General Assembly appropriated $100,000 to assess, plan, and implement performance improvement initiatives for institutions that have not met their performance measures. MDHE is currently developing a plan to utilize these monies.

Establish a system for identifying high-performing schools certified to operate by the department

The planning meeting for the certified school strategic initiative was held on June 29, 2018. A webpage was created for the group, and a summary of the meeting posted for community feedback. Certified schools submitted names of individuals interested in participating on a steering committee for a pilot of the initiative. Steering committee members will be selected by August 31, 2018, and the first meeting of the steering committee will be held in mid- to late September 2018.

Create an online resource that provides complete information about college-going

MDHE staff, in conjunction with the state's information technology department, have finished Phases I and II of a four-phase student portal project. Phase I is a complete redesign of the current College and Degree Search. The redesign allows students the option of researching Missouri colleges and universities by several different factors and then comparing the schools and/or programs side-by-side. Phase II is the Course Transfer Tracker, which is based on the CORE 42 initiative. The tracker gives students the opportunity to enter their courses to see how they will transfer to any other public college or university in Missouri. It also shows the students their progress toward completing their general education requirements as outlined in the CORE 42. Work to redesign the current state financial aid portal (Phase III) and to create a student workspace (Phase IV) will began in July 2018, with an expected launch date in July 2019. An update to this initiative can be found in Tab 19 – Student Portal Update.

Communication

Advocate with legislators to ensure that initiatives that require their support are well-understood, modified to address their concerns, and ultimately adopted

An update on this initiative can be found under Tab 11 – Final Report on 2018 Legislative Session and Plan for Implementation of New Laws.

Convene public college and university leaders to gather feedback on and promote understanding of initiatives

The Commissioner's Advisory Group met July 18, 2018, in Kansas City to discuss a new model for institution budget requests, review the department's progress on the Blueprint Implementation Plan, and implementation of new laws.

Nicole Epstein, General Counsel/Legislative Liaison, convened higher education attorneys and legislative liaisons at a meeting on June 11, 2018 in Jefferson City. They discussed the legislative session, new developments in case law, and other legal topics.

Ms. Epstein convened career services staff from around the state on June 13, 2018, in Jefferson City to discuss workforce initiatives, performance funding, and public sector recruitment.

Jeff Barlow, Assistant Commissioner for Fiscal Affairs, held virtual focus groups with chief information officers on June 19 and June 27, 2018.

Mr. Barlow hosted a Capital Improvement Budget Request (CIBR) system webinar on July 12, 2018, to coordinate FY 2020 requests.

Rusty Monhollon, Assistant Commissioner for Academic Affairs, hosted a Math Pathways Professional Development workshop on June 22, 2018, in St. Louis with high school and college professionals.

Mr. Monhollon convened the Council on Chief Academic Officers on July 18, 2018.

Mr. Monhollon held a CORE 42 meeting on July 24, 2018, with staff from college registrars' and transfer offices.

Leroy Wade, Assistant Commissioner for Financial Assistance & Proprietary Certification, provided training on Missouri's state financial aid programs for members of the Missouri Association of Student Financial Aid Personnel (MASFAP) on July 25, 2018.

Mr. Wade convened the State Student Financial Aid Committee on June 26, and July 27, 2018, to begin Phase II of the State Financial Aid Review.

Zora Mulligan, Commissioner, convened college access and success stakeholders on June 14 and August 9, 201, at MOHELA's Columbia office to discuss the development of a Missouri College Access Network.

Speak with state and local organizations; present at influential professional conferences

Commissioner Mulligan has been touring the state to meet with many different stakeholders:

- June 9 (Camdenton): Hawthorn Foundation Board Meeting – discussed Talent for Tomorrow initiative
- June 15 (Jefferson City): State Higher Education Executive Officers Association (SHEEO) Site Visit
- June 26 (Cape Girardeau): Talent for Tomorrow Regional Meeting
- June 27 (St. Louis): Best in Midwest Summit
- June 28 (Kansas City): Talent for Tomorrow Regional Meeting
- July 5 (Columbia): Missouri College Advising Corps Training Presentation
- July 6 (St. Charles): Talent for Tomorrow Regional Meeting
- July 11 (Columbia): Talent for Tomorrow Regional Meeting
- July 31 (Jefferson City): Journey to College Day – welcome
- August 15 (Columbia): Talent for Tomorrow Task Force Meeting
- August 16 (Sedalia): Governor's Ham Breakfast – Missouri State Fair
- August 24 (Kansas City): Metropolitan Community College, Kansas City – Presidential Inauguration

She also participated in the Midwestern Higher Education Compact presidential search committee interviews August 29-31.

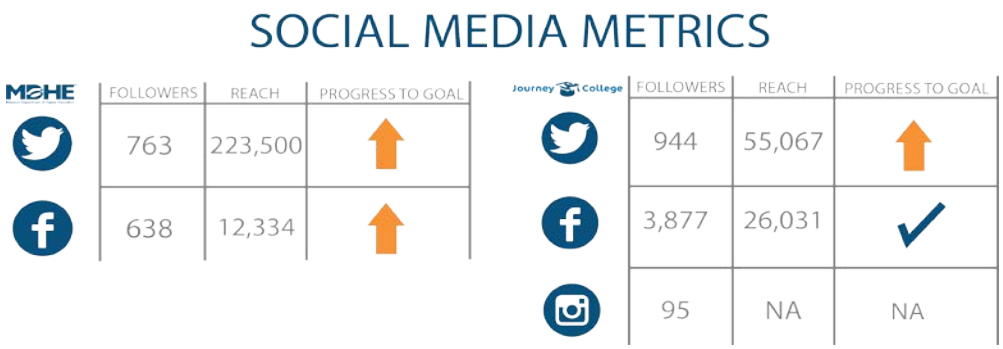
Communicate regularly with MDHE staff about each employee's and unit's role in advancing initiatives, achieving successes, and serving Missourians

The latest *Notes & News* employee newsletter was sent to all MDHE staff in early July. The newsletter included information about new employees, employee promotions, department initiatives, event reminders, and a section spotlight.

Celebrated State Employee Recognition Week with several activities for staff and a picnic where years of service awards were presented. Staff were rewarded with food and snack days, themed dress down days, daily prize drawings, and wrote thank you notes to each other to display on the "Wall of Thanks."

Increase social media reach

The department's goal is to increase social media coverage 10 percent over last year. A breakdown of each account's activity for June-August is detailed below. Please note the Journey to College Instagram account was set up on May 15 and has limited analytical information available.



Meaningful Work

Ask each unit to establish goals and an approach to measuring progress toward those goals

The design phase of this initiative is complete. The department is now considering how to collect the data to measure progress.

Bring employees from each unit together to tackle an important problem that spans units and to produce a clearly defined, concrete deliverable

Samantha Dickey, Policy Analyst, is leading a group to improve the access and success of foster and homeless youth in postsecondary education. Since the June CBHE meeting, they have heard from a representative at the University of Missouri—Columbia, made changes to The Missouri Source, created a page for foster and homeless youth on the Journey to College website, are finalizing a survey for the McKinney-Vento liaisons across the state, are writing a white paper on best practices from other states, and are entering into a data-sharing agreement with Department of Social Services to get more accurate education data on foster and homeless youth.

Identify opportunities to give promotions to, increase compensation of, or otherwise recognize top-performing employees

- Marla Robertson has been promoted to Assistant Commissioner for the Missouri Student Loan Program.
- Kelli Reed has had a title change to Senior Associate.
- Ryne Brown has been promoted to Budget Analyst.
- Angelette Prichett, Research Associate, has been selected as a member of the first Missouri Leadership Academy to develop emerging leaders from across the State of Missouri's 16 executive departments.
- Jaron Vail, Research Associate, has been selected a member of the Missouri Way leadership development program.

RECOMMENDATION

This is an information item only.

ATTACHMENT

Blueprint Implementation Plan

Coordinating Board for Higher Education
September 12, 2018

Tab 37 Attachment

Blueprint Implementation Plan Update

Aspiration

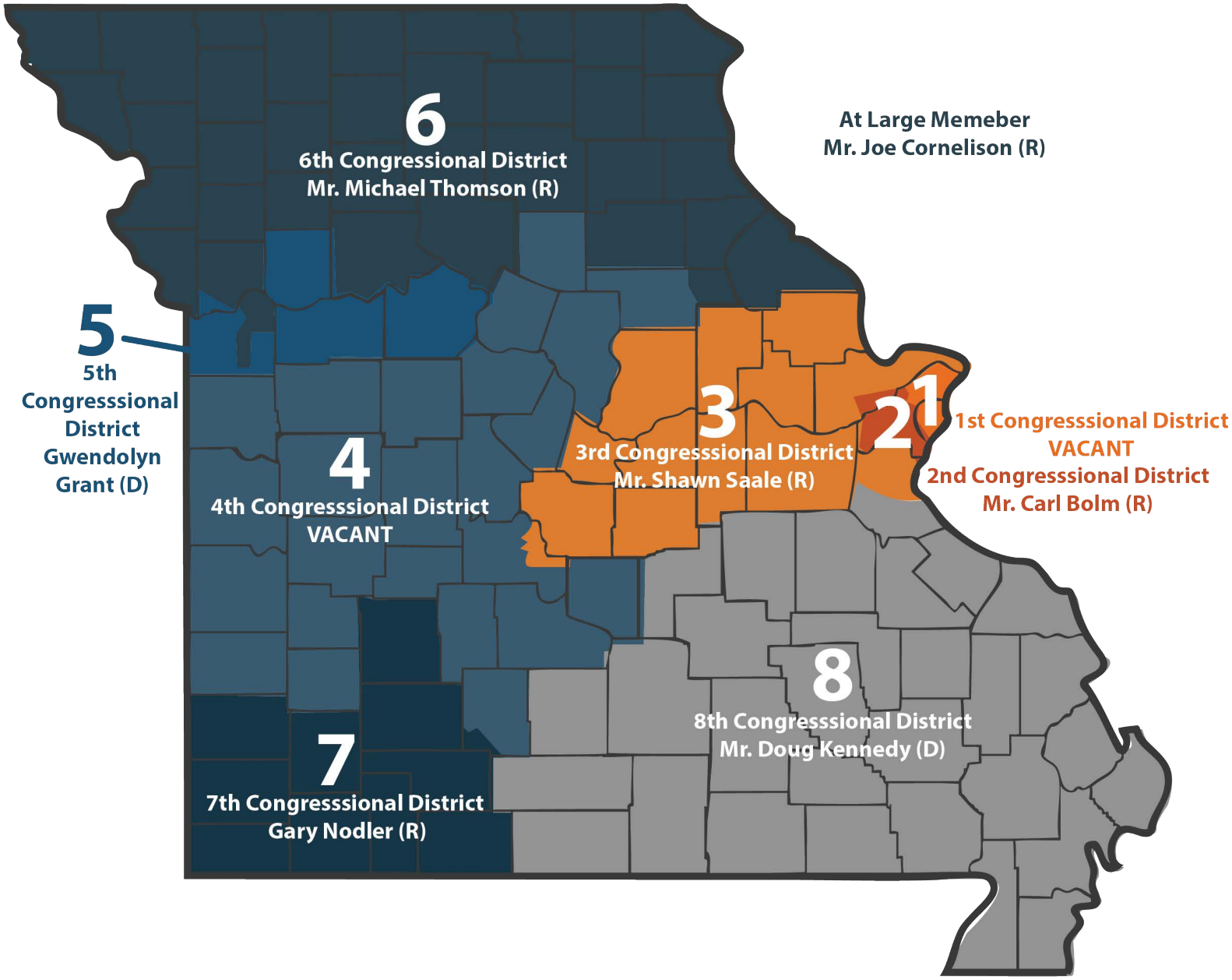
The Missouri Department of Higher Education will develop innovative approaches to improving student outcomes and increasing public institutions' performance.

Themes

Coordination	Affordability	Access & Success	Communication	Meaningful Work
Initiative	**Initiative**	**Initiative**	**Initiative**	**Initiative**
Partner with Departments of Economic Development and Elementary & Secondary Education and other stakeholders to launch a statewide workforce assessment *Blueprint Goal 3.3* *Commissioner*	Increase FAFSA filing *Blueprint Goal 2* *Outreach, Grants & Scholarships, Communications*	Reduce the number of remedial courses students must take before beginning credit-bearing courses *Blueprint Goal 1.1* *Academic Affairs, Data & Research*	Advocate with legislators to ensure that initiatives that require their support are well-understood, modified to address their concerns, and ultimately adopted *Commissioner, Fiscal Affairs, General Counsel/Legislative Liaison*	Ask each unit to establish goals and an approach to measuring progress toward those goals *Commissioner, Senior Staff, and All Managers*
Develop a common data set about all institutions *Blueprint Goal 3.3* *Data & Research, Academic Affairs, Communications*	Review financial aid programs and make outcomes-based, goal-driven recommendations *Blueprint Goal 2.1* *Grants & Scholarships, Data & Research*	Decrease number of credits that do not transfer for the course for which they were taken *Blueprint Goal 3.3* *Academic Affairs*	Convene public college and university leaders to gather feedback on and promote understanding of initiatives *Commissioner*	Bring employees from each unit together to tackle an important problem that spans units and to produce a clearly defined, concrete deliverable *Program Specialist in Commissioner's Office*
Implement performance funding model *Blueprint Goals 1.1, 1.5, 3.5* *Fiscal Affairs, Data & Research*	Rigorously evaluate requests for waivers from penalty provisions of the Higher Education Student Funding Act *Blueprint Goal 2* *Commissioner*	Provide targeted support to institutions that consistently struggle to meet performance targets *Blueprint Goal 3.3* *Commissioner*	Step up engagement with local, state, and national media to highlight Missouri's successes *Communications*	Identify opportunities to give promotions to, increase compensation of, or otherwise recognize top-performing employees *Commissioner, Senior Staff, and All Managers*
Develop a new model for seeking institutions' funding requests for FY 2020, including special appropriations to meet workforce needs and capital funding requests *Blueprint Goal 3.3* *Commissioner, Fiscal Affairs, Data & Research*	Make affordability a component of the performance funding model *Blueprint Goal 2* *Fiscal Affairs, Data & Research*	Establish a system for identifying high-performing schools certified to operate by the department *Blueprint Goal 3* *Proprietary*	Speak with state and local organizations; present at meaningful conferences *Communications, Senior Staff*	
Develop a long-term plan for rational allocation of resources among public colleges and universities *Blueprint Goal 3.3* *Commissioner, Academic Affairs, Fiscal Affairs, Data & Research*	Keep student loan borrowers eligible for federal financial aid *Blueprint Goal 2* *Borrower Services*	Create an online resource that provides complete information about college-going *Blueprint Goal 1* *Communications*	Communicate regularly with MDHE staff about each employee's and unit's role in advancing initiatives, achieving successes, and serving Missourians *Communications, Program Specialist in Commissioner's Office*	
			Increase social media reach *Communications*	

Coordinating Board for Higher Education

Members by Congressional District



Updated August 20, 2018

Coordinating Board for Higher Education Members by Congressional District

Term expirations for Coordinating Board for Higher Education Members:

1st District: VACANT
2nd District: Mr. Carl Bolm - 8/23/2017 to 6/27/2022
3rd District: Mr. Shawn Saale - 8/23/2017 to 6/27/2018
4th District: VACANT
5th District: Ms. Gwendolyn Grant - 8/29/2018 to
6th District: Mr. Michael Thomson - 5/5/2016 to 6/27/2016
7th District: Mr. Gary Nodler - 8/29/2018 to
8th District: Mr. Douglas Kennedy - 11/5/2015 to 6/27/2020

At Large Member: Mr. Joe Cornelison - 12/13/2017 to 6/27/2020

District	Description of boundary	Population
1	St. Louis County (part of), St. Louis City	736,055
2	Counties of Jefferson (part of), St. Charles (part of), St. Louis County (part of)	767,531
3	Counties of Jefferson (part of), Franklin, Gasconade, Maries, Osage, Cole, Callaway, Montgomery, Warren, Lincoln (part of), St. Charles (part of), Miller, Camden (part of)	774,899
4	Counties of Audrain (part of), Randolph, Boone, Howard, Moniteau, Cooper, Morgan, Camden (part of), Hickory, Benton, Pettis, Johnson, Henry, St. Clair, Cedar, Dade, Barton, Vernon, Bates, Cass, Dallas, Laclede, Pulaski, Webster (part of)	762,763
5	Counties of Jackson (part of), Ray, Lafayette, Saline, Clay (part of)	757,920
6	Counties of Lincoln (part of), Audrain (part of), Ralls, Marion, Shelby, Lewis, Monroe, Knox, Clark, Scotland, Schuyler, Adair, Macon, Chariton, Linn, Sullivan, Putnam, Mercer, Grundy, Livingston, Carroll, Caldwell, Daviess, Harrison, Worth, Gentry, DeKalb, Clinton, Clay (part of), Jackson (part of), Platte, Buchanan, Andrew, Nodaway, Holt, Atchison	765,667
7	Counties of Jasper, Newton, McDonald, Lawrence, Barry, Stone, Taney, Christian, Greene, Polk, Webster (part of)	770,073
8	Counties of Ozark, Douglas, Wright, Texas, Howell, Oregon, Shannon, Dent, Phelps, Crawford, Washington, Jefferson (part of), Iron, Reynolds, Carter, Ripley, Butler, Wayne, Madison, St. Francois, Ste. Genevieve, Perry, Bollinger, Cape Girardeau, Scott, Stoddard, Mississippi, New Madrid, Pemiscot, Dunklin	748,764

Tab 39

CBHE Committee Roster

Coordinating Board for Higher Education
September 12, 2018

	Previous	Current
Audit	Joe Cornelison (chair) Carl Bolm. ~~Sam Murphey~~ Doug Kennedy (Ex-Officio)	Joe Cornelison (chair) Carl Bolm Doug Kennedy (Ex-Officio)
Budget & Financial Aid	Mike Thompson (chair) Joe Cornelison Doug Kennedy ~~Sam Murphey~~	Mike Thompson (chair) Joe Cornelison Doug Kennedy
Academic Affairs & Workforce Needs	Shawn Saale (chair) Carl Bolm Doug Kennedy (Ex-Officio)	Shawn Saale (chair) Carl Bolm Doug Kennedy (Ex-Officio)
Strategic Planning & External Affairs	Carl Bolm (chair) Joe Cornelison Doug Kennedy ~~Sam Murphey~~ Mike Thomson Shawn Saale	Carl Bolm (chair) Joe Cornelison Doug Kennedy Mike Thomson Shawn Saale

ORGANIZATIONAL INFORMATION: DEPARTMENT DUTIES

The Coordinating Board for Higher Education (CBHE) and its administrative arm, the Missouri Department of Higher Education (MDHE), have a varied portfolio of duties. The following provides a high-level summary of those duties.

Planning is one of the MDHE's core functions. The department is responsible for developing and overseeing implementation of a coordinated plan for higher education for the state and its subregions (§ 173.020(4)), identifying the state's higher education and workforce needs (§ 173.020(2)), and delineating each institution's areas of competence (§ 173.005.2(10)). The department reviews each public college's and university's mission periodically (§ 173.030(8)) and has authority to approve applications from institutions seeking to establish a statewide mission (§ 173.030(9)). The department collects data to use in its decision-making processes and makes those data available in the Statistical Summary of Missouri Higher Education published on the MDHE website.

Academic program approval and review are closely linked to the department's planning function. The department reviews new degree program proposals offered by public colleges and universities (§ 173.005.2(1)) and has authority to make recommendations to institutions' governing boards regarding the development, consolidation, or elimination of programs, degree offerings, and facilities (§ 173.030(2)).

The department is also tasked with fostering **institutional relationships** that serve the state's higher education needs. Specific responsibilities in this area include encouraging the development of cooperative agreements for the offering of graduate degrees, as well as developing arrangements for more effective and economical specialization among institutions, and for more effective coordination and mutual support among institutions in the use of facilities, faculty, and other resources (§ 173.020(3)).

The department coordinates public colleges' and universities' core operating and capital projects **budget requests** by establishing guidelines for public universities' requests (§ 173.005.2(4)), approving a community college funding model (§ 163.191.3), and submitting a unified budget request for community colleges (§ 163.191.2). Requests for operating appropriations are made based on the performance funding model the department adopted in 2008 (§ 173.1006.1).

The department also develops budget requests for and oversees the state's **student financial aid** programs, the largest of which are Access Missouri (§ 173.1103.1); the Higher Education Academic Scholarship Program, commonly referred to as "Bright Flight" (§ 173.250.3); and the A+ Scholarship Program (assigned to the department by Executive Order 10-16).

Also in the affordability category, the department administers the Higher Education Student Funding Act, commonly referred to as SB 389, which provides that a public university that increases tuition and some fees more than the rate of inflation plus an amount (no more than 5%) that would produce an increase in net tuition revenue no greater than the amount by which state operating support was reduced in the previous fiscal year will be subject to a fine of up to 5% of the institution's state operating support (§ 173.1003.5). The law also includes a provision that allow institutions ask the commissioner of higher education for a waiver of all or part of the fine (§ 173.1003.5).

Proprietary school certification is another of the department's important responsibilities. The department licenses and oversees *for-profit* proprietary schools like the University of Phoenix and some *not-for-profit* proprietary schools like Victory Trade School, a religiously affiliated institution in Springfield with a mission of preparing homeless individuals for work in the culinary arts (§§ 173.612.2 & 173.616.1).

Finally, the department offers resources that help students **plan for** and **complete** postsecondary programs. The MDHE's Journey to College programs support high school students as they apply for college admission and financial aid, and celebrate students' choices about attending college and participating in military service.

The department has a long history of working with colleges and universities to develop guidelines that promote **transfer** between institutions; a statewide library of core courses that transfer from one institution to another; and a policy fostering "reverse transfer," which allows a student who transfers from a community college before earning enough credits to receive an associate degree to be awarded an associate degree when he or she earns the remaining needed credits at the university to which they have transferred (§ 173.005.2(9)).

Senate Bill 997, a higher education omnibus bill that became law on August 28, 2016, gives the department significant additional responsibilities, many of which strengthen the department's role in promoting transfer. The department is tasked with working with an advisory committee – the majority of which must be faculty members – to develop a core curriculum that is guaranteed to transfer to another institution and a common course numbering equivalency matrix (§ 178.780.2(10)). These provisions essentially make mandatory practices that have been voluntary in the past. The new law also requires the department to evaluate and maintain data on each institution's transfer practices (§ 178.788.1) and to resolve disputes about transfer (§ 178.788.2).

Senate Bill 997 requires the department to develop programs designed to promote **on-time completion**, including "15 to Finish" (§ 173.2510) and guided pathways (§ 173.2515); to establish a pilot program for "concurrent enrollment," which allows community college students to enroll in a public university, take select university classes, and use the university's facilities (§ 173.2520); and to create a website that provides information about academic programs available at each institution, financial aid, and transfer of course credit (§ 173.035).

In addition, the new law establishes a dual credit scholarship for high school students who meet certain academic standards and demonstrate financial need. The MDHE has indicated that it will cost approximately $4.5 million to launch the scholarship program. That information is included in the department's high-priority budget recommendation, which accompanies the department's actual budget request and is intended to provide information about important funding needs that do not fit within the parameters of the Office of Administration's budget instructions.

The department has served as the **state-designated student loan guaranty agency** in the Federal Family Education Loan Program (FFELP) since 1979, making it possible for generations of students, regardless of personal resources, to receive loans because of protection against defaults.

As a FFELP guaranty agency, the MDHE receives servicing fees from the U.S. Department of Education (USDE) and retains a portion of defaulted student loan collections. These revenues are used to fund loan administration functions and other financial aid-related activities. In addition, the MDHE purchases defaulted student loans from lending institutions and is reimbursed for loan purchases by USDE (20 U.S.C. §1072a).

As Missouri's guaranty agency, the MDHE helps students and families pay for a college education by:

- Providing information on postsecondary opportunities and financial aid directly to students and families (20 U.S.C. § 1072b);
- Creating financial literacy materials and programs for students, families, and schools to help them better manage finances (§ 165.275); and
- Helping borrowers resolve problems repaying their loans and restore their credit if they default (20 U.S.C. § 1072b).

CURRENT STATUTORY FUNCTIONS

The previous summary does not include all of the department's current statutory functions. Those functions are listed below. Many of the items listed here are referred to in the summary above.

Fiscal

- Establish guidelines for appropriation requests by public four-year institutions (§173.005.2(4))
- Approve a community college funding model developed in cooperation with the community colleges (§ 163.191.3)
- Submit an aggregated community college budget request (§ 163.191.2)
- Oversee implementation of the Higher Education Student Funding Act (commonly referred to as Senate Bill 389), including the adjudication of waiver requests submitted by institutions proposing to raise tuition at a rate that exceeds the statutory guideline (§ 173.1003.5)
- Recommend to governing boards of state-supported institutions, including community colleges, formulas to be employed in specifying plans for general operations, development and expansion and requests for appropriations from the general assembly (§ 173.030(3))
- Promulgate rules to include selected off-campus instruction in public colleges' and universities' appropriation requests where prior need has been established in areas designated by the CBHE (§ 173.030(4))

Planning

- Conduct studies of population and enrollment trends affecting institutions of higher education in the state (§ 173.020(1))
- Identify higher education needs in the state in terms of requirements and potential of young people and labor force requirements (§ 173.020(2))
- Develop arrangements for more effective and economical specialization among institutions in types of education programs offered and students served, and for more effective coordination and mutual support among institutions in the utilization of facilities, faculty and other resources (§ 173.020(3))
- Design a coordinated plan for higher education for the state and its subregions (§ 173.020(4))
- Collect information and develop comparable data for all institutions of higher education in the state and use it to delineate areas of competence of each of these institutions and for any other purposes the CBHE deems appropriate (§ 173.005.2(10))
- Establish state- and institution-specific performance measures (§ 173.1006.1)
- Conduct institutional mission reviews every five years (§ 173.030(8))
- Review and approve applications from institutions for statewide missions (§ 173.030(9))
- Issue annual report to the governor and general assembly (§ 173.040)
- Report to Joint Committee on Education (§ 173.1006.3)

Academic Programs

- Approve proposed new degree programs to be offered by the state institutions of higher education (§ 173.005.2(1))
- Approve degree programs offered by out-of-state institutions, in a manner similar to Missouri public higher education institutions (§ 173.005.2(14)(b))
- Recommend to governing boards the development, consolidation or elimination of programs, degree offerings, physical facilities or policy changes deemed in the best interests of the institutions or the state (§ 173.030(2))
- Approve out-of-district courses offered by community colleges (§ 163.191.8)
- Establish competencies for entry-level courses associated with an institution's general education core curriculum (§ 173.005.2(9))
- Approve dual credit programs offered by postsecondary institutions to high school students (§ 173.2500).
- Develop policies that promote on-time completion of degree programs (§ 173.2510)
- Develop a "guided pathways to success" pilot program designed to provide students with clear pathways to degree completion (§ 173.2515)
- Establish a concurrent enrollment pilot program to coordinate students' simultaneous enrollment at four- and two-year institutions (§ 173.2520)
- Determine to what extent courses of instruction in the Constitution of the U.S., and of the state of Missouri, and in American History should be required by colleges and universities (§ 170.011.1)
- Administer the Studies in Energy Conservation Fund in collaboration with the Department of Natural Resources and, subject to appropriations, establish full professorships of energy efficiency and conservation (§ 640.219.1)
- Promulgate rules to ensure faculty credentials and student evaluations are posted on institutional websites (§ 173.1004.1)
- Coordinate with Department of Economic Development to jointly provide specified career and salary information for each credential offered by a public institution of higher education (§ 173.1004.2)
- Cooperate with the Department of Corrections to develop a plan of instruction for the education of offenders (§ 217.355.3)
- Establish guidelines to promote and facilitate the transfer of students between institutions of higher education within the state (§ 173.005.2(9))
- Develop a recommended lower division core curriculum of 42 credit hours, which shall be transferable among all public institutions; develop criteria to evaluate public institutions' transfer practices; and administer a transfer dispute resolution process (§§ 178.780(10) & 178.785-789)

- Require all public two- and four-year higher education institutions to create a statewide core transfer library of at least 25 lower division courses across all institutions that are transferable among all public higher education institutions (§ 173.005.2(9))
- Develop a policy to foster reverse transfer for any student who has accumulated enough hours by meeting specific statutory requirements to be awarded an associate degree (§ 173.005.2(9))
- Require all public two- and four-year higher education institutions to replicate best practices in remediation (§ 173.005.2(7))
- Require all public institutions to award educational credit for courses that are equivalent in content and experience to a student's prior military training or service (§ 173.1158)

Institutional Relationships

- Promote and encourage the development of cooperative agreements between Missouri public four-year institutions of higher education which do not offer graduate degrees and Missouri public four-year institutions of higher education which do offer graduate degrees for the purpose of offering graduate degree programs on campuses of those public four-year institutions of higher education which do not otherwise offer graduate degrees (§ 173.005.2(3))
- Coordinate reciprocal agreements between or among institutions at the request of one or more of the parties (§ 173.030(5))
- Enter and administer interstate reciprocal agreements for delivery of postsecondary distance education, including approval of applications to participate and development of consumer protection and complaint policies (§ 173.030(6))
- Approve new state-supported senior colleges or residence centers (§ 173.005.2(5))
- Establish admission guidelines consistent with institutional missions (§ 173.005.2(6))
- Establish guidelines to help institutions with decisions relating to residence status of students (§ 173.005.2(8))
- Conduct binding dispute resolution for disputes between public institutions that involve jurisdictional boundaries, or the use or expenditure or any state resources (§ 173.125)
- Receive biennial reports from all public institutions on the number and language background of all teaching assistants, including a copy of the institution's current policy for selection of graduate teaching assistants (§ 170.012.4)
- Promulgate model conflict of interest policy that is used to govern all public institutions of higher education that did not have a similar measure in place (§ 173.735)
- Enforce provisions of the Missouri Returning Heroes Education Act, which limits the amount of tuition public institutions can charge combat veterans (§ 173.900.4)
- Promulgate rules for the refund of all tuition and incidental fees or the awarding of a grade of "incomplete" for students called into active military service, voluntarily or involuntarily, prior to the completion of the semester (§ 41.948.5)
- Provide an annual report to the Department of Elementary and Secondary Education on the performance of graduates of public high schools in the state during the students' initial year in the public colleges and universities of the state (§ 173.750.1)
- Prepare and circulate instructions and recommendations for implementing eye safety in college and university laboratories (§ 170.009)
- Exercise oversight of State Technical College (§ 178.638)
- Establish standards for the organization of community colleges (§ 178.770.1)
- Approve establishment of community college subdistricts and redistricting (§ 178.820)
- Supervise community colleges (§ 178.780), including:
  - Establishing their role in the state
  - Setting up surveys to be used for local jurisdictions when determining need and potential for a community college
  - Administering the state financial support program
  - Formulating and putting into effect uniform policies as to budgeting, record keeping and student accounting
  - Establishing uniform minimum entrance requirements and uniform curricular offerings
  - Make a continuing study of community college education in the state
  - Being responsible for their accreditation, annually or as often as deemed advisable, and in accordance with established rules
  - Establishing a core curriculum that is guaranteed to transfer to another institution and a common course numbering equivalency matrix

Note: Section 173.005.7 transfers to the CBHE the duties of the State Board of Education relating to community college state aid, supervision and formation specified in Chapters 163 and 178, RSMo.

Financial Aid[1]

- Administer the Access Missouri Financial Assistance Program (§ 173.1103.1)
- Administer Higher Education Academic Scholarship Program ("Bright Flight") (§ 173.250.3)
- Administer the A+ Scholarship Program (Executive Order 10-16, January 29, 2010)
- Administer the Advanced Placement Incentive Grant (§ 173.1350)
- Administer the Kids' Chance Scholarship Program for children of workers who were seriously injured or killed as result of a workmen's compensation-related event (need based) (§ 173.256.1)
- Administer the Public Safety Officer or Employee Grant Program for certain public employees and their families if the employee is killed or permanently and totally disabled in the line of duty (§§ 173.260.2 & 173.260.4)

[1] Entries in italics historically have not had funds appropriated to them by the General Assembly and so require no ongoing activity by the department.

- Administer the Marguerite Ross Barnett Competitiveness Scholarship Program for students who are employed 20 hours or more per week while attending school part time (§ 173.262.3)
- *Administer the Missouri Teaching Fellows Program for educational loan repayments, to include maintaining a program coordinator position to identify, recruit, and select potential applicants for the program (§ 168.700)*
- Administer the Minority Teaching Scholarship Program (§ 161.415)
- Administer the Minority and Underrepresented Environmental Literacy Program (§ 173.240)
- Administer the Dual Credit Scholarship for students from low-income families enrolling dual credit courses (§ 173.2505)
- Administer the Advantage Missouri Trust Fund, which provided loans and a loan forgiveness program for students in approved educational programs who become employed in occupational areas of high demand in the state (§§ 173.775.2 & 173.781)
- Make provisions for institutions to award tuition and fee waivers to certain students who have been in foster care or other residential care under the Department of Social Services (§ 173.270.1)
- May request information from public or private institutions to determine compliance with the requirement that no student receiving state need-based financial assistance receive financial assistance that exceeds the student's cost of attendance (§ 173.093)
- Develop, maintain, and operate a website with, at minimum, information on Missouri postsecondary institutions' academic programs, financial aid, and course transferability (§ 173.035)
- Receive annual certification from all postsecondary institutions that they have not knowingly awarded financial aid to a student who is unlawfully present in the U.S. (§ 173.1110.3)
- Promulgate rules to ensure individuals serving in the Missouri National Guard, Armed Forces Reserves, and those in the process of separating from the U.S. military may readily obtain in-state residency status for purposes of tuition and admission (§§ 173.1150 & 173.1153)

State Guaranty Agency under the Federal Family Education Loan Program[2]

- Administer Missouri Student Loan Program (§§ 173.100 to .120 & .130 & .150 to .187; also Title IV, Part B of the Higher Education Act of 1965, as amended (20 U.S.C. §§ 1071 to 1087-4), and its implementing regulations in 34 C.F.R. §§ 433A, 485D & 682). Responsibilities include:
    - Establishing standards for determining eligible institutions, eligible lenders and eligible borrowers
    - Processing applications
    - Loan disbursement
    - Enrollment and repayment status management
    - Default awareness activities
    - Collecting on defaulted borrowers
    - School and lender training
    - Financial literacy activities
    - Providing information to students and families on college planning, career preparation, and paying for college
    - Administering claims
    - Compliance
- Provide information on types of financial assistance available to pursue a postsecondary education (§ 167.278)
- Act as a lender of last resort for students or schools that cannot otherwise secure loans (§ 173.110.3)
- Enter into agreements with and receive grants from U.S. government in connection with federal programs of assistance (§173.141)

Proprietary Schools

- License and oversee all for-profit Missouri certificate or degree granting schools (§ 173.612.2)
- License and oversee some not-for-profit Missouri certificate or degree granting schools (§§ 173.612.2 & 173.616.1)
- License and oversee out-of-state higher education institutions offering instruction in Missouri (public out-of-state are exempt but go through program approval similar to in-state publics) (§§ 173.602 & 173.005.2(14)(b))
- License and oversee certain types of student recruitment by non-Missouri institutions (§ 173.602)
- Require annual recertification, or recertification every two years if certain conditions are met (§ 173.606.1 & 173.606.2)
- Establish appropriate administrative fees to operate the certification program (§ 173.608.2)

Grants for Institutions/Faculty

- Cooperate with the state board of nursing in evaluating grant proposals for the Nurse Education Incentive Program (§ 335.203)
- Apply for, receive and utilize funds which may be available from private nonprofit foundations and from federal sources for research on higher education needs and problems in the state (§ 173.050(2))
- Serve as the official state agency to plan for, define, and recommend policies concerning the allocation of federal funds where such funds, according to provisions of federal legislation, are to be received and allocated through an official state agency (§ 173.050(1))

Enforcement

- Compliance with requests from the coordinating board is a prerequisite to the receipt of any funds which the coordinating board is responsible for administering (§ 173.005.2(11))
- Institutions that willfully disregard CBHE policy may be subject to penalties including inability to receive students who participate in student financial aid programs and the withholding of any funds the CBHE is charged with disbursing (§ 173.005.2(12))

[2] As a result of provisions in the Healthcare and Education Affordability Reconciliation Act, no new FFELP loans were issued after June 30, 2010. However, the Guaranty Agency's statutory and regulatory obligations will continue as to loans still outstanding and guaranteed before that date.

Boards and Commissions

- Missouri State Anatomical Board (§§ 194.120 to 194.180)
- Presidential Advisory Committee (§ 173.005.3)
- Minority Environmental Literacy Advisory Committee (§§ 173.240.7 & 173.240.8)
- Proprietary School Advisory Committee (§ 173.614)

Bylaws of the
Missouri Coordinating Board for Higher Education

Article I: Enabling Authority

These bylaws govern the conduct of the business and affairs of the Missouri Coordinating Board for Higher Education ("Board") pursuant to the responsibilities vested in it by the Missouri Constitution and Revised Statutes.

Article II: Members

The membership of this Board and the terms of office of each member are prescribed in Section 173.005 of the Missouri Revised Statutes. Any member desiring to resign from the Board shall submit such resignation in writing to the Secretary of the Board, who shall provide it to the Executive Committee for action. The Executive Committee shall immediately notify the Director of Boards and Commissions in the Governor's Office of such member's resignation.

Article III: Officers

Section 1. Officers. The officers of the Board shall be: Chair, Vice Chair and Secretary. They shall be elected by the Board from its own membership. These officers shall perform the duties prescribed by the Missouri Revised Statutes, these bylaws and as may be prescribed by the Board.

Section 2. Election - Tenure of Officers. At the regular meeting of the board immediately prior to October 30, a Nominating Committee of three members shall be appointed by the Chair. It shall be the duty of this Committee to nominate candidates for the offices to be filled by election at the regular meeting immediately prior to December 31. Before the election at the regular meeting in December, following the report of the Nominating Committee, additional nominations from the floor shall be permitted. Officers' terms shall begin at the close of the regular December meeting, and officers shall serve for a period of one year and until their successors are elected and qualified.

No member shall hold more than one office at a time. No member shall be eligible to serve more than two consecutive terms in the same office, unless a member makes a motion that another member be permitted to serve more than two consecutive terms in the same office and the motion is approved by at least a two-thirds vote. No member shall be permitted to serve more than four consecutive terms in the same office under any circumstances.

Section 3. Duties of Officers.

Chair. The Chair of the Board shall preside at all meetings of the Board and shall be the spokesperson for the Board and shall perform such duties as may be prescribed by the Missouri Revised Statutes and by the Board. The Chair shall appoint the members of any committee established pursuant to these bylaws and shall name the Chair of each such committee.

Vice Chair. In the event of the absence of the Chair, the Vice Chair shall serve as Chair of the Board and perform all the duties of the Chair. The Vice Chair shall perform such other duties as prescribed by the Missouri Revised Statutes and by the Board.

Secretary. The Secretary of the Board shall take minutes of any executive session of the board and shall perform other duties as prescribed the Missouri Revised Statutes and by the Board.

Article IV: Meetings

Section 1. Meetings of the Board may be held at any place or places within the State of Missouri. The Board shall hold no less than four (4) regular meetings during each calendar year. Special or additional meetings may be called

by the Chair or upon call of at least five (5) members of the Board. The purpose of the meeting shall be stated in the call.

Section 2. Meeting Agenda. The agenda and order of items on the agenda for all meetings of the Board shall be established by the commissioner of higher education as the Board's chief administrative officer with the concurrence of the Board Chair. The committees of the Board, with the assistance and advice of the department employee supporting the respective committee, may recommend items for the agenda. Any Board member also may recommend items for the agenda. The agenda shall be developed and notice thereof made public in compliance with the applicable laws of the State of Missouri and any current or future policy or procedures adopted by the Board.

Section 3. Notice of Meeting. The notice of meeting and agenda shall be in accordance with the Missouri Revised Statutes.

Section 4. Absence at Meetings. If any member of the Board fails to attend any two consecutive regularly called meetings of the Board, or any three regularly called meetings in any calendar year, of which meetings the member shall have had due notice, unless such absences shall be caused by sickness or some accident preventing the member's presence (as defined in Article IV, Section 4.A) at the meetings, the Chair shall bring the matter to the attention of the Director of Boards and Commissions in the Governor's Office. For purposes of this Section, "regularly called meetings" shall include the February, April, June, October, and December Board meetings, as well as the Board's summer retreat.

Section 5. Conduct of Meetings. A majority of the members of the Board shall constitute a quorum. Any act of the majority of the members present at any Board meeting at which a quorum is present shall be the act of the Board. Board members may participate in a meeting by means of conference telephone or similar communication equipment whereby all persons participating in or attending the meeting can communicate with each other, and participation in a meeting in this manner shall constitute presence in person at the meeting for all purposes.

All meetings of the Board and any Committee thereof must comply with the Missouri Revised Statutes on meetings of governmental bodies and maintenance of records by such bodies.

At all Board and Committee meetings, a staff member shall act as Recording Secretary. In the absence of a staff member, the Board or Committee shall designate a member to serve as Recording Secretary. Full and complete minutes shall be kept of each meeting and shall be submitted to Board members for review prior to the succeeding meeting.

Voting on all matters coming before the Board shall be voice vote. Except on those matters for which roll call votes are required by law, in all cases where the vote of the members present is unanimous, it shall be sufficient to indicate unanimity in the minutes of the proceedings. In all cases where the vote of the members present is not unanimous, the "ayes" and "nays" shall be separately entered upon the minutes. In the absence of such expression of dissent or an expression of abstention, a member of the Board who is present at any meeting in which action is taken on any matter shall be presumed to have assented to such actions unless, before the adjournment of the meeting, the member shall affirmatively request that the member's vote of "nay" be separately entered upon the minutes, or the member be recorded as not having voted.

The Board may meet for appropriate purposes in executive session. Any vote taken in executive session shall be deemed and retained confidential, subject to the closed meeting provisions the Missouri Revised Statutes.

Article V: Committees

Section 1. Executive Committee. An Executive Committee shall be established and composed of four Board members: Chair, Vice Chair, and Secretary of the Board and another member of the Board designated by the Chair. Such Executive Committee members shall hold office until their successors have been duly appointed.

The Executive Committee, when the Board is not in session, shall have the powers of the Board to take such action as the Executive Committee may deem to be in the best interests of the Board and the Department of Higher Education; provided, however, that such action shall be in accord with the provisions of these bylaws, and not in conflict with existing policies of the Board. A complete record of all actions of the Executive Committee shall be kept by the Secretary of the Board, and a copy of such record shall be provided to all members of the Board within seven days of any action by the Executive Committee. Actions of the Executive Committee may be ratified, approved, or modified at the next regular meeting of the Board, but any modification thereof shall be prospective only. If, at its next regular meeting, the Board takes no action on an Executive Committee action, the record of which was provided to the members of the Board prior to that regular meeting, such action shall be deemed ratified by the Board. The vote of any members on any question coming before the Executive Committee may be taken in person, by telephone, facsimile transmission, email or letter. Concurrence of three members shall constitute action of the Executive Committee.

The Board Chair shall serve as the Chair of the Executive Committee. Meetings of the Executive Committee may be called by the Chair of the Executive Committee or upon call of at least three members of the Committee. The Commissioner of Higher Education may also request that the Chair call a meeting of the Executive Committee. The purpose of the meeting shall be stated in the call.

Section 2. Audit Committee. An Audit Committee composed of three Board members shall be established. The Chair of the Board shall appoint the members of the Audit Committee and at the same time shall name the Chair of the Committee promptly after the regular meeting immediately prior to December 31 of each year. Committee members shall serve for a period of one year and until their successors are appointed and qualified.

The Audit Committee shall receive and review all audit reports pertaining to the Board and the Department of Higher Education and such other audit reports as may be referred to the Committee. The Committee shall report to the Board on the contents of the reports and shall follow up with the Commissioner and department staff regarding resolution of any findings in the reports. The Committee shall report to the Board on the status of any such findings. The Committee shall perform such other duties as are specified in these bylaws or as directed by the Board.

Section 3. Budget and Financial Aid Committee. A Student Loan/Financial Aid Committee composed of three Board members shall be established. The Chair of the Board shall appoint the members of the Student Loan/Financial Aid Committee and at the same time shall name the Chair of the Committee promptly after the regular meeting immediately prior to December 31 of each year. Committee members shall serve for a period of one year and until their successors are appointed and qualified.

The Committee shall work with the Commissioner of Higher Education and Department staff on budget and financial aid issues as they arise and shall, as necessary, make reports to the Board on such activities. The Committee shall perform such other duties as are specified in these bylaws or as directed by the Board.

Section 4. Academic Affairs and Workforce Needs Committee. The Committee shall work with the Commissioner of Higher Education and Department staff on issues relating to academic programs and workforce needs and shall, as necessary, make reports to the Board on such activities. This should include collaboration with and support of the goals and objectives of the P-20 Council. The Committee shall perform such other duties as are specified in these bylaws or as directed by the Board.

Section 5. Other Committees. Such other committees, standing or special, shall be appointed by the Chair of the Board or the Executive Committee shall from time to time deem necessary to carry on the work of the Board. The Chair shall appoint the membership of such committees, which may, but need not, include members of the Board, and shall designate the matters to be considered by said committees. The Chair shall be an ex officio member of all committees except the Nominating Committee.

Article VI: Advisory Committees

Section 1. Presidential Advisory Committee. Four times each year the Board shall meet with the Presidential Advisory Committee as established by the Missouri Revised Statutes. Such meetings shall enable the Presidential Advisory Committee to advise the Board of the views of the institutions on matters within the purview of the Board.

Section 2. Proprietary School Advisory Committee. The Board delegates responsibility to the Commissioner of Higher Education to meet with and receive reports from the Proprietary School Advisory Committee as established by the Missouri Revised Statutes.

Article VII: Conduct of Business and Affairs

Section 1. Staff. The Board shall employ a Commissioner of Higher Education ("Commissioner") to serve at the pleasure of the Board. The Commissioner shall employ and determine the compensation of all such professional, clerical, and research personnel, including, where justified, specialists and/or consultants, as may be necessary to assist the Board in performing those duties outlined in the Missouri Revised Statutes. Except as otherwise expressly provided, all department staff shall be subject to the supervision and direction of the Commissioner.

The Commissioner shall have such duties and responsibilities as prescribed by the Board, including:

- Assume general direction of the staff to help meet the objectives set forth by the Board.
- Serve as liaison with the presidents, chancellors, and chief executive officers of institutions in carrying out policy objectives promulgated by the Board.
- Follow and keep the Board advised of all federal and state legislation affecting the Board and its purposes and objectives.
- Issue reports of Board action.
- Prepare, review, analyze, and implement all budgets which are approved by the Board.
- Make recommendations to the Board concerning the purposes, objectives, and responsibilities of the Board.
- Assist the Chair in the release of all information concerning the Board.
- Perform such other duties as prescribed by the Board and/or bylaw.

Section 2. Commissioner Search. The Board shall act as a committee of the whole as a search committee, unless the Chair, as directed by the Board, establishes a special committee for the purpose of searching for and screening candidates. The Board may include outside consultants and other persons in the search and screening process provided, however, that only Board members shall vote on the selection of a Commissioner.

Section 3. Evaluation of Commissioner. The Board shall annually evaluate the performance of the Commissioner. The purpose of the evaluation shall be to establish a record of performance over a period of time, to identify strengths, and to determine areas where more attention may be needed.

Section 4. Emeritus Designation. The procedure for granting the title of “CBHE Member/Commissioner Emeritus/Emerita” shall originate with nomination by another member of the Coordinating Board for Higher Education or by the commissioner of higher education. The title may be granted to any candidate who (1) holds the position of CBHE member for at least six years or commissioner of higher education for at least five years; (2) has indicated the willingness or desire to receive emeritus status; and (3) whose contributions to Missouri higher education are recognized as exceptionally meritorious as determined by a majority of the other members of the CBHE (candidate abstaining).

Names and terms of Emeritus/Emerita designees may be displayed in public places. Emeritus designees are a valuable resource for the CBHE and MDHE, and as such may receive nonprivileged reports, studies and communications from the department and serve as advisors upon invitation of the CBHE or commissioner.

Article VIII: Records

Full and complete records of Board actions and activities shall be kept available in accordance with Missouri Revised Statutes on governmental bodies and records.

Article IX: Diversity

The Coordinating Board for Higher Education and its staff should use selection processes and criteria designed to ensure diverse representations when making appointments to various committees, councils, or commissions. In as much as reasonably possible, criteria for representation should include the following:

Individuals who have demonstrated appropriate expertise and experience through their vocation, employment, affiliation or interests in connection with the membership being assembled;

Individuals who reflect the various geographic regions of the state as a whole or other appropriate sub-unit directly in connection to the membership being assembled; and

Individuals who reflect the race, ethnicity, age, gender, and disability characteristics of the population of the state as a whole, or other appropriate sub-unit in connection with the membership being assembled.

In as much as reasonably possible, the campus presidents and chancellors, and their respective local boards should use a similar selection process and criteria in making appointments to various committees, councils, or commissions.

Article X: Parliamentary Authority

The rules contained in the current edition of *Robert's Rules of Order Newly Revised* shall govern the Board in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order the Board may adopt.

Article XI: Amendment of Bylaws

These bylaws may be amended at any regular meeting of the Board by a two-thirds vote, provided that the amendment has been submitted in writing at the previous regular meeting.

Adopted by the board October 1987. Revised October 12, 2006; December 6, 2007; December 4, 2008; February 10, 2011; and June 9, 2016.